



A Blueprint for Rebuilding Gary, Indiana

Karen Freeman-Wilson – Mayoral Platform



Karen

★ About Gary ★

For Mayor

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Karen

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For Mayor

A Special Message from Karen Freeman-Wilson

Thank you for taking the time to read our platform for rebuilding Gary!

This platform brings together proposals and solutions that will allow you to see clearly where we stand on the critical issues that confront us as a community. From bankruptcy and economic development to public health and safety, this “blueprint” is intended as an open and forward-looking view into tough but necessary decisions that will be required for our beloved city to dig itself out of its current condition.

We all know what’s at stake in this election. We believe this election to be the most important in our city’s storied history. This is *the* defining moment that will set the course for the future of Gary. The Gary, Indiana that was once a source of pride for many who lived here and an inspiration to an aspirant nation, is now viewed with doubt and skepticism by many. Most disturbing, these problems have given way to a spirit of despair and hopelessness that nothing can be done to correct this course.

It is in this time that we not only summon the spirit to rise above these circumstances, but we see an opportunity to chart a new course. To realize new growth and development. To make a new history for Gary and its people.

It is in this spirit that we seek the office of Mayor of the City of Gary. It is this cause to which we rise and accept the challenge of building a new reality for our city. An economic reality that seeks to finally leverage the many assets at our disposal. A public safety reality that once and for all, secures our city from that which threatens us from without and within. An educational reality that embraces the youth and our school system in such a manner that builds a bridge between our glorious past and our hopeful future. This is our time, Gary, Indiana, to show the country, indeed the world, the true spirit that persists in our community!

It is our hope that this platform incites energy, ideas and dialogue in a way that you are inspired to contribute your time, talent and treasure in this great work. I’m asking you to stand with us. In this election, let us choose to do what is right. Choose intelligence over politics. Choose what’s right for us all over what may appear personally expedient. Let’s make this election **About Gary!**

Thank you again for taking the time to read our plan for restoring the safety, accomplishment and pride of our great city. And after you read these words, please join me in rebuilding the great city of Gary, Indiana.

Sincerely,

Karen Freeman-Wilson
Candidate for Mayor, City of Gary

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Please make campaign contributions payable to Friends of Karen Freeman-Wilson

Economic Development

A Blueprint for the Economic Growth

The City of Gary, its administration, department heads and staff WILL NOT be obstructive to the development interests of the city. The city will be open to partnership and development and will enthusiastically hear every sound and legitimate proposal for development in our city.

GUIDING PRINCIPLES

- All economic development in Gary should occur in the context of a master development plan;
- Economic development in Gary should be relevant to citizens;
- All citizens should have an opportunity to do business with or within the City;
- City departments must work together to support existing and attract new businesses;
- City officials must be instrumental in ensuring that Gary's leadership plays an active role in the growth of Northwest Indiana;
- Concrete economic development plans are necessary to fuel the growth of Gary;
- The city must utilize economic development tools and departments to enhance business opportunities within the city;
- City officials must support the development of Pre-Apprenticeship training programs that will open the door to greater job opportunities; and
- Consider Bio-Technology training as a means to opening the doors to new industry.

“Bankruptcy is for those whose debts outweigh their assets. Gary, Indiana is rich in economic development assets. Materializing this value must become the center our collective economic development efforts.”

– Karen Freeman-Wilson

PROPOSALS

- Establish the Department of Commerce as an umbrella to the economic, community, redevelopment, planning, zoning and engineering departments to drive the mission of the Comprehensive Master Development Plan for the City of Gary;
- Develop a seamless process for economic development proposals;
- Become responsible partners with the Gary/Chicago International Airport Authority, the Regional Development Authority (RDA), the Indiana Economic Development Corporation (IEDC), the Gary Region Investment Project (GRIP) and all other community organizations sincerely interested in advancing the economic interests of the City of Gary;
- Promote the development of Gary's critical assets inclusive of the Lakefront Marquette Plan, the Lakefront / Majestic Star Casino area and the Gary/Chicago International Airport, in such a manner that ensures the participation of local hiring and local business contracting opportunities;
- Restructure city debt to minimize the use of casino revenue for debt service;
- Renegotiate all contracts that are not in the best interest of the city and its citizens;
- Develop programs to increase participation of local contractors; and
- Multi-Modal Development Commission – The establishment of a leadership consortium that will develop a strategic plan that maximizes leverage of the city's many transportation assets, inclusive of NICTD, rail, trucking, logistics, shipping, warehousing, high-speed rail and other related businesses interest areas.

DEPARTMENT OF COMMERCE

My administration will establish the Department of Commerce which will be tasked in making business development the central focus of the administration. I plan to do this through the creation of a seamless process designed to attract new businesses. The process will support existing businesses, ensure an employable workforce and promote employment. Specifically, all job creation, workforce development and economic development operations will be conducted within the same department. One person would be responsible for overseeing this coordinated effort.



One of the first responsibilities of the Department of Commerce will be to review the current Gary Comprehensive Plan or the composition of a master development plan. The plan will serve as the guide in facilitating business and housing growth in an environmentally sound manner. The Department of Commerce will be responsible for convening an Economic Development Task Force. This group will include representatives from both public and private sector entities (i.e. major corporations in the local area, local zoning bodies, community development corporations, regional economic development entities, Regional Chamber of Commerce, local universities, etc.). The group's main focus will be to engage the problem of economic development.

This task force will:

- Compile any assessments and studies completed within the past 10 years regarding economic development in Gary to determine the reliability of the information.
- Review the mission of each department (i.e. Economic Development, Redevelopment, Planning, Zoning, Engineering, and Finance) that has a connection to economic development to make sure that its mission is in concert with the master development plan.
- Advise the mayor in the creation of a Master Development Plan for Gary that incorporates Entrepreneurial and Commercial Development, Redevelopment, Multi-modal Development, Housing, and Workforce Development.
- Streamline the economic development process to create an open and transparent system of evaluating viable projects and implementing those found to be in the best interest of the citizens.
- Review all existing laws, zoning, tax increment financing (TIF) designations and ordinances that impact economic development and suggest any that may be necessary to further facilitate the process.
- Develop standards for doing business with the city and ensuring compliance with policy and preferred industry standards.

The Master Development Plan created by this task force must emphasize the efficient execution of key projects contained in the Master Plan. Our plan will initially focus on the following key development priorities for the city:

- Gary/Chicago International Airport
- The Lakefront - Marquette Park
- The Lakefront - Majestic Star Casino Partnership

- Multi-Modal Transportation (i.e. NICTD, rail, trucking, logistics, shipping, warehousing and high-speed rail businesses interest areas.

Once the Master Development Plan is established, Commerce personnel along with the Economic Development Task Force will oversee precision-focused implementation.

GARY/CHICAGO INTERNATIONAL AIRPORT

The first area of focus in my administration would be the Gary/Chicago International Airport. The Gary/Chicago Airport is a regional diamond in the rough. While there has been much discussion about commercial air traffic, there has been little sustained success in this endeavor. The airport currently qualifies under state law as an economic development zone making it more attractive for international trade, air cargo and logistics. Additionally the airport has been designated as a sub-zone of the Foreign Trade Zone in the Port of Indiana.

The Indiana Economic Development Corporation (IEDC), the Federal Aviation Administration (FAA) and the Regional Development Authority (RDA) have already shown a willingness to play vital roles in the development of the Gary/Chicago Airport. The existing partnership with the City of Chicago will enhance the opportunity for airport growth.

The airport has just completed a strategic business plan. The job of my administration, inclusive of the Department of Commerce and the Economic Development Task Force will be to work with these and other officials to ensure that the resources will be and are available to implement this plan.

The successful development of the airport would help to ensure that other projects are developed and maintained. For example, air cargo facilities, business parks, logistics parks, hotels for business travelers, multi-modal transportation, and additional growth in the gaming and entertainment industry would become viable options in Northwest Indiana.

LAKEFRONT DEVELOPMENT

The development of the Lakefront area around Buffington Harbor and Marquette Park / Miller Beach will be another area of focus in my administration. We believe there is much to be desired in the city's existing partnership with the Majestic Star Casino. There has been little advance in the sizeable development opportunity around the beachfront property of the casino. We believe targeted investment in this area would bode well not just for those patrons of the Majestic Star, but could be leveraged into additional development, tax revenue and jobs for the immediate surrounding area. Working with the casino leadership in the expansion of these facilities through the use of New Market Tax Credits (NMTC) and other financing instruments, as well as seeking development partnership with those interested in investing the lakefront will be center to our lakefront development strategy in the Buffington area. Types of developments to be targeted include retail shopping facilities, outdoor entertainment facilities and an arena that could serve as host for sporting events, concerts and mid-sized conferences. This would allow us to capitalize

on our proximity to Chicago while providing an affordable meeting venue for corporate, non-profit and governmental entities.

We would seek to capitalize on the Regional Development Authorities (RDA's) investment in the Marquette Park area. We believe this area to be one the great visitor and tourism magnets for the city / region. Every year, this area attracts hundreds of thousands of visitors to our shores for boating, jet skiing and beach fun. With the completion of a walking trail, the use of the bath house as a conferencing venue, and the overall enhancement of the Marquette Park area including the historical Lake Street corridor, we believe the overall economy and image of the City of Gary would experience substantial increase.

MULTI-MODAL TRANSPORTATION

The City of Gary is geographically unique. Three major interstates (I-90, I-80/94, and I-65) all converge and pass through Gary, Indiana. There are over 250,000 vehicles that pass daily along Borman Expressway alone. That's 250,000 possible retail / commercial contacts that are currently being lost to nearby community's better position to service them. We have the Northern Indiana Commuter Transportation District (NICTD) that is a principal means of transport for many of the region's high net-worth employees that too travel the coveted infrastructure of Gary. We serve as a crossroads for the nation's freight train traffic, inclusive of three (3) of largest rail carriers in the United States: Canadian National, CSX, and the Burlington Northern railroad all cross paths in Gary. Canadian National, one of Gary's newest corporate citizens, recently invested over \$300 million in these assets through their acquisition and improvement of the EJ&E railroad. Gary is host to some of the largest trucking companies in the country including Swift and Schneider National and is home to a number of logistics and warehousing interests peppered throughout our industrial corridor. With the continued investment in the Gary/Chicago Airport and the growing talks of a national high-speed rail system, Gary is perfectly positioned to advantage this interest and our assets into a single comprehensive "multi-modal" strategy that would be the envy of the nation.

Our goal is to immediately constitute a Multi-Modal Transportation Commission made up of some of the representatives of many of these interests to advance such a plan for Gary and the region as a whole.

RESTRUCTURE CITY DEBT

Currently a large percentage of casino revenue is being utilized to support debt service. This provides little opportunity for the advancement of key development throughout the city. My administration will employ financial experts to reduce debt payments to increase the availability and investment of casino revenue. An example is to reduce expenditures by making strategic cuts within the city budget without jeopardizing the overall stability of the city.

RENEGOTIATE CITY CONTRACTS

During the first 100 days of my administration, the legal team will review all city contracts with a fiscal impact. This includes contracts that require expenditure of city funds or that require

economic development concessions. Where appropriate, efforts will be made to renegotiate those contracts that are not in the best interests of Gary citizens.

LOCAL BUSINESS DEVELOPMENT

Key to our plans to grow the economy of Gary will be “The Business Development and Revitalization Program”. This will be a blue print of how the city will assist local businesses. Optimal business development is dependent on the successful creation of business corridors that promote commercial, retail and residential developments. These corridors will create new opportunities for business incubators, e-commerce enterprises and entrepreneurial start-ups. The development and growth of these businesses will increase the City’s tax base and expand job creation. The small business owner is crucial to the city’s survival and adds to its distinctive character. Commerce Department personnel will designate a “Business Development Team” to work with the local businesses in Gary. The team responsibilities will include:

- Establishing partnerships with private and government (local, county, state, and federal) lending institutions to help small business owners procure financing;
- Establishing partnerships with local educational institutions to teach the small business owners the fundamentals of running a successful business; and
- Revitalizing the business “incubator” program for start-up businesses.

DELIVERABLES

- My administration will restructure existing city departments to create the Department of Commerce and the Economic Development Task Force within the first 180 days.
- My administration will restructure city debt to enhance the use of casino revenue in the first 365 days.
- My administration will review all contracts with fiscal impacts within the first 100 days and initiate renegotiation when in the best interests of citizens.
- My administration will establish the Multi-Modal Development Commission within the first 180 days.

Economic Development

Housing and Property Tax Restoration Plan

The City of Gary is very precarious position relative to its current budget condition. Many consider bankruptcy the city's most viable option. We do not share this opinion. Bankruptcy is for those whose debts outweigh their assets. Gary, Indiana is rich in economic development assets. Materializing this value must become the center our collective economic development efforts. Key to our goals to grow Gary's economy is to fundamentally address the city's tax base, property portfolio and management practices. The following details our approach to this problem.

GUIDING PRINCIPALS

- A comprehensive property tax relief educational plan to educate the community regarding the impact and importance of paying property taxes;
- Housing should be created in accordance with a Master Development Plan;
- Seniors and disabled residents need accessible housing;
- All housing must be environmentally sound; and
- Striving to achieve a city where homeownership outpaces rental housing.

PROPOSALS

- Housing stock assessment – The Master Development Plan will include an assessment of the existing housing stock and the housing needs of the community.
- Housing Revitalization – My administration will develop a plan to place abandoned houses that are viable back into the active housing stock.
- Property Tax Relief – My administration will work with officials from local, state and county government to create a comprehensive property tax solution.
- Abandoned Houses (NON-VIABLE) – My administration will develop a comprehensive plan for the demolition of irreparable abandoned houses.
- Homeowners/Landlord Accountability Plan-Enforce current statue of property ownership to ensure fiscal, and infrastructure responsibility are met.

HOUSING STOCK ASSESSMENT

Quality housing is essential to the success of every community. There must be housing to meet the needs of every income level. Whether citizens choose rental or home ownership—whether they seek condominium or assisted care living apartments—our housing stock must meet their needs. Before we can address the housing demands of Gary residents, we must have sufficient information about our housing supply. This will be provided through the Master Development Plan discussed in the Commerce section of this platform.

“Special attention will be paid to senior housing during the housing assessment and implementation phases. Every senior deserves to live in a quality environment.”

– Karen Freeman-Wilson

As a part of the Master Development Plan, my administration will commission an assessment of our housing stock. At the same time we are assessing the supply, we must determine the demand for housing. This inquiry must include the number of apartment dwellers who desire to own homes; identify the barriers to home ownership in the city; determine the role the city will play in addressing those barriers; identify those who are currently residing in substandard rental housing; target the needs of seniors; and identify the most optimal mix real estate in our current housing stock.

Our housing stock can be enhanced through the collaborative efforts of city departments; quasi-governmental agencies; community development corporations; state agencies and national entities. These entities will work together to rehabilitate existing structures and build new housing. The goal is to increase home ownership among Gary residents. This will work towards strengthening the city’s tax base.

Special attention will be paid to senior housing during the housing assessment and implementation phases. Every senior deserves to live in a quality environment. Senior Citizen facilities should be enhanced and built throughout the City of Gary, for the benefit of seniors at all income levels. These facilities should consist of apartments for independent living; assisted living quarters with minimal supervision to ensure basic medical needs will be met; and single family homes for those seniors who want to own their homes.

HOUSING REVITALIZATION

Many neighborhoods in our city have abandoned houses. These houses create a public safety risk to neighbors and reduce the property value of adjacent houses. A large number of the houses are owned by the City of Gary.

My goal is to create a program that would allow local residents to obtain these houses at no cost and give them a time period to repair and live in them. After a designated time (likely six months), residents would be required to pay taxes. This would increase the number of homeowners in our community, increase the number of taxpayers and increase the property value

of neighboring houses. A special aspect of this program will be used to encourage public safety personnel who live outside the city to move within city limits.

My administration would use the existing code provisions to force the owners of these abandoned properties to comply with local ordinances to reduce the risk of public safety and to ensure increased property values.



PROPERTY TAXES

Recently, the creation of permanent property tax caps has had a significant impact on the budget of many cities and towns. This provides unique opportunities and challenges. We are challenged to develop a balanced budget with 8-10 million dollars less. This also provides an opportunity to attract new residents and businesses who find our tax structure more attractive than our neighboring state.

The city of Gary's tax collection rate for 2009 was 43% without the help of the Distress Unit Appeal Board and mid 70% collection rate with the help of the Distress Unit Appeal Board. If this number is increased to 85%, we can address part of the budget deficit. We can make increased property tax collection a priority by holding absent property owners accountable and working with county officials to ensure the existence of payment plans contemplated to increase tax revenue.

DELIVERABLES

- My administration will establish the Home Revitalization program within the first 180 days; the plan will be extended to commercial and industrial structures within the first 365 days.
- My administration will establish a plan to demolish abandoned structures within the first 365 days.

INFRASTRUCTURE

- The city infrastructure has a direct impact on the delivery of services to the citizens of Gary and must be the backbone of a Master Development Plan;
- The Gary Sanitary District is a separate entity that should be developed and maintained in conjunction with the city's Master Development Plan;
- All sources of revenue and cost-reduction must be explored to support our maintenance and construction of infrastructure projects; and

- All infrastructure projects must be accomplished in an environmentally sound manner.

PROPOSALS

- City Lights – My administration will conduct a detailed utility audit and assess city lights to determine the need for repair and construction.
- City Signs – My administration will assess city signs in an effort to replace and erect them where needed.
- Gary Sanitary District – My administration will operate the waste water and treatment plan as a separate entity in accordance with the federal consent decree and state and federal regulators, also the city administration will begin the process of updating sewer infrastructure which has currently been in place since the early 1900's.
- Bricks and Mortar – My administration will develop a comprehensive plan to evaluate the state of existing buildings and the demand for new structures that will lead to the rehabilitation, demolition and or construction of new buildings.
- Streets and Sidewalks – My administration will develop an ongoing program for the installation and/or repair of streets and sidewalks.
- Parks and Recreation – My administration will develop parks that provide recreational opportunities for residents of all ages.

CITY LIGHTS

My administration's plan for street lights is addressed in the Public Safety section of the overall policy platform document. Traffic lights play a role in the safety and order of the city.

Citizens have expressed their concerns about inadequate lighting in commercial and residential areas. Adequate lighting will be a priority during my administration because it is an important component of public safety, community development and economic development.

My administration will meet this priority through an assessment of our existing lighting structure and the development of an on-going plan for maintenance and construction of street and traffic lights. My administration will also meet with the local businesses to make sure that all private lighting meets the safety standards set by communities nationwide. Moreover, we will conduct a detailed utility audit insuring maximum efficiency in the city's utility billing practices, utility usage levels and insuring optimal energy standards.

CITY SIGNS

In the first 180 days of my administration, we will conduct a review of city signage and develop a plan for repairing and/or creating signs where appropriate. My administration will treat proper signage as a part of our service imperative. Neither our fellow residents nor our guests should have to guess about streets or locations or missing “Stop” signs. This includes the creation of a neighborhood survey, where we will track citizens’ comments on signs that needs to be replaced. We will replace and construct city lighting in a process consistent with the Master Development Plan. The assessment will be conducted annually and the replacement and construction program will be ongoing. This project will be undertaken in conjunction with local contractors.

WASTEWATER AND STORM SEWERS –GARY SANITARY DISTRICT

The Mayor has traditionally served as Special Administrator for the Gary Sanitary District. In this capacity, the Mayor must operate GSD with fiscal integrity and in accordance with the federal consent decree and the outlines of state and federal regulators. To perform this responsibility properly, the Mayor must fully understand the parameters of the consent decree. This is especially challenging given the city’s historic need to borrow from the GSD. Under my administration, we would not borrow from the GSD and would work to operate the city on existing revenue.

As Special Administrator, I would conduct an assessment of sewer and storm water systems and develop a plan to address flooding, disrepair and non-existent sewers. The ultimate goal is to look at our drainage concerns from a growth perspective and not merely a maintenance perspective. The implementation of our plan should result in a world class waste water and storm sewer system. Recently, the clean air act has required sewers for waste and storm water. To date, it appears that this project has not been completed. All planning and implementation will be accomplished as part of the major development plan. Special attention will be paid to Black Oak and areas of Miller without city sewers.

BRICKS AND MORTAR

My administration will develop a comprehensive plan to evaluate the state of existing buildings and the demand for new structures that will lead to the rehabilitation, demolition and or construction of new buildings. In conjunction with the Master Development Plan, we will consider the historical intrinsic and aesthetic value of city-owned structures when determining the fate of the structure. Valuable materials can be salvaged and reused when the exterior may not be able to be saved. As a part of the same initiative we will also work with Gary’s citizens and developers to provide easy access to such properties.



The appearance of City Hall - the domain of the Mayor - must be restored. As a central gateway to our city, our City Hall and the Lake County Courthouse both feature beautiful, classic early 20th century architecture that has been neglected for too long. The Mayor represents the city which represents the people. If the Mayor's working quarters are not up to par, there would no longer be an incentive for the citizens of Gary to take pride in their community. City Hall should always be orderly, attractive, clean, and beautiful. My administration will work with county officials to make sure the county courthouse is maintained as well.

STREETS AND SIDEWALKS

My administration will develop an ongoing program for the installation and/or repair of streets and sidewalks. During the first 180 days of my administration, we will conduct an assessment of city streets and sidewalks. We will prioritize the repairs and creation from the most needed to the least needed. This plan will also include an annual assessment that will address potholes, sinkholes and other defects.

Money will be allocated annually for the repair and construction of streets and sidewalks. My administration will partner with the state for work needed on state highways such as 4th and 5th Avenues, Broadway and Ridge Road. After this assessment, we will develop an ongoing plan for repair and construction and will coordinate with business owners to ensure that their locations will not be blocked, or hindered for unnecessary lengths of time. All work will be monitored for quality and compliance with project guidelines and specifications by city engineers.

In conjunction with my public health initiative, our administration will incorporate changes to the city infrastructure that is consistent with health and fitness. This will include dedicated bicycle lanes, bicycle racks, and walking trails. Many of these projects can be funded through public/private partnerships.

PARKS AND RECREATION

My administration will develop parks that provide recreational opportunities for all age groups. The citizens of Gary deserve viable parks that meet the needs of every age group. Parks can provide recreational, educational and social opportunities for the citizens of Gary. Park development would also be consistent with my community health initiative.

“The Broken Windows approach addresses existing infractions in the community. Whether it is illegal parking, a noise violation or a violent crime, it is a crime against the community and must be addressed by police officers.”

– Karen Freeman-Wilson

By partnering with local and national health organizations, my park system plan will provide comprehensive information and meeting facilities. Available information would range from early childhood vaccinations to blood pressure and diabetes screening. By reinvesting in Gary's youth and teen athletic programs, my goal is to make the parks the centers for summer fun again. Priority will be given to the Seberger Park in Black Oak, Junedale Field in Glen Park, Hatcher Park, Eastside Park and North and South Gleason Parks. Junedale field is especially important because it was originally contemplated as the permanent home for the Pop Warner League.

Parks are an integral part of community development and can be an even bigger part of community expansion. My administration will incorporate a park development plan as part of the Master Development Plan and the proposed Marquette Plan in order to link all of our city parks to one another and eventually to the lakefront via bicycle lanes on streets and trails throughout the city.

DELIVERABLES

- My administration will conduct an assessment of city signs within the first 180 days.
- My administration will conduct an assessment of city streets and sidewalks within the first 180 days and develop a repair, paving and construction plan within the first 365 days.
- My administration will conduct an assessment of equipment used to deliver city services within the first 180 days and develop a repair and acquisition plan.
- My administration will make park development an integral part of the Master Development Plan.
- My administration will conduct an assessment of city buildings within the first 180 days and develop a repair and remediation plan.
- My administration will conduct an audit of the Gary Sanitary District's compliance with federal and state regulation and develop a plan for meeting these standards within 180 days.

Economic Development

Green Urbanism: Creating an energy efficient City

Broadly described as urban design and planning that seeks to minimize a city's impact on the environment, "green urbanism" can be employed as one of the common themes integrating key elements of my administration and Platform Policy - specifically economic development, jobs and accountability.

GREEN URBANISM IN ECONOMIC DEVELOPMENT

My administration would leverage green urbanism by encouraging the DEVELOPMENT of city owned property and insisting on sustainable development practices with an emphasis on energy conservation, healthy buildings, and resource reuse and recovery. With the economic development of residential, commercial and mixed use properties, the city will have the ability to create employment opportunities for residents by training a workforce to meet new economy development challenges.

Currently, Ivy Tech has developed a curriculum for course work in "green" cleaning. My administration would partner with Ivy Tech to insure that all city maintenance workers would receive this training for the use, implementation and benefit of our public facilities. My administration would also follow the lead of Illinois and create a "Green Cleaning Act". This Act would apply to all of our public facilities and would include our schools both public and charter.

By cultivating public/private partnerships in the sustainable development arena, Gary can position itself as a residential destination for desirable demographics, ideally young professionals and families from the Chicago area, seeking harbor from oppressive tax rates and escalating living costs. This would also serve as another mechanism to RETAIN our own Gary Citizens after graduation from high school and to encourage those that went on to pursue post secondary academics, outside of Northwest Indiana, to return to the area. This approach not only strengthens the City of Gary's tax base but benefits Northwest Indiana as a whole.

Preserving and enhancing existing open spaces and cultivating some of them for urban gardening can also serve to positively impact the city's economic development efforts. The city can reach a goal of making affordable, locally grown organic food available to city residents and drawing residents

"There's new energy to harness, new jobs to be created, new schools to build, and threats to meet, alliances to repair. The road ahead will be long. Our climb will be steep. We may not get there in one year or even in one term. But, America, I have never been more hopeful than I am tonight that we will get there. I promise you, we as a people will get there."

– Barack Obama

from nearby communities to purchase food and bolster Gary's economy.

GREEN URBANISM IN EDUCATION:

To support the sustainable development discussed above, there is an opportunity to train workers in jobs that preserve and enhance environmental quality:

- Installing solar panels,
- Retrofitting buildings to make them more energy efficient,
- Constructing transit lines,
- Refining waste oil into biodiesel,
- Erecting wind farms,
- Repairing hybrid cars,
- Building green rooftops, and
- Planting trees

A commitment to developing a green collar workforce would also allow the city to attract clean energy technology manufacturers to the city as they experience the benefits from the Obama Administration's push to expand research and implementation of clean and renewable energy sources.

Importantly, green urbanism can be a powerful tool to augment educational opportunities for schools. Modeling a successful program developed and implemented in the Illinois Public School System, we could use the Career Center to employ and train students on green building techniques through a green educational, training and green collar job employment program. Because Ivy Tech has an approved and accredited curriculum in place, the City of Gary's partnership with this institution would play a key role in training necessary individuals.

Through Career Center curriculum, the students would complete an extensive green educational training program to provide them with an understanding of the intersection of the environment, community, and green building and urban agriculture practices. Upon completion of the training program, students would retrofit individual senior units at senior facilities and build urban gardens for the senior residents, fostering a true intergenerational exchange between the students and the senior residents and updating all units with green elements that provide the senior occupants with increased energy efficiency, healthier environments and cost savings.

The impact of the program on students' lives and communities could be documented through online story telling on an innovative and growing media platform, "Citizens Global." This breakthrough platform enables multiuser editing and takes the online experience to state of the

art broadcast quality, facilitating immediate access to showcase success to supporters and media outlets. This could also be a promotional opportunity to use the convergence of green urbanism and the media to solicit and encourage philanthropic support of other city projects.

Overall, this project could serve to provide hands on training while instructing students on the foundation of green building through weatherization techniques while also equipping them with the fundamentals of urban gardening. The rubric of such a program could be delineated as follows:

- Provide Gary City School's students with green education and training on the intersection of the environment, community, green building practices and urban agriculture;
- Provide Gary City School's students with valuable new economy, practical skills that can enhance quality of life in the city and augment economic development;
- Provide healthy, high performance, energy efficient sustainable living environments to an underserved urban community;
- Use the process of retrofitting these units as a mechanism for educating occupants and students on the benefits of eco-friendly living;
- Create a weatherization and urban gardening model that can be applied in other neighborhoods;
- Expose Gary City School's students to "green media" by creating an online channel for students to document successes and impact on lives and communities through the Citizens Global media platform;

GREEN URBANISM ACCOUNTABILITY

Green urbanism also represents an opportunity to rebuild trust in the efficacy of city government. The city could implement a municipal energy savings program using available federal grants to fund energy audits, upgrade lighting and mechanical systems, curtail energy use and implement other energy sustainable operational improvements. The city of Newark realized a 400k year over year savings with a similar program. Allowing residents to track funds for this program online can go far to foster confidence in residents that Gary has a fiscally responsible and innovative government, and that the city is transparent about financial progress in the city. This could be similar to the federal recovery.gov site that tracks stimulus funds.

"Green Urbanism can be a powerful tool to augment educational opportunities for schools."

- Karen Freeman-Wilson

The “Green Cleaning Act” would strengthen the public’s trust in this initiative and would provide enhanced credibility for our city’s governing bodies. The Act would read as follows:

GREEN CLEANING SCHOOLS ACT

Green Cleaning protects students’ health; improves the learning environment; protects the health of custodial staff, teachers, and administrators. Green Cleaning extends the lifetime and performance of school facilities; preserves the environment, and conserves natural resources.

BACKGROUND

- Passed both houses by wide margin
- Signed by Governor Blagojevich on August 13, 2007
- Broad Support from:
 - Environmental health organizations
 - School wellness groups
 - Unions and cleaning supply companies

SCHOOLS UNDER THE ACT

- Elementary and secondary
- Public and non-public
- 50 students or more

SCHOOL’S REQUIREMENTS

- Establish a green cleaning policy
- Exclusively purchase and use environmentally sensitive products
- Implement the guidelines no more than 90 days after established

SCHOOL’S PROVISIONS

- A school may deplete existing stocks
- A school may apply for exemption if adopting a green cleaning policy is “not economically feasible”

Building a World-Class Educational System

Education is the most powerful weapon which you can use to change the world. - Nelson Mandela

GUIDING PRINCIPLES

- Education is one of the linchpins of economic development. There is a positive correlation between commerce and education;
- The office of the mayor must leverage administrative resources, talent and influence to improve the educational system;
 - Learning is enhanced when a child's physical and emotional needs are addressed;
 - The entire community, including parents, elected officials, faith and community based organizations must play a role in the education of our citizens;
 - Parent education at the schools can provide ease of access to learning opportunities which will increase the value of schools as centers for learning. Review articulation agreements with Area College(s) where students can achieve college credits for courses taken in high school;
 - Support the development of fatherhood engagement programs to increase parental involvement;
 - Develop marketing efforts that will increase student involvement in economic development and community learning projects;
 - Development of building trade programs where students build one home per year;
 - Gary's youth of today represent the future of tomorrow. In order to produce scholars able to compete, survive, and excel beyond their secondary education, we must embrace the community's role in the educational process; and finally
 - School buildings are not the only place where our youth should be educated.



The office of the mayor must leverage administrative resources, talent and influence to improve the educational system in our city.

– Karen Freeman-Wilson

PROPOSALS

- The Gary Promise – My administration will support a public/private partnership with Ivy Technical College and Indiana University Northwest to ensure that every Gary resident who graduates from a Gary public school has an opportunity for post-secondary education;
- Gary Clear Center - A key component to the influence of parent education where there is an open computer lab accessible to parents and students in the evenings, controlled through the school district's technology department and schools;
- Project Catch Up - My administration will develop and present a plan to the school district emphasizing academic catch up and preparation in order to build the administration's and the public confidence in schools through the development of extended educational programs (i.e. year-round education);
- Education Roundtable – My administration will initiate quarterly meetings with the Board of Trustees President and the Superintendent to create an optimal working relationship between the School Corporation and the City;
- Annual Education Summit - My administration will work with the educational providers to convene an education summit to engage political, civic, business, religious, educational leaders, parents and students in the work of creating a coordinated system of support for Gary Schools;
- Education Flex Time Policy – My administration will adopt an “Education Flex Time Policy” to benefit employees with a need for personal time in order to adhere to the educational needs of their children. In addition, this policy will allow time for industry relevant career days (i.e. continuing studies and career development summits);
- Early Childhood Development – My administration will promote community initiatives to advance the health and cognitive development of young children;
- Youth Council – My administration will work with the school corporation to establish a group of twenty five young people in Gary, to serve as the voice of youth in city government. The youth council will host teen summits and two town hall meetings a year for local youth;

- After School Network - My administration will create a network for after-school programs to prevent duplication of efforts and to ensure educational achievement for young people;
- Summer Employment Opportunities for Youth Residents of Gary – My administration in partnership with local businesses will develop a summer employment program that provides employment with the city and other local businesses; and
- Post-Secondary Education – We will coordinate with Indiana University and Ivy Tech College to ensure that local residents have ample opportunities to pursue a post-secondary education.

EDUCATION ROUNDTABLE

Local schools are charged with the education of our children. While school boards, administrators and other staff have the primary responsibility for the education of our children, it is essential that the city administration provide crucial support to the educational system. This can be best achieved if the school governing bodies communicate regularly with city government.

To facilitate this process, my administration will initiate quarterly meetings with leaders from the Gary Community School Corporation and other schools to promote communication and cooperation for the benefit of our children. School safety, ISTEP achievement, technology use, graduation rate, the monitoring of graduates (especially college bound) and curriculums will be among the topics of discussion. These meetings will lead to a comprehensive plan to improve education in our city.

AFTER SCHOOL NETWORK

After-school programs can have a positive impact on educational achievement. They also play a role in the development of a child’s character and socialization. Too often programs throughout the city target the same young people and duplicate efforts. The network will coordinate efforts among existing and new after-school programs through an online system such as KidTraks to maximize the use of funding and minimize duplication of effort.

EDUCATION FLEX TIME POLICY

Parental involvement is an important part of educational achievement. The Mayor can be a leader in encouraging parental involvement in education. My administration will implement an education flex time policy for the benefit of its employees who have school aged children. . It is contemplated that the creation of this policy will motivate other Gary employers to provide similar benefits to their employees.

**Education is the most powerful weapon which
you can use to change the world.**

- Nelson Mandela

EARLY CHILDHOOD DEVELOPMENT

My administration will work with the stakeholders committed to early childhood success to create a multi-year plan to promote early childhood development. In addition, we will support initiatives that help families so that all children enter school ready to learn. My administration will work to connect families with services for their children. We will also work to coordinate services such as access to health care, quality child care and financial literacy training as necessary tools for early childhood development.

YOUTH SERVICES BUREAU

My administration will make the Youth Services Bureau a vital component of outreach to young people in our city. A task force will be formed to recommend systemic use of the City's resources to: (1) Provide increased access to youth services; (2) Design programs that will encourage academic excellence; and (3) Promote safety for young citizens of Gary.

Through the youth services bureau, my administration will form a youth council to address issues such as teen pregnancy, education and illiteracy, gang violence, drug and alcohol abuse.

SCHOOL SAFETY

In order to create an effective learning environment, students must feel safe. My administration will work collaboratively with local schools to ensure the safety of all students before, during and after school by dedicating patrol officers within a five mile radius of school zones during peak hours. Additionally, my administration will work to ensure the safety of all students by allowing city employees to arrange their work schedules up to two days per year to serve as school monitors. By implementing this program, the city is setting the standard for other businesses. My administration will also support the introduction and expansion of violence prevention programs for students.

SUMMER EMPLOYMENT

Youth summer employment serves many purposes. It helps young people to develop a work ethic early. In some households, it is an important opportunity to supplement family income. It also allows them to explore various fields of interest.

My administration will promote the development of a permanent summer employment program. We will partner with local businesses to make jobs available in and out of city government.

Let us think of education as the means of developing our greatest abilities, because in each of us there is a private hope and dream which, fulfilled, can be translated into benefit for everyone and greater strength for our nation.

- John F. Kennedy

THE GARY PROMISE

Indiana University Northwest and Ivy Tech State College allow residents to pursue their post-secondary educational aspirations. Financial means should not be a barrier to these efforts. Our administration will work with existing scholarship programs to create the Gary Promise. This promise will guarantee any graduate of a Gary school who meets admissions criteria an opportunity to pursue a post-secondary education. Upon completion of college, my administration will work to create employment opportunities in order to retain our graduates and create a talent pool for local employers. This will help to reduce the export of young talent from our community.

DELIVERABLES

- The Education Roundtable will be formed within the first 180 days.
- The Summer Work Program will be implemented by summer, 2012.
- The After-School Network will be developed within the first 365 days.
- The Gary Promise will be implemented for the class of 2014.



Public Safety

GUIDING PRINCIPALS

- A means of Public safety can be achieved through the use of community-oriented policing (COPS);
- Businesses are attracted to communities where they believe that their employees and patrons will be safe;
- Citizens must play a key role in achieving public safety by being accountable for their own actions and by partnering with public safety workers;
- The perception and reality of crime can be resolved in 365 days through the use of the “Broken Windows” approach to law enforcement;
 - An overwhelming majority of crime in this community is related to the use of alcohol and other drugs; we must eradicate the supply and reduce the demand for drugs to create a safer community;
- Police, fire and other emergency workers must be valued by the city;
- Police, fire and emergency workers must provide services to the public in an even-handed, respectful and responsive manner;
- Public health must be an integral part of public safety;
- The City of Gary needs a state-of- the- art public safety facility that will enhance the professional and physical development of its law enforcement and fire protection personnel to ensure that premium service can be delivered to the citizens;
- The City of Gary needs to ensure the safety of the senior population.



PROPOSALS

- Broken Windows Approach to Law Enforcement – Public safety personnel will adopt the “broken windows” approach to law enforcement and address all crimes from code and traffic violations to murder;

- Justice Roundtable – As the mayor, I will establish quarterly meetings with representatives from the Gary Police Chief, U.S. Attorney, Lake County Prosecutor, Lake County Sheriff, and the Indiana State Police to develop a coordinated approach to law enforcement in the City of Gary that reduces the crime rate and increases the conviction rate;
- Equipment Review Plan - An assessment of public safety equipment will be conducted in the first 120 days to determine what is needed to maximize the use of public safety personnel;
- Citizens' Safety Council – A citizens' council will be created to make suggestions to the Mayor about the city's delivery of services regarding public safety;
- Compensation Review - The compensation of police, fire and emergency personnel will be reviewed to determine the ranking with similarly-situated communities in and out of Indiana; a pay scale will be created to ensure parity over the course of time;
- Response Time – The response time for fire, police and other emergency personnel will be reviewed to ensure shorter response times;
- Community Lighting & Surveillance – An effective lighting and community surveillance policy will be developed during the first 100 days of my administration;
- Public Health – A comprehensive public health plan will focus on treatment, healthy families, seniors and factors such as environmental protection that have a high incidence among Gary citizens.

BROKEN WINDOWS AND COMMUNITY ORIENTED POLICING

My administration will approach law enforcement from the theory that the majority rules. The majority of Gary citizens are hard-working and law abiding individuals who want to co-exist with their neighbors and contribute to their community. A small number of individuals have chosen to live outside the law and wreak havoc on the rest of us. My law enforcement strategy is based on this realization.

The Broken Windows approach addresses existing infractions in the community. Whether it is illegal parking, a noise violation or a violent crime, it is a crime against the community and must be addressed by police officers. Police Officers will receive special training in this approach from national experts. Community town hall meetings will be held to inform citizens about this new approach to law enforcement.

The Broken Windows approach will be combined with Community Oriented Policing. We will utilize sub-stations to address community concerns. This will allow officers to increase positive contacts within the community. This will allow them to forge alliances that will give citizens and organizations located in each neighborhood a sense of ownership in this approach to law enforcement. Ultimately, a partnership will be created.

One of the first targets of this new approach will be drug trafficking and gang activity. Many residents are met with the sight of “open-air drug markets” every time they leave home. My administration will target individuals known to be drug dealers and the property they use. A strong message of zero tolerance will be sent. We will provide legitimate entrepreneurship training, education and employment for individuals who voluntarily move away from their criminal activity. Those who insist on living outside the law will be addressed expeditiously using our new approach to law enforcement and the cooperation of the Justice Roundtable.

JUSTICE ROUNDTABLE

The coordination of law enforcement efforts is essential to addressing crime in our community. Given this fact, my administration proposes the creation of a justice roundtable that includes the Gary Police Chief, Lake County Sheriff, State and Federal law enforcement, along with county and federal prosecutors. This group will meet quarterly to review the exchange of information, the identification of problem areas in the city, the need to address specific problems such as homicides, gangs, drug activity and internet crimes, and to insure that law enforcement personnel are working together to maximize resources and protect our community.

EQUIPMENT AND ENVIRONMENT REVIEW PLAN

Police, fire and emergency personnel must have the proper equipment and environment to increase their efficiency. The use of ill-equipped vehicles presents a safety hazard. The poor condition of many fire stations is an affront to fire and emergency personnel whose job sites serve as a second home. Given the key role that these employees play in the safety of our city, we must make the correction of these problems a priority.

My administration will address this concern with an assessment of existing and needed equipment and facilities. The need for updated technology will be an important part of this review. This information would come from individuals who work on the streets, fight fires and meet emergency medical and rescue needs of citizens daily. We would also employ the expertise of national law enforcement organizations with experience in equipping police, fire and emergency medical departments and personnel.

CITIZENS’ SAFETY COUNCIL

During the first 100 days of my administration, I will organize the Citizens’ Safety Advisory Group consisting of residents throughout the community. This body will advise me and key public safety personnel about the implementation of citizen-friendly services designed to promote public safety. This body will also be responsible for obtaining information from citizens regarding exemplary or unfair treatment by law enforcement, fire and other



emergency personnel. The body will conduct its business monthly in a public forum and will receive suggestions from citizens that will be directed to the mayor's office as well as key public safety personnel.

Another important function of the Citizens' Safety Counsel will be the creation and support of neighborhood block clubs and/or watch groups. These groups will provide a dual benefit: not only will they help curb crime, they will also benefit from a renewed sense of ownership in their community.

COMPENSATION REVIEW

Police, fire and other emergency personnel risk their lives daily to ensure the safety of our community. They must be adequately compensated for this continuous risk. While wages and benefits for law enforcement, fire and emergency personnel have increased over the past eight years, salaries still do not reflect their degree of risk nor is the compensation comparable with surrounding communities. During my first 100 days, my administration will commission a compensation review of all city personnel to determine the appropriate level of compensation. The review of law enforcement, fire and emergency personnel will be a central part of this process. This plan will also include details to achieve parity for city employees.

RESPONSE TIME

In times of emergency, every second counts. Given this fact, my administration will conduct a review of response times in emergency situations. Key police, fire and emergency medical personnel will develop a plan to maximize the use of staffing, technology and other equipment to ensure reduced response times. Adequate staffing and the utilization of sub-stations will play a key role in this process as well. We will also explore federal funding to support this critical initiative.

LIGHTING

Adequate lighting does not exist in all parts of our city. As a result, citizens do not feel safe outside their homes after dark. During the first 100 days of my administration, existing lighting will be reviewed, and a plan will be formulated to ensure that adequate lighting exists throughout the entire city. Statistics show where lighting is available, crime is reduced.

EMERGENCY PREPAREDNESS

The need for an Emergency Preparedness Plan has become extremely important in the face of national and local disasters either natural or man-made such as flooding and terrorism. Because of our location and industrial base it is important that Gary have a full plan that is understood by the entire community and inclusive to the Lake County Emergency Preparedness Plan. Recently, the Gary Common Council began developing an emergency-preparedness plan. This plan must be created in cooperation with the Mayor's office given the integral role that law enforcement, fire and emergency workers play in responding to emergencies. It is also imperative that the

community be involved in the development and implementation of an emergency preparedness plan.

During the first 100 days of my administration, we will review any existing plans and determine their compliance with national and state standards for disaster.

PUBLIC HEALTH

My administration will treat public health as a key part of public safety. This will result in the continuation of existing programs and the creation of new initiatives.

HOSPITAL AND TRAUMA CENTER

Methodist Hospital is currently in the midst of determining how best to serve our city. My administration will work diligently to support the viability of the Northlake campus through continued involvement with the community. We also support an assessment to determine the services that meet the needs of Gary residents. My administration would support the development of a trauma center in conjunction with Methodist Hospital and the Indiana University Northwest Medical School. This would allow us to use our location as an advantage to provide a necessary service and ensure the long-term viability of the hospital.

“Currently, there are no inpatient facilities that will allow a parent seeking treatment to bring a child. As a consequence, many individuals fail to seek help because it means making a choice between sobriety and abandoning a child.

“One of the first priorities of Treatment on Demand will be the establishment of an in-patient treatment facility for parents and children.”

– Karen Freeman-Wilson

TREATMENT ON DEMAND

A number of Gary residents are challenged with addiction to alcohol and other drugs, however there is only one in-patient treatment facility and fewer than ten out-patient programs. Our current fellowship locations for recovering men and women are in need of renovations. These facilities have limited capacity to treat individuals. Their capacity for indigent care is even more limited. Currently, there are no inpatient facilities that will allow a parent seeking treatment to bring a child. As a consequence, many individuals fail to seek help because it means making a choice between sobriety and abandoning a child. Given the direct relationship between addiction, the ability to gain and maintain employment, pursue an education, and the inability to receive adequate treatment, results in fueling the economic challenges facing many Gary residents.

The citizens of Gary are entitled to treatment on demand, aftercare during the recovery and sober living alternatives. In addition, every individual seeking addiction treatment should be evaluated for physical and mental problems. My administration will develop a plan to work with existing treatment, after-care and sober living providers such as Methodist Hospital, Edgewater Systems

for Balanced Living, Serenity House and the Salvation Army to increase the availability of treatment to every individual who seeks it regardless of ability to pay. We will also explore the prospects of new programs and partnerships with entities such as local community-based and faith-based organizations, Phoenix House, Oxford House and Hazelden. This plan can be funded by Community Development Block Grant funds, competitive grant funds from the federal and state government and insurance benefits.

One of the first priorities of Treatment on Demand will be the establishment of an in-patient treatment facility for parents and children. Parents who have sole custody and responsibility for their children and do not have care alternatives will be given priority in this facility. During the first 180 days of my administration, a plan will be developed to establish a treatment facility for parents and children. This may be accomplished through partnering with existing providers and with faith-based and community-based organizations who understand that parents who suffer from addiction need extra support and care. By combining public and private resources, we will provide a continuum of care for parents in their efforts to recover from addiction and a mechanism for prevention to address the special needs of children of addicted adults.

HEALTH CARE FOR CHILDREN AND TEENS

My administration will place a premium on the physical and mental health of children of all ages. Infants must receive proper health care early. To this end, existing programs will be continued through the health department and new programs will be established. The health department and related city departments will partner with other organizations to maximize prenatal care, immunization awareness and participation in government-sponsored programs like the Federal Women, Infants and Children program.

The city health department will encourage partnerships between school nurses, local pediatricians, and other health care providers to identify susceptible children and detect their health issues. Special attention will be paid to nutrition, mental health, and violence as a health concern, infectious diseases and wellness.

The Health Department and Youth Services Bureau and other similarly focused organizations will work together to educate young people about the dangers of guns, drugs, alcohol, tobacco and other addictive substances. We will continue to provide screening for the detection of sexually-transmitted diseases, depression, obesity and other health issues with high incidences in youth. We will also develop initiatives that promote abstinence and target teen pregnancy. Attention will be paid to building self esteem among young men and women. This work will be done through the Abundant Life centers, churches, after-school programs and other community-based organizations.

HEALTH SCREENING

My administration will provide health screening that focuses on diseases specific to our community. Examples include an initiative to promote heart health; raise awareness of breast cancer, prostate cancer, diabetes, high blood pressure, Alzheimer's disease, substance abuse and depression.

An annual health fair would be sponsored in conjunction with local organizations such as the Lake County Minority Health Coalition. This event would target the senior residents in our community.

VIOLENCE AS A HEALTH PROBLEM

While some situations may incite anger, few justify a violent response. Too many of our citizens find themselves in jail for violent crimes. Too many of our citizens physically abuse their children, spouses and other household members. This act results in irreparable harm. My administration will deal with the urgency of violence and treat it as a health issue.

We will impact violence in a number of ways. The Trauma Center will be the site of mentoring and anti-violence workshops targeting men and women of all ages. We will work with city departments, the Gary City Court, local schools and local churches to make the elimination of violence a priority. We will encourage our schools to participate in peer mediation programs. We will sponsor an annual anti-violence campaign that may include an essay and poster contests and other activities that will heighten awareness. We will reward those schools that reduce the number of fights and other violent activity.

The faith community will be asked to play an instrumental role in our treatment of violence as a health issue. We will disseminate our anti-violence message through our churches. We will also provide forums for local judges, the prosecutor and law enforcement officials to discuss crime reduction and the role the community can play in this effort.

At least 50% of the violence that occurs in the city results from domestic disputes. Husbands and wives, parents and children, siblings, and other family members—all of these otherwise law-abiding individuals sometimes resort to violence as a way to deal with disputes. We will work through The Gary Commission for Women to develop an action to reduce domestic violence in our city.

DELIVERABLES

- My administration will establish the justice roundtable within the first 90 days of taking office.
- My administration will increase the number of officers on the street by 10% within the first 180 days.
- My administration will conduct a city-wide compensation review within the first 180 days.
- My administration will establish an in-patient treatment facility within the first 365 days.
- My administration will review equipment and safety facilities within the first 120 days.
- My administration will establish a citizens' safety council within the first 365 days.
- My administration will conduct a light and surveillance needs assessment within the first 180 days.



Instead of being distracted from the most
pressing threats that we face,
I want to overcome them...

We cannot afford four more years of a
strategy that is out of balance and
out of step with this defining moment.

– Barack Obama



Karen

★ About Gary ★
For Mayor

www.KarenAboutGary.com