



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

EMERGENCY MANAGER REPORT

DISTRESSED UNIT APPEALS BOARD (DUAB)

May 9, 2019

Prepared by



**Gary
Schools
Recovery, LLC**



Distressed Unit Appeals Board

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I.0 PROPOSED CHANGES TO SCHOOL CONFIGURATION SCHOOL YEAR 2019-2020

TWO MIDDLE SCHOOLS

During community meetings, a group of parents suggested that two “magnet” middle schools geographically separated may address over-crowding issues and bring families back to a neighborhood school. Initially students will be assigned to a middle school based on their home address, allowing for equal distribution of students. Students and parents may then request to attend the magnet school outside of their assignment through a simple application. Magnet schools will allow for interest-based selection of STEM or Arts focus areas, based on student interest. Up to 200 seats in each building will be allotted for these magnet enrollments, however the district will consider requests beyond this 200 cap. It is estimated, based on numerous conversations with families, that most families will choose their neighborhood school irrespective of the magnet option.

The two middle schools will be located at the existing Gary Middle School (Arts) and the existing Bailly Elementary School (STEM). Elementary students currently enrolled at Bailly will move to Glen Park, just a few blocks away. The capacity of Bailly School is 963 according to the usage and capacity study conducted by MGT last year. The current enrollment at Bailly School is 324. Glen Park has a capacity of 1,087 with current enrollment of 397. In both buildings the upstairs sections are not used for classroom instruction. As such, this proposed configuration for two middle schools allows for more efficient middle and elementary operations.

The table below suggests three scenarios for the two middle school configuration.

Scenario One assumes 300 students will select Bailly Middle School, 700 select Gary Middle School and 665 attend Glen Park Elementary (merging existing students from Bailly and Glen Park).

Scenario Two evenly distributes students at the middle school level between two middle schools.

Scenario Three postulates a gain of 400 students at the middle level, based on current enrollment.

Scenario	Total Cost	Cost Savings (Additional Cost)	Net Gain
1.B300, G700, GP665	\$ 19,467,582.25	\$ 1,309,204.71	\$ 1,309,204.71
2.B500, G500, GP665	\$ 19,401,847.05	\$ 1,374,939.91	\$ 1,374,939.91
3.B700, G700, GP665	\$ 23,120,068.91	\$ (2,343,281.95)	\$ 1,859,548.05

Scenario No. 3 assumes that an additional 400 middle school students will enroll at GCSC, resulting in 700 students at Bailly; 700 students at Gary Middle School; and 665 students at Glen Park.

Based on an analysis previously performed, we determined that the average revenue per student is \$10,507, see breakdown below:

Tuition per student:	\$8,800
+ Additional Revenue:	<u>\$2,559*</u>
Revenue Per Student:	\$11,359
-7.5% for possible decrease in funding	<u>\$ 852</u>
Total Revenue Per Student	\$10,507

The additional revenue generated would be \$4,202,830 (400 additional students X \$10,507 for student).

The total net gain would be \$1,859,548.05 (additional revenue of \$4,202,830 – 2,343,281.95 of additional cost).

*additional revenue = (Ned Fed of \$420,000 + Transportation \$3,300,000 + other State and Fed \$8,7000,000)/4,854 per the ADM report as of 10/23/2018.

PROPOSED: CENTER FOR THE ARTS (AT CURRENT GARY MIDDLE SCHOOL)

Creating two magnet/choice middle schools will allow parents to select the middle school that best suits their child and provides a clear message to families that we have listened to their concerns about the existing Gary Middle School. The Center for Arts would be located at the current Gary Middle School, in the Miller area of the city. Miller was home to the performing arts high school and has a rich history of supporting the arts. The Center for Arts will be home to band, orchestra, choir, and dance (as available with certified teaching staff). Additional visual art opportunities will be available to students through 2D and 3D programming.

PROPOSED: GARY STEM ACADEMY (AT CURRENT BAILLY ELEMENTARY SCHOOL)

This magnet will allow GCSC to continue its engagement with Northwestern University and Boeing to host the FUSE lab, currently housed at Gary Middle School. This Academy will expand

approaches to STEM with a Robotics program, coding classes and high school Algebra for prepared students.

2.0 ENROLLMENT CAMPAIGN

Let's get in **GEAR!** Gary Schools Enroll Attract Retain

OVERVIEW OF THE GCSC ENROLLMENT PLAN:

Internal Messaging

Let's Get in GEAR! is the suggested theme for the Gary Community School Corporation's for 2019-20 School Year Enrollment Plan. The plan emphasizes the concept that not will the district enroll students but will attract them based on clearly defined attributes and will retain students as a result of the District's continued improvement. **Let's Get in Gear!** will serve as the internal theme for the administration, faculty and staff as we work to enroll, attract and retain students.

External Messaging

Take Another Look at the Gary Schools is the suggested outward facing theme for the enrollment campaign. The overall message is directed to the parents and general community to take a look at GCSC and all that has been accomplished over the past year and what they have to look forward to in the new school year.

Enrollment Goals

Enrollment goals will be set for each of the Gary Schools as determined by the administration. Each school will be required to implement an individual enrollment plan with guidance and tools provided by the administration and communications team. See suggested numbers below:

	2018-19 Actual ADM	2019-20 Growth Goal	2019-20 Goal ADM
Bailey	281	35	316
Banneker	665	83	748
Beveridge	483	60	543
Glen Park	362	45	407
McCullough	260	33	293
Williams	520	65	585
West Side	1,019	127	1,146
Gary Middle	994	124	1,118
	4,584	573	5,157

Logo Development and Creative Components

The Communications team will lead the charge of the developing the logo and corresponding artwork and brochure for the campaign that the schools will be able to use. Below is the suggested logo for the internal plan. Another logo will be developed for the external campaign.



Suggested Messaging

The **Let's Get in GEAR** campaign should emphasize the attributes of the District. An initial list appears below, but more information will be added once the team weighs in.

- ◆ Top notch administration (Education, experience)
- ◆ Drama department / Arts program – Professional productions
- ◆ Strong backing by City of Gary government – Statement of support from Mayor and Council
- ◆ Progress in financial recovery – Supply financial document that outlines debt shrinkage
- ◆ Committed teaching staff – Feature Images and profiles of successful teaching staff
- ◆ FUSE program – Outline the benefits of STEM education
- ◆ Merging of schools for effective programming – Discuss the improvement of classroom client as a result of relocation of students to better facilities
- ◆ Gary Middle School / Bailly plan to create two middle schools offering arts and STEM
- ◆ Teacher and Administration professional development
- ◆ Transportation – Discuss new transportation plan for new school year (Updated class Scheduling and school operation time)
- ◆ Strong Communications team (Traditional outreach, Social Media, Emails, Robocalls, Community meetings, etc.)
- ◆ PACE reps in every building
- ◆ Community partnerships and programs (Boys and Girls Club, City Life Center, Youth Services Bureau, YWCA, etc.)
- ◆ Career Center offerings and Ivy Tech partnership with dual credit
- ◆ Every school robust coding IT and tech classes in every school
- ◆ One STEM middle and one fine arts middle school
- ◆ Purdue to be a Partner with Beveridge
- ◆ McCullough co-ed program
- ◆ Increased offering of Kindergarten (via Bethune and McCullough) / all day programming

- ◆ After school tutoring
- ◆ Athletic programs (refer to recent NFL draftees, Hall of Famers)

Vehicles for Campaign Rollout

The Communications Team will use the following vehicles to promote the campaign:

- ◆ **Traditional Media**- Develop a press kit that includes an overall introductory press release about the campaign along with the campaign brochure. The campaign will contain the list of schools with a brief description, administrators and contact info, list of benefits the District schools offer (as listed above), deadlines and requirements for enrollment and testimonials from students, teachers and administrators. The Press kit will be distributed to Broadcast, Print and online media. We will also make great use of our Government Access Educational channel to reach Gary households.
- ◆ **Social Media** - Develop a **Take Another Look at Gary Schools** social media campaign for Facebook, Twitter and Instagram. Hashtags will be developed along with sponsored posts and tweets that target Gary, Northwest Indiana and Chicagoland audiences. The communications will develop a content calendar so that information will go out on a daily basis on all social channels throughout the duration of the recruitment campaign.

The team will capture video of the schools, students, and programs in action for promotional purposes. Students, teachers, faculty and the community will be urged to post, share, retweet, etc. social content for broader reach.

- ◆ **Advertising** – Develop a comprehensive ad buy budget for cable TV, Radio, print, online and billboards. Key outlets include the Post-Tribune, The NWI Times, the Gary Crusader, Gary 411, WLTH radio, WJOB radio, Power 92.3, 106.3, Rejoice 102.3, iHeart Media and Lakeshore Public Radio/TV. There will also be ad placements in recommended educational publications as suggested by the administrative team. (These tactics are dependent on the amount of available advertising dollars.)
- ◆ **Website** – A special section on the website that focuses on **Take Another Look at Gary Schools** campaign will be developed. This section will contain the brochure, promotional video and all aforementioned information from the press kit along with deadlines and links to each school that connect them to specific contact for enrollment.
- ◆ **Direct Mail** – A mailing of the recruitment brochure should go out to all District household as well as a purchased targeted list (Charter school parents, Lake Ridge Schools and Chicagoland).
- ◆ **Email Marketing** – the recruitment information can be formatted as an e-newsletter and sent out to parents, media and the community. The success if the e-campaign depends on the ability to procure a comprehensive list of email addresses from parents, students, community members, etc. The individual schools will be responsible for getting emails out to parents and students.
- ◆ **Grassroots Community Outreach / Meetings** – Each school will develop a calendar of recruitment events which will include information sessions / open houses at each school. The calendar will also include community events and meetings where District reps can deliver brief TED talks about the **Take Another Look at Gary Schools** campaign. Schools can hold community contests for prizes to parents who recruit the most students by certain established deadlines.

- ♦ **Op-ed** – An editorial from Dr. Morikis about our aggressive enrollment plan will go out to local papers and posted on the website.

Action Items	Owner(s)	Timing / Completion
Develop and finalize logos for campaign	Christie/Chelsea	May 10
Create enrollment toolkit for schools (brochure, talking points, suggested best practices)	Christie/Chelsea	May 17 (brochure printed and distributed by May 31)
Implement Social Media Campaign for Facebook/Instagram/Twitter	Christie/Chelsea	Ongoing – May 1 – Sept 13
Design print advertisement for placement in local papers and online	Christie	All ads should be placed/scheduled by May 31
Craft Op-Ed on enrollment for Dr. Peter Morikis	Chelsea	May 20
Design direct mail piece (mirrors brochure design)	Christie	Mailing to go out no later than June 15
Update website with enrollment information	Christie	May 17 – Sept. 13 (updates will be added as needed)
Schools to plan individual enrollment events	Principals to lead effort Communications team and administration to cover/attend	May 1 – Sept. 13
Schedule media interviews for Dr. Pete and team to discuss enrollment plan	Chelsea	May 1 – Sept. 13
Identify community meeting and grassroots platforms for team to appear and speak on the plan	Chelsea	May 1 – Sept. 13
Craft and record PSA highlighting campaign	Chelsea	May 20
Email marketing	Chelsea	<i>TBD on purchase of software and procurement of email addresses</i>
Develop Advertising Budget	Eric/Chelsea	May 10

3.0 GOOD NEWS IN THE GARY SCHOOLS

Summer

- Academics
- Fine Arts

Partnerships

- DOE
- Purdue Northwest University
- Ivy Tech Community College

Graduation

Theatre Guild Production

- “The WIZ”
- “Arts are alive in Gary” (see attached)

Pre-School

Kindergarten Round-up

New West Side theater mural shows 'the arts are alive in Gary'



West Side Leadership Academy's storied theater is getting a facelift with a new mural from East Chicago artist Felix Maldonado.

Since January, Maldonado has been working to replace the back blue wall with a colorful mural depicting figures in ballet, dance and music. Work is scheduled to wrap up soon.

The mural had been on their wish list for some time, said longtime West Side Theater Guild Director Mark Spencer. When Wirt-Emerson closed last year and students moved to West Side, it would show the former school's famed arts program was welcome, he said.

"This just seemed like the right time," Spencer said, an Emerson alum. "We wanted to do something significant. This symbolized that the arts are alive in Gary."

The accordion-style walls cover about a 20-foot by 200-foot area between its two sections, Maldonado said. Assistant Omar "OMS" Marin has helped with backgrounds.

An early idea to use celebrities was scraped, Maldonado said. By painting multi-ethnic youth, the idea was that students would see themselves in them.

"I want them to see themselves and the potential of what they can become," Spencer said.

It's been one of Maldonado's longest projects. Spencer gave him broad instructions to make the figures a "celebration." He was able to bring it to life.

"That is what made it so special," Maldonado said. "I like this one, because of all its challenges, its originality."

The Guild's next production will be "The Wiz," running from May 24-26.

"I've always envisioned our audience walking away from a strong experience on stage having a mural, our own 'Sistine Chapel,' on the back wall as they exit the facility," Spencer said.

“We want them to celebrate this piece that is, for them, a reflection of our community -- that has appreciated art for many decades,” he said. “It is a salute to our community.”

Notable Gary theater grads include Roosevelt alum Avery Brooks, best known as Star Trek’s first black captain on “Star Trek: Deep Space Nine,” and West Side grad Julius Thomas III, playing “Hamilton” in its third national run.

It is the latest Gary project for Maldonado -- including two Jackson Five murals on Broadway and Lake Street in the city’s Miller section. He created the second-floor 10-foot by 50-foot mural in the Gary Public Library’s 5th Avenue branch showing notable figures from the city’s history.



4.0 ENGAGEMENT LETTER FOR GENERAL LEGAL SERVICES

ENGAGEMENT LETTER FOR GENERAL LEGAL SERVICES (Exhibit A)

This letter of engagement between Tolbert & Tolbert, LLC and the Gary Community School Corporation (hereinafter called the School Corporation), by its representative, the Emergency Manager, and hereby enter into the following arrangement:

WITNESSETH

Whereas the Gary Community School Corporation has a variety of legal issues in which the School Corporation may need legal assistance;

Whereas the Gary Community School Corporation has faced unique and multiple challenges;

Whereas the Gary Community School Corporation seeks to utilize a law firm in Indiana on an as needed basis to address the multiple issues and challenges faced by the Gary Community School Corporation;

Whereas the Emergency Management Team has issued a Request for Proposals seeking legal services for the Gary Community School Corporation.

Whereas Tolbert & Tolbert, LLC has submitted a response to the Request for Proposals to provide legal services for the Gary Community School Corporation.

Whereas the School Corporation and Tolbert & Tolbert, LLC have reached an agreement regarding the terms and provisions of a contract whereby Tolbert & Tolbert, LLC will provide legal services to the Gary Community School Corporation; and

Whereas the parties hereto desire to reduce their agreement regarding this contract to writing;

NOW THEREFORE, intending that they be legally bound, and in further consideration of the terms and conditions of this Agreement, the parties agree as follows:

SCOPE OF SERVICES

Tolbert and Tolbert LLC will provide legal services on an as needed basis.

A. LEGAL SERVICES

The Gary Community School Corporation will engage the legal services of Tolbert & Tolbert, LLC on an as needed basis as determined in the sole discretion of the Emergency Manager.

B. COMPENSATION

The compensation will be as follows: For each legal matter that has been requested and pre-approved by the Emergency Manager, the parties shall agree in writing to a fee cap for each such matter. If circumstances warrant a need to increase the fee cap on a matter, then Tolbert & Tolbert, LLC shall notify the Emergency Manager of the circumstances prompting the need for the fee cap increase and the parties shall mutually determine whether the fee cap will be amended for the matter. Any amendment to a fee cap on a matter must be agreed to in writing between Tolbert & Tolbert, LLC and the Emergency Manager. Tolbert & Tolbert, LLC will be paid on an hourly rate basis, not to exceed the agreed upon fee cap, for each matter for which the Emergency Manager has specifically engaged Tolbert & Tolbert, LLC to represent the Gary Community School Corporation.

Tolbert & Tolbert, LLC shall bill at the hourly rate of \$200.00 per hour. Tolbert & Tolbert, LLC shall bill at the rate of \$100 per hour for paralegal staff. In regards to matters in which Tolbert & Tolbert, LLC has to travel, Tolbert & Tolbert, LLC shall not bill travel time. Tolbert &

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Tolbert, LLC shall only perform legal services on matters that have been specifically requested and pre-approved in writing by the Emergency Manager. In the event that a legal matter is brought to the attention of Tolbert & Tolbert, LLC, Tolbert & Tolbert, LLC shall provide the information to the Emergency Manager and seek written direction or clarity on whether or not the Emergency Manager wants to engage Tolbert & Tolbert, LLC to handle said legal matter.

The Gary Community School Corporation shall be responsible for fees and costs related to real estate transactions and court representation, which may occur which includes but is not limited to the following: title searches, recording fees, filing fees, deposition costs, mediation fees, expert discovery costs, etc.

C. INVOICES AND PAYMENT

Tolbert & Tolbert, LLC will submit bills on a monthly basis. The billing will include an Accounts Payable Voucher along with a detailed invoice which includes the date, case /matter description, activity/task being billed on, time spent on each activity/task being billed on based on a billing chart.

D. TERM OF THE CONTRACT AND TERMINATION OF CONTRACT

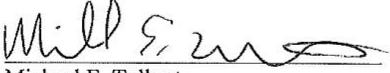
This agreement is contemplated for a one-year term. However, the parties acknowledge that a client has a right to discharge a lawyer at any time, with or without cause, subject to liability for payment for the lawyer's services rendered up through the date of termination of services. In the event that a party provides written notice of its intent to terminate the agreement, then the parties shall coordinate with each other to effectuate the transition of any pending legal matters to alternative legal counsel as is directed by the Emergency Manager. If the Emergency Manager

notifies Tolbert & Tolbert, LLC of the School Corporation's intent to terminate the agreement, then Tolbert & Tolbert, LLC shall continue to work on said legal matters and bill on said legal matters until the Emergency Manager notifies Tolbert & Tolbert, LLC of the successor attorney and/or successor law firm so that Tolbert & Tolbert, LLC can properly withdraw its representation of the Gary Community School Corporation.

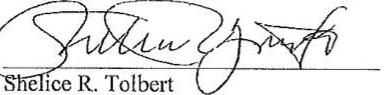
So agreed to this 6th day of May, 2019.



Dr. Peter Morikis, Emergency Manager
Gary Community School Corporation



Michael E. Tolbert
Partner
Tolbert & Tolbert, LLC



Shelice R. Tolbert
Partner
Tolbert & Tolbert LLC