



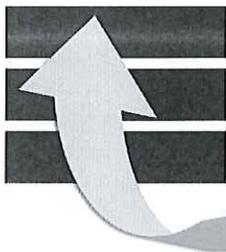
Gary Community School Corporation
Doing What is Best for Students - Today - Tomorrow - Everyday

EMERGENCY MANAGER REPORT

DISTRESSED UNIT APPEALS BOARD (DUAB)

May 4, 2018

Prepared by



**Gary
Schools
Recovery, LLC**



Distressed Unit Appeals Board

Emergency Manager Report

Prepared by Gary Schools Recovery, LLC

May 4, 2018

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I.0 RECOMMENDATION TO SET COMPENSATION FOR CAO, TERRANCE LITTLE

TO: Courtney Schaafsma
FROM: Peggy Hinckley
RE: Recommendation for Chief Academic Officer for Gary Community School Corporation
DATE: April 8, 2018

On behalf of the Gary Community School Corporation, I would like to recommend the employment of Terrance Little, currently serving as principal of West Side Leadership Academy, as Chief Academic Officer, beginning on June 15, 2018. Mr. Little has earned the respect of Gary educators in his collaborative leadership of the West Side team to achieve a "B" grade this past year. Further, his turnaround experience in Chicago has given him a broad perspective about what has to be done to improve outcomes for all Gary students. His credentials are included for your review.

His salary recommendation will be \$110,000 with \$10,000 in incentives. His incentives in \$2500 increments are coordinating district wide use of Title I and Title II budgets with Marie Adkins, Director of Federal Programs, leading a decrease in testing irregularities in 2019, increasing test scores in 2019, and increase in graduation rates in 2019. Total compensation would be \$120,000.

Mr. Little was in the initial candidate pool of 23 applicants for CAO last fall. While we vetted other candidates, we felt Mr. Little would be the best fit for Gary. Thus, we delayed this recommendation to allow him to finish the school year as principal of West Side Leadership Academy.

Mr. Little will be present at the April 12 board meeting to answer any questions about his qualifications.

Terrance A. Little

9241 S. Normal · Chicago, IL 60620 · terrlittle@yahoo.com · (773) 793-3974
<http://www.linkedin.com/pub/terrance-a-little/41/451/617>

SUMMARY OF QUALIFICATIONS

- ✦ Articulates a clear vision for schools while improving and maintaining the quality of education. .
 - ✦ Ability to create a culture that expects open, direct and sincere communication and high expectations.
 - ✦ Understands the importance of providing feedback that encourages both teachers and students.
-

PROFESSIONAL EXPERIENCE

GCSC TURNAROUND SPECIALIST/PRINCIPAL

MARCH 2013- PRESENT

West Side Leadership Academy

July 2013- Present

The role of *Principal* of West Side Leadership Academy includes:

- ✦ Creating a sense of passion, energy and buy-in for the school mission and vision.
- ✦ Serving as instructional leader by promoting effective teaching through administrative support, coaching, and high expectations.
- ✦ Transforming the culture and climate to a safe, learning environment by establishing clear lines of communication, routines, procedures and effective operational processes.
- ✦ Maximizing students' academic choices and time by changing the schedule and offering more courses.
- ✦ Fostering an environment of collaboration between teachers to share effective instructional strategies for all types of learners.
- ✦ Working the Gary School Corp and Indiana Department of Education to ensure that the school's standards are the equivalent of State Standards.
- ✦ Developing an environment for student expression and social growth by promoting afterschool activities and sports.
- ✦ Creating a community of stakeholders with parents, businesses and other members of the community by creating an effective outreach program for parents that welcomes them to the school community.
- ✦ Establishing an environment of excellence, in operations, in instruction, and every aspect of the school by enforcing high, clear expectations and giving consistent feedback.
- ✦ Promoting the use of data-informed instruction by collecting and assessing data, following up with teachers and offering support specific to student needs.
- ✦ Saw a 52% increase in Math Proficiency for the 2013-2014 School Year with steady increases each year after.
- ✦ Increased Indiana Report Card Grade from 0.35% to 88.5% within four years.
- ✦ Developed teachers so that the evaluation average for the school moved from 1.2 (out of 4) in 2014 to approximately 2.3 in 2017.
- ✦ Increased College and Career Readiness Score from 10.0% to 34.3% within four years.
- ✦ Implemented a technology vision with consistent professional development for teachers for software and hardware tools.
- ✦ Increased graduation rate consistently for four years from 69% to 87.2%.
- ✦ Decreased expulsion rate to 0% percent within four years.
- ✦ Increased student participation in sports and extra-curricular activities by 36% within four years (2014 Indiana Track State Champions).

Gary Community School Corp.

March 2013-July 2013

The role of *Turnaround Specialist* of Gary Community School Corp included:

- ✦ Overseeing the process of transforming chronically underperforming schools by offering administrative support.
- ✦ Visiting with principals and offering daily support in a number of capacities including operational, financial, and instructional needs.
- ✦ Collaborating with the Superintendent to make recommendations for improvement based on school-specific needs.
- ✦ Assisting with instructional and curriculum support for each school by working with principals to develop teachers to be effective.
- ✦ Using data to assess school-specific needs and working with administrators to learn how to use and understand data so that schools can see growth.

EDISONLEARNING, INC. PRINCIPAL

DECEMBER 2011-MARCH 2013

Achievements as a Turnaround Principal:

- ✦ Instilled the mission and vision of the school into every staff member to create an environment of excellence.
- ✦ Served as the instructional lead by giving direction to Academy Directors and teachers to ensure student achievement.
- ✦ Created a parent-friendly environment by constantly outreaching to parents and community with school-wide updates.

- ✦ Established a safe-environment where students' basic needs are met so that they can focus on learning.
- ✦ Fostered an environment of collaboration between teachers to share effective instructional strategies for all types of learners.
- ✦ Developed an environment of student expression through creating a host of afterschool and before school activities to allow students to pursue non-academic interests.
- ✦ Restored Theodore Roosevelt to the institution of excellence and a safe haven for students by creating a sense of pride and responsibility.
- ✦ Established a positive culture and morale among staff members by building a relationship of trust.
- ✦ Developed a community school by establishing positive relationship with stakeholders and parents outside of the community and including parents on student learning.
- ✦ Created a positive and safe school culture by enforcing rules and code of conduct for all students.
- ✦ Fostered an environment of collaboration and teambuilding among teachers and staff by providing professional development time and staff meetings times built into the weekly schedule.
- ✦ Partnered with the Edisonlearning team to ensure that the Edisonlearning model was carried out effectively and with integrity.
- ✦ Provided financial and site leadership by supervising the Site Operations Manager and created a strategy to relieve school debt.

CHICAGO PUBLIC SCHOOL PRINCIPAL

SEPTEMBER 2004-SEPTEMBER 2011

Achievements as a Turnaround Principal:

- ✦ Created a mission and vision for the newly transformed Wendell Phillips.
- ✦ Lead student recruitment efforts by building relationships with elementary schools throughout Chicago.
- ✦ Designed the Wildcat Scholar Program to challenge and reward hard-working students with proven academic success.
- ✦ Lengthened the instructional day by creating a 10th period physical education program for Freshmen Academy.
- ✦ Fostered an environment of collaboration between teachers to share effective instructional strategies for different types of learners.
- ✦ Lead professional development on how to provide data-informed instruction.
- ✦ Created a positive and safe school culture by decreasing behavior infractions by 79% through establishing norms and an efficient behavior management system.
- ✦ Provided instructional leadership and coaching that resulted in PSAB gains of 7 points.
- ✦ Developed and implementing attendance incentives that led to a 6% increase in attendance.
- ✦ Established an environment that encourages participation in sports and activities by reestablishing the band, creating additional activities and providing more support to existing extra-curricular activities.
- ✦ Decreased behavior incidents by 90% as a result of the behavior management system that was put in place.
- ✦ Established more after school activities such as the Math Club and the Soccer team and strengthened the pre-existing sports programs which resulted in increased student participation and better academic outcomes for those who were involved.
- ✦ Increased parent involvement by 30% by creating a monthly parent newsletter, holding monthly parent meetings and hosting parents in a homework help room daily.
- ✦ Gave instructional leadership that increased ISAT gains of 17 points.
- ✦ Provided bi-monthly professional development on instructional strategies and how to read data in order to help teachers deliver personalized and engaged instruction.
- ✦ Partnered with the Chicago Bulls to create a weight room for the students to use.
- ✦ Developed strategic plans and accountability measures for the creation of a positive school culture and climate
- ✦ Provided managerial support to school leadership teams to maintain collaborative relationships with parents and community
- ✦ Facilitated targeted professional development sessions aligned with each school's SIPAAA based on identified needs within the AUSL network
- ✦ Structured assessment and data management systems to support data-driven instruction aligned with College-Readiness Standards
- ✦ Co-developed instructional "Signature Strategies" for use with all AUSL network schools to enhance teachers' instructional capacity K-12
- ✦ Planned for the design and implementation of AUSL's next high school
- ✦ Designed the school's Freshmen Academy and upper grade Pathways programs
- ✦ Oversaw the hiring of all staff as well as the creation of staff work protocols.
- ✦ Oversaw the design and implementation of a new football field and running track at Orr Academy
- ✦ Established a plan to connect the community and community-based organizations to the daily operations of the school and further enhance student supports
- ✦ Lead the design of the mission and vision statement, orchestration of daily operations of the school, and in the design of the budget
- ✦ Developed a school newsletter and pamphlet to help market the school
- ✦ Created a technology plan to increase student engagement
- ✦ Coached and modeled best instructional practices for teachers, mentoring novice teachers
- ✦ Coordinated SIPAAA development in collaboration with state and federal funding
- ✦ Assisted in the development of curriculum, assessment, and instruction plans that resulted in a 12 point increase in PSAB meets/exceeds percentages
- ✦ Developed systems and processes that resulted in a 14% increase in student attendance over a three year period
- ✦ Developed and oversaw implementation of school budgets
- ✦ Provided certified CPDU professional development activities for staff
- ✦ Acted as the High School Transformation point person

ADDITIONAL EXPERIENCE

- ✦ 7th Grade Teacher/ Principal Intern, Northwest Middle School, Jackson, MS, September 2003 – June 2004
- ✦ Career Specialist, Carver Military & Farragut Career Academy H.S., Chicago, IL September 2002 – June 2003
- ✦ Business Education/Computer Teacher, Tilden Career Academy H. S., Chicago, IL September 2001 –June 2002
- ✦ Math Teacher/Principal Intern, Yazoo City H.S., Yazoo City, MS, September 2000 – June 2001

EDUCATION AND TRAINING

MASTER OF ARTS **Jackson, MS** 2004
 JACKSON STATE UNIVERSITY
Education Administration

BACHELOR OF ARTS **Jackson, MS** 2000
 JACKSON STATE UNIVERSITY
Business Education

CERTIFICATIONS AND LICENSES

- | | | |
|---|--------------------|------|
| ✦ Indiana Education Administration P-12 | Indiana | 2012 |
| ✦ Type 75 Education Administration | Illinois | 2005 |
| ✦ Class AA Education Administration K-12 | Mississippi | 2004 |
| ✦ Type 09 License Business Education/Accounting | Chicago, IL | 2002 |
| ✦ Class A – Business Education | Mississippi | 2000 |

2.0 INTERNAL BUDGET VS. ACTUAL EXPENDITURES (THROUGH FEBRUARY)

Items 2.0 and 3.0 were shared with members of the Fiscal Management Board on Thursday, April 26. In attendance at that meeting was Earlene Rogers. The remaining three members received the information electronically.

Revenue	January Budget	January Actual	Variance	February Budget	February Actual	Variance	YTD Budget	YTD Actual	Variance
Local Sources									
Income Tax in Lieu of Taxes		3,632	3,632		2,419	2,419	2,419	2,419	6,051
Building Rentals					8,819	8,819	8,819	8,819	8,819
Adult basic education					66,202	66,202	66,202	66,202	137,584
Miscellaneous, Other Funds		71,382	71,382		25,000	77,440	52,440	50,000	152,453
Net Local Sources	25,000	75,014	50,014		25,000	77,440	52,440	50,000	152,453
Intermediate Sources									
Small School Finance Tax									
Congressional Interest									
Net Intermediate Sources	22,917				22,917		45,834		(45,834)
State Sources									
State Tuition	3,610,802	3,610,802	0	3,515,938	3,515,938	(94,864)	7,126,740	7,126,740	0
Common School Loan	(363,495)	(363,495)	0	(363,495)	(363,495)	0	(726,990)	(726,990)	0
Roosevelt	(419,440)	(419,440)	0	(403,457)	(403,457)	15,983	(822,897)	(822,897)	0
TRE PERE - Not listed on DP54	(230,000)	(191,295)	38,705	(230,000)	(325,672)	(95,672)	(660,000)	(515,968)	(144,032)
Net Monthly Tuition Revenue	2,597,867	2,656,572	58,705	2,518,986	2,433,313	(85,673)	5,116,853	5,059,885	(56,968)
Federal Sources									
Reimburse JRR0TC		4,811	4,811		4,941	4,941	4,941	4,941	9,752
Indirect Costs					15,026	15,026	15,026	15,026	15,026
Medicaid Payments					13,570	13,570	13,570	13,570	13,570
Reimbursements					23,620	23,620	23,620	23,620	23,620
Net Federal Sources	12,500	4,811	(7,689)	12,500	57,156	44,656	25,000	61,967	36,967
Food Service Fund 081									
					11,322	11,322	11,322	11,322	11,322
Debt Service Fund 020									
Debt Service Fund 029									
Capital Projects Fund 035									
Transportation Fund 041									
Food Service Fund 080									
Local Sources	6,229	6,229			9,650	9,650	9,650	15,880	15,880
State Sources									
Net Food Service Fund	6,229	6,229	0	6,229	9,650	3,421	15,880	15,880	15,880
Textbook Rental Fund 090									
Local Sources									
State Sources									
Net Textbook Rental Fund	29,167	29,167	0	29,167	29,167	0	58,334	58,334	(8,167)
Self Insurance Fund 110									
		26,524	9,857		16,667	16,667	33,334	26,524	(6,810)
Bond Proceeds Fund 293									
		29,067	29,067						29,067

Prepared by Gary Schools Recovery, LLC
April 2018

2.0 INTERNAL BUDGET VS. ACTUAL EXPENDITURES (THROUGH FEBRUARY)

Gary Community Schools Corporation
 All Funds (Note: Separate Bank Account for Food Services)
 Internal Budget vs. Actual Expenditures
 Calendar Year 2018

	January Budget	January Actual	Variance	February Budget	February Actual	Variance	YTD Budget	YTD Actual	Variance
Retirees' Health, Dental, and Life Insurance	50,000	53,576	3,576	50,000	68,915	18,915	100,000	122,491	22,491
Special Ed	150,000	103,622	(46,378)	150,000	279,531	129,531	300,000	383,154	83,154
IDEA, Other Grants							\$	\$	\$
Title I and II	516,000	1,011,333	495,333	516,000	299,332	(216,668)	1,032,000	1,310,664	278,664
Total Revenue	3,420,118	3,946,749	526,631	3,541,237	3,226,658	(314,579)	6,761,355	7,173,407	412,052



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2.0 INTERNAL BUDGET VS. ACTUAL EXPENDITURES (THROUGH FEBRUARY)

Gary Community Schools Corporation
 All Funds (Note: Separate Bank Account for Food Services)
 Internal Budget vs. Actual Expenditures
 Calendar Year 2018

Expenditures	January Budget	January Actual	Variance	February Budget	February Actual	Variance	YTD Budget	YTD Actual	Variance
Personnel Related Expenditures									
Salaries									
1st Monthly Payroll	1,250,000	1,089,056	(160,944)	1,250,000	1,202,900	(47,100)	2,500,000	2,291,957	(208,043)
2nd Monthly Payroll	1,250,000	1,128,684	(121,316)	1,250,000	1,238,511	(11,489)	2,500,000	2,567,195	(132,805)
3rd Monthly Payroll									
Monthly Salaries	2,500,000	2,217,740	(282,260)	2,500,000	2,441,411	(58,589)	5,000,000	4,659,151	(340,849)
Corporation's Share of Benefits									
Cigna	650,000	959,852	309,852	650,000	638,622	(11,378)	1,300,000	1,598,473	298,473
GCSC-Insurance		26,524	26,524		28,977	28,977		55,500	55,500
United Healthcare (Dental)	20,041	3,329	(16,712)	20,041	32,040	11,999	40,082	35,369	(4,713)
IKORCC/Indiana/Kentucky Fringe	2,771	5,127	2,356	2,771	186	(2,585)	5,542	5,313	(229)
IN State Council of Roofers	1,600	1,480	(120)	1,600	1,600	(1,600)	3,200	1,480	(1,720)
IN Dept of Workforce Dev	25,000	41,549	16,549	25,000	39,324	14,324	50,000	80,873	30,873
Lake County NECA-IBEW	2,118	3,919	1,801	2,118	2,118	(2,118)	4,236	3,919	(317)
Northwest Indiana Painters	1,098	2,031	933	1,098	120	(978)	2,196	2,151	(45)
Pipe Fitters Welfare		3,465	3,465					3,465	3,465
Pipefitters Assoc Local 597		24	(1,749)		24	(1,749)	3,546	48	(3,498)
SEIU Local 73 COPE		54	54		43	43		97	97
Central State Funds		10,256	10,256					10,256	10,256
Service Employees International		3,038	3,038		2,979	2,979		6,017	6,017
Standard Insurance Company	36,000	26,516	(9,484)	36,000	59,326	23,326	72,000	85,842	13,842
Underwriters Safety & Claim	8,257	(6,257)	(14,514)	8,257	53,001	44,744	16,514	53,001	36,487
Payroll Taxes	200,000	164,015	(35,985)	200,000	183,073	(18,927)	400,000	345,088	(54,912)
Underwriters (WC)	63,026	28,962	(34,064)	63,026		(63,026)	126,052	28,962	(97,090)
Monthly Benefits	1,011,684	1,280,139	268,455	1,011,684	1,033,714	24,030	2,023,368	2,315,853	292,485
Building and Utility Related Expenditures									
Jive Communications	10,000	4,992	(5,008)	10,000	5,060	(4,940)	20,000	10,052	(9,948)
Ajax Supply		3,960	3,960		7,270	7,270		11,230	11,230
Indiana Water	40,000	16,085	(23,915)	40,000	15,677	(24,323)	80,000	31,763	(48,237)
NIPSCO	275,000	265,414	(9,586)	300,000	263,182	(36,818)	575,000	528,596	(46,404)
NIPSCO Agreement	166,700		(166,700)	34,000		(34,000)	200,700		(200,700)
T Mobile USA	1,600	694	(906)	1,600		(1,600)	3,200	694	(2,506)
Lake Station Water & Sewer	144	4,096	3,952	144	288	(144)	288	4,096	3,808
New Chicago Water Works (Deep River Water)	146	1,993	1,847	146		(146)	292	1,993	1,701
ATT/ENA	25,000	8,619	(16,381)	25,000	7,205	(17,795)	50,000	15,824	(34,176)
Gary Sanitation	65,000	58,642	(6,358)	65,000	57,460	(7,540)	130,000	116,102	(13,898)
Mowing/Storage		3,397	3,397					3,397	3,397
AAA Valley Fire-Ryan Fire Protection	7,000	7,000	(7,000)	7,000	36,657	29,657	14,000	36,657	22,657
Alpha Building Maintenance	100,000	98,621	(1,379)	100,000		(100,000)	200,000	98,621	(101,379)
Property Insurance-Haywood and Commercial	150,000	152,750	2,750	34,000	33,878	(122)	184,000	186,628	2,628
A Better Cut		3,840	3,840					3,840	3,840
Buildings/Maintenance		91,671	91,671		179,024	179,024		270,695	270,695
Monthly Building and Utilities	840,590	714,772	(125,818)	616,890	603,413	(11,477)	1,457,480	1,320,185	(137,295)
Professional Services									
External Legal Counsel (Lewis/Friel)	18,750	24,750	6,000	18,750	27,165	8,415	37,500	51,915	14,415
Monthly Professional Services	18,750	24,750	6,000	18,750	27,165	8,415	37,500	51,915	14,415

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 April 2018



2.0 INTERNAL BUDGET VS. ACTUAL EXPENDITURES (THROUGH FEBRUARY)

Gary Community Schools Corporation
 All Funds (Note: Separate Bank Account for Food Services)
 Internal Budget vs. Actual Expenditures
 Calendar Year 2018

	January Budget	January Actual	Variance	February Budget	February Actual	Variance	YTD Budget	YTD Actual	Variance
Supplies and Other									
Lessing Innovations	11,541	11,541	-	11,541	23,082	11,541	23,082	34,623	11,541
Equipment Leases		527	527					527	527
Monthly Operations	200,000		(200,000)	200,000		(200,000)	400,000		(400,000)
Supplies									
Central States	6,000		(6,000)	6,000		(6,000)	12,000		(12,000)
Republic Services of Indiana	6,000	11,468	5,468	6,000		(6,000)	12,000	11,468	(532)
Advanced Imaging Solutions		2,746	2,746					2,746	2,746
Contractors, Other		68,560	68,560		50,326	50,326		118,886	118,886
Payments to Employees		8,898	8,898					8,898	8,898
Services		4,937	4,937		30,996	30,996		35,933	35,933
USDA Reimbursement									
Subscriptions, Professional Associations		4,500	4,500					4,500	4,500
Monthly Supplies and Other	223,541	113,177	(119,261)	223,541	104,404	(119,137)	447,082	217,581	(229,501)
Legacy A/P	100,000		(100,000)	100,000		(100,000)	200,000		(200,000)
Monthly Legacy A/P	100,000		(100,000)	100,000		(100,000)	200,000		(200,000)
Transportation									
Bus Contract	2,004,400	1,799,697	(204,703)	400,880	411,073	10,193	2,405,280	2,210,770	(194,510)
GSCS		6,900	6,900					6,900	6,900
Monthly Transportation	2,004,400	1,806,597	(197,803)	400,880	411,073	10,193	2,405,280	2,217,670	(187,610)
Academic Expenditures									
Supplies	134,451	134,451						134,451	134,451
Pearson	54,662	54,662						54,662	54,662
Services	32,095	32,095			45,001	45,001		77,095	77,095
Support					40,020	40,020		40,020	40,020
Software		16,755	16,755		57,000	57,000		73,755	73,755
Other		30,966	30,966		1,398	1,398		32,364	32,364
Monthly Academic Expenditures		268,929	268,929		143,418	143,418		412,347	412,347
Debt and Loan Payments									
DUAB Loan Repayment	127,765		(127,765)				127,765		(127,765)
IRS									
Food Service Repayment	31,071		(31,071)	31,071			62,142		(62,142)
BNY Mellon									
Debt Service-US Bank	1,200,000	1,136,252	(63,748)				1,200,000	1,136,252	(63,748)
Diane Buchanan		7,500	7,500					7,500	7,500
Monthly Debt and Loan Payments	1,358,836	1,143,752	(215,084)	31,071		31,071	1,389,907	1,143,752	(246,155)
Capital									
Monthly Capital Fund									
Misc/Immaterial, Non academic									
Total Expenditures	8,057,801	7,569,856	(487,945)	4,902,816	4,768,599	(134,217)	11,503,137	12,338,455	835,318
Revenue Less Expenditures	(4,637,683)	(3,623,107)	1,014,576	(1,561,579)	(1,541,941)	19,638	(4,741,782)	(5,165,047)	(423,265)

Prepared by Gary Schools Recovery, LLC
 April 2018



3.0 REVIEW, EVALUATION AND RECOMMENDATIONS OF PROCESSES AND SYSTEMS (THROUGH MARCH)

3.0 REVIEW, EVALUATION AND RECOMMENDATIONS OF PROCESSES AND SYSTEMS (THROUGH MARCH)

Gary Community School Corporation
Review, Evaluation and Recommendations of Processes and Systems
Process Systems Timeline Status Update

Section	Subsection	Subdescription	Milestone #	Month	Month	Year	Function	Milestone Description	Notes/Status	Complete	Notes
Finance	2.A.	Annual Budget	2.A.1.	3	Mar	2018	Budget	Initiate 2019 Budget Preparation	X		
Finance	2.A.	Annual Budget	2.A.2.	11	Nov	2018	Budget	Complete 2019 Budget	X		
Finance	2.A.	Annual Budget	2.A.3.	2	Feb	2019	Budget	Initiate 2019 BVA Process	X		
Finance	2.B.	ERP	2.B.1.	2	Feb	2018	IT	Inventory IT Equipment		X	
Finance	2.B.	ERP	2.B.2.	2	Feb	2018	IT	Document Applications		X	
Finance	2.B.	ERP	2.B.3.	3	Mar	2018	IT	Needs Assessment		X	
Finance	2.B.	ERP	2.B.4.	3	Mar	2018	IT	Research ERP		X	
Finance	2.B.	ERP	2.B.5.	5	May	2018	IT	Conduct Cost Benefit Assessment		X	
Finance	2.B.	ERP	2.B.6.	6	Jun	2018	IT	Present Cost Benefit Assessment		X	
Finance	2.C.	Accounts Payable	2.C.1.	4	Apr	2018	Accounts Payable	Validate Accounts Payable backlog	X		
Finance	2.C.	Accounts Payable	2.C.2.	5	May	2018	Accounts Payable	Identify Vendors in Payable Backlog	X		
Finance	2.C.	Accounts Payable	2.C.3.	1	Jan	2019	Accounts Payable	Plan for Legacy Accounts Payable	X		
Finance	2.D.	Fixed Assets	2.D.1.	5	May	2018	Assets	Inventory Fixed Assets		X	
Finance	2.D.	Fixed Assets	2.D.2.	5	May	2018	Assets	Document Assets		X	
Finance	2.D.	Fixed Assets	2.D.3.	5	May	2018	Assets	Cross Reference to Insurance Premiums		X	
Finance	2.E.	Required Reports	2.E.1.	2	Feb	2018	Finance	Inventory Finance and Acct Reports		X	
Finance	2.E.	Required Reports	2.E.2.	2	Feb	2018	Finance	Centralize Report Calendar		X	
Finance	2.E.	Required Reports	2.E.3.	2	Feb	2018	Finance	Checklist with Dual Verification		X	
Finance	2.F.	Internal Controls Compliance	2.F.1.	12	Dec	2017	Controls	Reviewed ICR with GSCC Personnel		X	
Finance	2.F.	Internal Controls Compliance	2.F.2.	1	Jan	2018	Controls	Provided ICR copies to GSCC Personnel		X	
Finance	2.F.	Internal Controls Compliance	2.F.3.	8	Aug	2018	Controls	Review Documents with GSCC Personnel		X	
Finance	2.F.	Internal Controls Compliance	2.F.4.	8	Aug	2018	Controls	Update Documents		X	
Finance	2.F.	Internal Controls Compliance	2.F.5.	2	Feb	2019	Controls	Review Documents with GSCC Personnel		X	
Finance	2.F.	Internal Controls Compliance	2.F.6.	2	Feb	2019	Controls	Update Documents		X	
HR	3.A.	ERP HR	3.A.1.	2	Feb	2018	IT	Inventory IT Equipment		X	
HR	3.A.	ERP HR	3.A.2.	2	Feb	2018	IT	Document Applications		X	
HR	3.A.	ERP HR	3.A.3.	3	Mar	2018	IT	Conduct Needs Assessment		X	
HR	3.A.	ERP HR	3.A.4.	3	Mar	2018	IT	Research ERP		X	
HR	3.A.	ERP HR	3.A.5.	4	Apr	2018	IT	Conduct Cost and Benefit Assessment		X	
HR	3.A.	ERP HR	3.A.6.	5	May	2018	IT	Present Cost and Benefit Analysis		X	
HR	3.B.	Leave Time	3.B.1.	3	Mar	2018	HR	Update GSCC Policy Manual Related to HR		X	
HR	3.B.	Leave Time	3.B.2.	4	Apr	2018	HR	Consensus on HR Related Policies		X	
HR	3.B.	Leave Time	3.B.3.	5	May	2018	HR	Procedures for Applying Policies		X	
HR	3.B.	Leave Time	3.B.4.	5	May	2018	HR	Train Personnel		X	
HR	3.C.	Employee Benefits	3.C.1.	5	May	2018	Benefits	Ensure Employee Eligibility		X	
HR	3.C.	Employee Benefits	3.C.2.	5	May	2018	Benefits	Ensure Employee Dependent Elections Allowable		X	
HR	3.C.	Employee Benefits	3.C.3.	5	May	2018	Benefits	Determine Employee Medicare Eligibility		X	
HR	3.C.	Employee Benefits	3.C.4.	5	May	2018	Benefits	Ensure Paycheck Deductions are Accurate		X	
HR	3.C.	Employee Benefits	3.C.5.	5	May	2018	Benefits	Ensure Accurate Employee Counts, Elections and Coverages		X	
HR	3.D.	Internal Controls Compliance	3.D.1.	12	Dec	2017	Controls	Reviewed ICR with GSCC Personnel		X	
HR	3.D.	Internal Controls Compliance	3.D.2.	1	Jan	2018	Controls	Provided ICR copies to GSCC Personnel		X	
HR	3.D.	Internal Controls Compliance	3.D.3.	8	Aug	2018	Controls	Review Documents with GSCC Personnel		X	
HR	3.D.	Internal Controls Compliance	3.D.4.	8	Aug	2018	Controls	Update Documents		X	
HR	3.D.	Internal Controls Compliance	3.D.5.	2	Feb	2019	Controls	Review Documents with GSCC Personnel		X	
HR	3.D.	Internal Controls Compliance	3.D.6.	2	Feb	2019	Controls	Update Documents		X	
Payroll	4.A.	ERP	4.A.1.	2	Feb	2018	IT	Inventory IT Equipment		X	
Payroll	4.A.	ERP	4.A.2.	2	Feb	2018	IT	Document Applications		X	
Payroll	4.A.	ERP	4.A.3.	3	Mar	2018	IT	Conduct Needs Assessment		X	
Payroll	4.A.	ERP	4.A.4.	3	Mar	2018	IT	Research ERP		X	
Payroll	4.A.	ERP	4.A.5.	4	Apr	2018	IT	Conduct Cost and Benefit Assessment		X	
Payroll	4.A.	ERP	4.A.6.	5	May	2018	IT	Present Cost and Benefit Analysis		X	

Prepared by Gary Schools Recovery, LLC
April 2018



3.0 REVIEW, EVALUATION AND RECOMMENDATIONS OF PROCESSES AND SYSTEMS (THROUGH MARCH)

Section	Subsection	Subsection Description	Milestone #	Month	Year	Function	Milestone Description	No Started	Started	Complete	Notes
Payroll	4.B	Timekeeping	4.B.1	3	Mar	2018	Timekeeping				
Payroll	4.B	Timekeeping	4.B.2	3	Mar	2018	Timekeeping				
Payroll	4.B	Timekeeping	4.B.3	4	Apr	2018	Timekeeping				
Payroll	4.B	Timekeeping	4.B.4	5	May	2018	Timekeeping				
Payroll	4.C	Payroll Processing	4.C.1	3	Mar	2018	Payroll Process				
Payroll	4.C	Payroll Processing	4.C.2	2	Mar	2018	Payroll Process				
Payroll	4.C	Payroll Processing	4.C.3	3	Mar	2018	Payroll Process				
Payroll	4.C	Payroll Processing	4.C.4	5	May	2018	Payroll Process				
Payroll	4.C	Payroll Processing	4.C.5	5	May	2018	Payroll Process				
Payroll	4.D	Payroll Distribution	4.D.1	0	Ongoing		Payroll Distrib				
Payroll	4.D	Payroll Distribution	4.D.2	0	Ongoing		Payroll Distrib				
Payroll	4.D	Payroll Distribution	4.D.3	0	Ongoing		Payroll Distrib				
Payroll	4.D	Payroll Distribution	4.D.4	0	Ongoing		Payroll Distrib				
Payroll	4.E	Internal Controls Compliance	4.E.1	12	Dec	2017	Controls				
Payroll	4.E	Internal Controls Compliance	4.E.2	1	Jan	2018	Controls				
Payroll	4.E	Internal Controls Compliance	4.E.3	8	Aug	2018	Controls				
Payroll	4.E	Internal Controls Compliance	4.E.4	8	Aug	2018	Controls				
Payroll	4.E	Internal Controls Compliance	4.E.5	2	Feb	2019	Controls				
Payroll	4.E	Internal Controls Compliance	4.E.6	2	Feb	2019	Controls				
IT	5.A	Hardware	5.A.1	3	Mar	2018	Hardware				
IT	5.A	Hardware	5.A.2	3	Mar	2018	Hardware				
IT	5.A	Hardware	5.A.3	3	Mar	2018	Hardware				
IT	5.A	Hardware	5.A.4	5	May	2018	Hardware				
IT	5.A	Hardware	5.A.5	6	Jun	2018	Hardware				
IT	5.B	Long-Range Plan	5.B.1	8	Aug	2018	IT				
IT	5.B	Long-Range Plan	5.B.2	8	Aug	2018	IT				
IT	5.B	Long-Range Plan	5.B.3	8	Aug	2018	IT				
IT	5.B	Long-Range Plan	5.B.4	9	Sep	2018	IT				
IT	5.C	Report Generation	5.C.1	6	Jun	2018	IT				
IT	5.D	Contracts and Licenses	5.D.1	2	Feb	2018	Contracts/Lic				
IT	5.D	Contracts and Licenses	5.D.2	3	Mar	2018	Contracts/Lic				
IT	5.D	Contracts and Licenses	5.D.3	0	On-Going		Contracts/Lic				
IT	5.D	Contracts and Licenses	5.D.4	9	Sep	2018	Contracts/Lic				
Legal	6.A	External Legal Svcs									
Legal	6.B	Records Retention	6.B.1	0	Ongoing		Records				
Legal	6.B	Records Retention	6.B.2	3	Mar	2018	Records				
Legal	6.B	Records Retention	6.B.3	5	May	2018	Records				
Legal	6.B	Records Retention	6.B.4	9	Sep	2018	Records				
Risk Mgmt	7.A	Risk Mgmt Svcs									
Risk Mgmt	7.B	Workers Comp Admin									

Gary Community School Corporation
Review, Evaluation and Recommendations of Processes and Systems
Process Systems Timeline Status Update

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April 2018

4.0 CUSTODIAL, MAINTENANCE, AND GROUNDS RFP

On March 27, GCSC Issued an RFP for Custodial, Maintenance, and Grounds.

- ♦ We held a Pre-Proposal meeting April 4
- ♦ Held site visits April 4-6
- ♦ On April 20 we received a total of 8 bids
 - 4 comprehensive
 - 1 custodial only
 - 1 maintenance only
 - 2 Grounds only
- ♦ Interviews were held April 25
- ♦ On April 27 a request for best and final offer was issued to the 3 finalists, all of whom made comprehensive bids
- ♦ Notice of Selection will take place May 4
- ♦ Finalists were selected based on pricing, capacity, expertise, experience, professionalism, and professional references
- ♦ Local preference was considered, however none of the finalists are NWI based

Anticipated savings of \$363k were projected in the Viable Debt Reduction Plan. Based on the current bids, we are on target to exceed the projected savings. However, actual costs for 2018 may exceed prior year costs due a large backlog of deferred maintenance that must be addressed this year.

The Fiscal Management Board was notified of the status of the solicitation at their April 26 meeting.

5.0 SALE OF UNUSED/VACANT PROPERTIES – GENERAL PROCESS

- ◆ GCSC holds title to 49 properties (892 acres).
- ◆ Pursuant to I.C. 36-1-11-4, GCSC must have the property appraised (internal staff is acceptable).
- ◆ 30-day notice must be given to the Mayor and Universities, then to the public.
- ◆ Properties will be offered in lots of 10 (individually or aggregate).
- ◆ GCSC has discretion over which bids to accept and plans to consider the best interests of the community as bids are evaluated.
- ◆ We expect to complete the appraisal and notification process within the next 90 days.