



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

EMERGENCY MANAGER REPORT

DISTRESSED UNIT APPEALS BOARD (DUAB)

July 11, 2019

Prepared by



**Gary
Schools
Recovery, LLC**



Distressed Unit Appeals Board

Emergency Manager Report

Prepared by Gary Schools Recovery, LLC

July 5, 2019

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I.0 EMERGENCY MANAGER UPDATE

OVERVIEW

Attached is the new format for the monthly Emergency Manager Report to the Executive Director of DUAB as well as the DUAB Board of Directors. It is my hope that this new format will provide all of you with information that truly reflects the GREAT work being done each and every day by the fine people that make up the Gary Community School Corporation.

EMERGENCY MANAGER'S SUMMARY

As the Emergency Manager, I have been very focused on the following during the month of June:

- ◆ Building and increasing student enrollment
 - As of July 2, 2019, 87 NEW students have enrolled in the Gary Community School Corporation
 - On-going enrollment campaign
- ◆ Improving customer service by listening to parents and students
 - Bi-Weekly public meetings
 - Site Based Meetings (attached schedule)
- ◆ Expanding Community Partnerships
 - Community Health Network - First of multiple Clinics to open at West Side Leadership Academy for community and students, and staff
- ◆ Buildings and Grounds improvements
 - Properties being mowed for the first time in many years
 - Painting at all buildings
- ◆ Staff Recruitment
 - Many new staff members joining "Team Gary"
 - Renewed interest in becoming a part of the change happening in Gary

DR. MORIKIS CALENDAR OF EVENTS

- ♦ June 27, 11:00am – Ribbon Cutting Gary Community HealthNet – 11:00am
- ♦ June 27 – Summer of Exploration (Exploring Career Opportunities)
- ♦ 2nd and 4th Mondays, 10:00am – Meet Dr. Pete J’s Breakfast Club
- ♦ 2nd and 4th Tuesdays, 12:30pm – Radio Broadcast (WLTH)
- ♦ July 1 or 2, TBD – Meet Dr. Pete – Gary YWCA
- ♦ July 3, 6:00pm – Independence Day Parade (more details to follow)
- ♦ July 9, 6:00pm – EM Public Forum – Career Center
- ♦ July 16, 6:00pm – Community Forum – Career Center

SITE BASED MEETINGS (ALL MEETINGS WILL BEGIN AT 5:00PM)

- ♦ July 17 – Gary Middle
- ♦ July 18 – Williams
- ♦ July 22 – Beveridge
- ♦ July 23 – Banneker
- ♦ July 24 – McCullough
- ♦ July 25 – Glen Park
- ♦ July 26 – West Side
- ♦ July 30 – Bailly Middle

GCSC DISTRICT HAPPENINGS

- ♦ Ongoing district student registration
- ♦ July 26, 10:00am – Back to School Festival – West Side (Field)
- ♦ August 27, 4:30pm – 2019 Summer Graduation – West Side

BUSINESS SERVICES

- ◆ Payroll and financial software project – Since April we have been working with the contracted payroll service to post financial expenses to the district’s financial software. This has been a huge undertaking because no provisions were implemented to track expenses since January 1, 2019. Our anticipated completion date is July 30, 2019.
- ◆ Bond refinancing project – We completed a refunding of general obligation bond from 2009 to net a debt savings of \$450,934.
- ◆ Department of Education on-site federal monitoring project – The federal and financial department has been completing reports and documentation to complete the federal grant on-site monitoring requirements for the 2017-2018 school year.
- ◆ Fixed Asset Management project – Work is being completed to record up-to-date fixed assets documentation.

BUILDING GROUNDS & MAINTENANCE

- ◆ New Director of Buildings and Grounds coming Monday, July 1.
- ◆ The conversion of Bailly from an elementary school to a middle school is taking place with complete painting inside and out.
- ◆ Glen Park Academy is getting the building ready for incoming Bailly students.
- ◆ Bus Aides are working this summer to supplement custodial services and assist painting crew with wall and door prep.
- ◆ Student workers are assigned to West Side head custodial to assist with building cleanup.
- ◆ Continuous rain is causing rapid growth of grass. The cutters are working extremely long hours trying to cut acres and acres of grass in dozens of school properties. Immense pressure from individuals on this person to keep up with grass cutting remains relentless.
- ◆ Summer maintenance and custodial activities are ongoing with a shorter timeframe and imminent deadlines.
- ◆ A new Transportation Director is on board to oversee bus service at lower cost.
- ◆ Remodeling of administration area continues to transition remaining personnel out of Lincoln Service Center.
- ◆ Portable classrooms at Gary Middle School have been disconnected and are being made ready for removal.
- ◆ The second floor restrooms at McCullough are being finished for August utilization (restrooms were never completed at time of new construction).

- ◆ Cleanup of Gary Area Career Center is ongoing to make accommodations for coming CTE classes.
- ◆ Cleanup of Roosevelt and Wirt continues from recent vandalism. Buildings are now secure with recent alarm installation.
- ◆ West Side Special Education rooms are being completed for occupancy in August.
- ◆ Many schools have severe roofing issues causing substantial flooding, ceiling damage, subsequent indoor air quality issues, some carpet damage at Bailly. Flooding requires substantial time commitment on part of custodians for cleanup of rainwater.
- ◆ New principals (“fresh eyes”) in schools are submitting work orders and remodeling requests that may not be possible with short timeframe and lack of funding.
- ◆ A requested auction of 20+ junk vehicles for removal from warehouse lot which are a public nuisance with current inability to properly remove overgrowth of weeds, trees, and bushes.
- ◆ Alpha Building Management was warned of need to improve contractual obligation to perform at a higher level of service, to provide evidence of inspections and training.
- ◆ Using contracted services for carpentry, electric, and HVAC for air conditioning issues. Currently we are short 1 electrician and 1 HVAC person.

CURRICULUM & INSTRUCTION

- ◆ PBIS (Positive Behavior Support)
- ◆ Leadership Training
- ◆ Gary Teachers Institute
- ◆ Grant preparation

FOOD SERVICE

- ◆ This year, food service is providing free summer meals to all Gary community members 18 years or younger in 9 locations. This is the most sites in the past 5 years.
 - In our first week, we provided 2,654 breakfast meals and 3,536 lunches.
 - Ms. Dorice Cusic, West Side manager, noticed the students preferred hot lunches over cold and quickly asked for permission to adjust the menu. After the change, she is now serving more than 200 lunches each day. This is an increase from 50 daily meals in summer 2018.

HUMAN RESOURCES DEPARTMENT

- ◆ Advertising open positions

- ◆ Attended Job Fair for the City of Gary
- ◆ Interviewing prospective teachers and paraprofessionals
- ◆ Districtwide staff assignments (placing teachers in positions based on their licensure and preference forms, filling open positions)
- ◆ Processing contracts for the 2019-20 school year

INSTRUCTIONAL TECHNOLOGY

- ◆ Middle School VoIP phone migration from GMS to Bailly; Elementary School VoIP phone migration from Bailly to GPA
- ◆ Roosevelt High School old technology removal
- ◆ FUSE Lab at Bailly network infrastructure reconfiguration and testing

SECURITY SERVICES

- ◆ Camera Project has been completed at the Career Center and we are now working on the fire and burglar system to relieve Fire Watch.
- ◆ Camera Project has begun at Bailly Middle School and should be completed mid-July.
- ◆ Alarm system has been placed in Wirt. Two individuals were caught inside school and arrested the second day system was installed.
- ◆ Currently working on hiring and placement of Security for upcoming school year.
- ◆ Also working with Jameeka and Lisa to start application process for IDHS Secured Safety Grant.

SPECIAL POPULATIONS DEPARTMENT (FORMERLY KNOWN AS SPECIAL EDUCATION & STUDENT SERVICES).

- ◆ Our LRE percentages improved for the 2nd year in a row.
- ◆ We are officially off of special conditions and on technical assistance.
- ◆ We are almost complete with our staffing.
- ◆ Programming letters were dispersed to the parents. The letters included the school, teacher, and program for next year.
- ◆ Our student rosters have been completed and dispersed to principals.

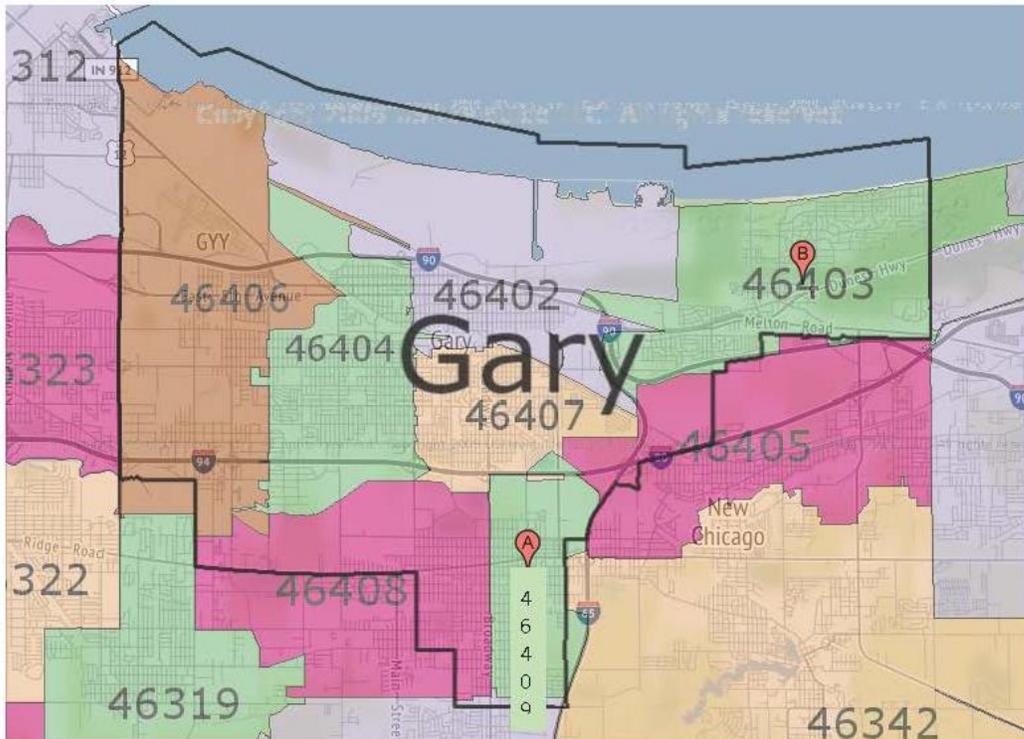
TRANSPORTATION

- ◆ With routing completed for Summer School, we are focusing on:

- Establishing collection points for 2019-20 bus routes
- Routing for the upcoming school year
- Repairing vehicles for upcoming inspections and service for the school year
- Considering options to secure vehicles for homeless/foster care transportation
- Change the boundaries for the two middle schools based on zip code rather than highways.

Dividing Middle Schools 2019-20 School Year

Middle Schools			
Zip Codes to Bailly	# students	Zip Codes to GMS	# students
46408	155	46403	181
46409	172	46402	94
46404	214	46407	245
46406	90		
Totals	631		520



2.0 COMMUNICATION REPORT

- ◆ Enrollment Campaign Update
 - Printed materials (flyers, mailers, billboards, yard signs, etc.)
 - Community outreach efforts
 - Number of enrollments to date
- ◆ Social Media Growth from May to July
 - Number of followers
 - Popular posts, images
 - Engagement and impressions
- ◆ Media Coverage
- ◆ Community Outreach Efforts
 - Meet Dr. Pete
 - Community Forums Calendar
 - Organizational Partnerships
- ◆ Upcoming Events

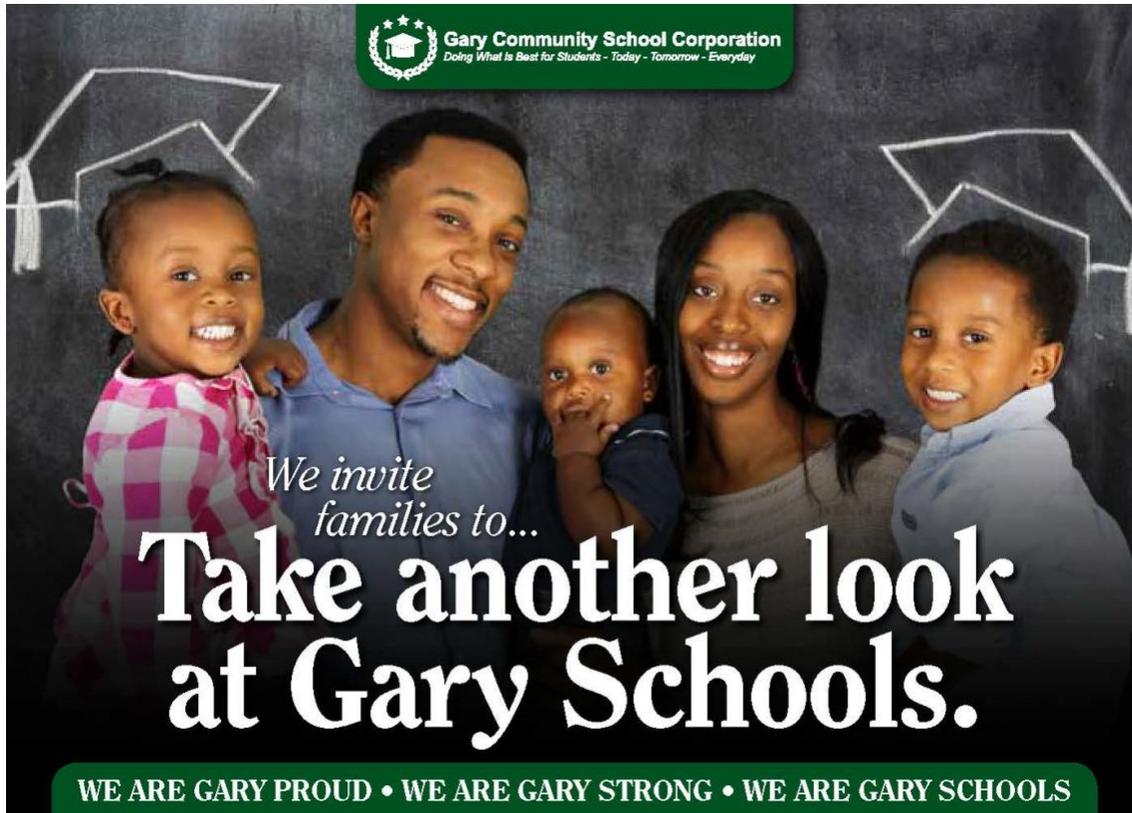
3.0 ENROLLMENT COLLATERAL

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

We invite families to...

Take another look at Gary Schools.

WE ARE GARY PROUD • WE ARE GARY STRONG • WE ARE GARY SCHOOLS



Here are a few reasons to take another look at Gary Schools!

Follow us for daily updates!
@GaryCommunitySchools

- 1 **We have streamlined the enrollment process.** If you have more than one child in the District, you can enroll them all at once, on the same form!
- 2 **We have spent the past few months in recruitment mode.** We have great teachers, administrators and other faculty and staff who are ready to deliver the best educational experience for your child!
- 3 **We have expanded our Pre-K and Kindergarten offerings** so there are more slots available! In addition, our kindergartners enjoy a full day of learning complete with breakfast and lunch.
- 4 **McCullough Academy will become co-ed this fall,** and the staff is excited to welcome the boys and girls to what we know we will be a rewarding and exciting new school year!
- 5 **We have addressed overcrowding at the Gary Middle School.** Starting this fall, we will have 2 middle schools. The Gary Middle School will focus on fine arts. Meanwhile, we are branching out to convert Bailly into our second middle school where the curriculum will focus on STEM! We will ensure that educational opportunities are in place for students who want to engage in both STEM education and fine arts. The students who currently attend Bailly Elementary will go to Glen Park Academy.
- 6 **And speaking of Fine Arts,** we can't be more proud of the award-winning theater and orchestra programs that continue to flourish at West Side Leadership Academy.
- 7 **We have also spent an incredible amount of time revamping school schedules and our transportation plan.** Please be sure to follow our website and social media for updates on school start times and bus schedules.
- 8 **Summer 2019 will be spent cleaning our buildings and facilitating trainings** for our teachers and administration.

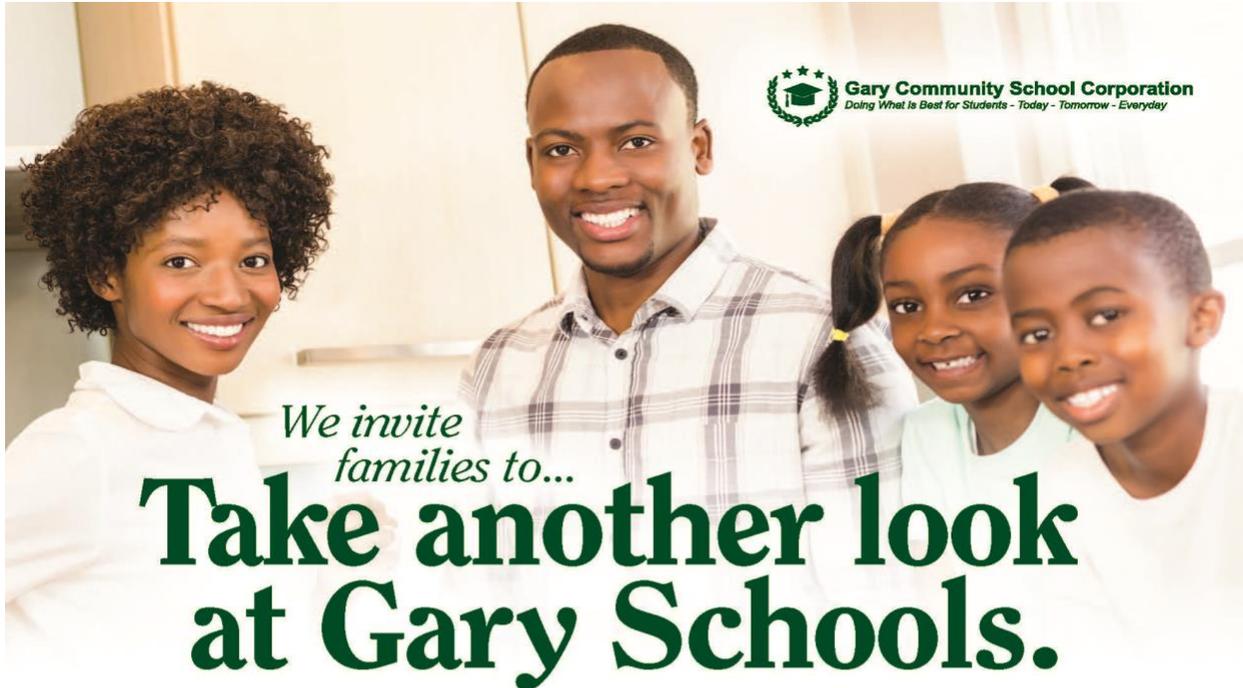
- 9 **Great plans are in store for the expansion of our athletic program at West Side Leadership Academy.** With all of our athletic talent located at one high school, we are more focused than ever on skill development, sportsmanship, character building and winning.
- 10 **Beginning this fall, the Gary Area Career Center will boast more course offerings** so that our students can be exposed to diverse and unique career opportunities. The school schedules have also been adjusted so that students will no longer have to choose! They can receive their required educational instruction at their home school and still attend the Career Center for additional career-focused programming.

ENROLL YOUR CHILD TODAY!

Call 219-881-5466 or visit www.garycsck12.in.us

Gary Community School Corporation
27th Ave. N. Gary, IN 46406
www.garycsck12.in.us

NO POSTAGE
NECESSARY
IF MAILED
IN THE
UNITED STATES



Gary Community School Corporation
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*We invite
families to...*

Take another look at Gary Schools.

HERE ARE JUST A FEW REASONS WHY

- 1 **We have streamlined the enrollment process.** If you have more than one child in the District, you can enroll them all at once, on the same form!
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These are just a few reasons and there many more to come! On behalf of the Gary Community School Corporation family, we say "thank you" for your support!

WE ARE GARY PROUD. WE ARE GARY STRONG. WE ARE GARY SCHOOLS.



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

9th Ave. & Gerry Street | Gary, IN 46406 | (219) 881-5466 | info@garycsc.k12.in.us

ENROLL YOUR CHILD TODAY!

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visit www.garycsc.k12.in.us

4.0 FACILITIES UPDATE

Gary Community School Corporation
Operations Timeline Status Update as of June 30, 2019

Site	Description	Off Schedule	Variance	On Schedule	Future	Completed
District	Hire Director					●
District	Warehouse clean up: automotive area, yard, indoors (all areas)			●		
District	Auction or dispose of items at Warehouse			●		
District	Vehicle maintenance			●		
District	Apply for lost vehicle titles				●	
District	RFP for Roofing Services				●	
District	RFP for plumbing Services, T&M				●	
District	RFP for Extermination Services				●	
District	Update job descriptions for physical demands		●			
District	Subcontract summer projects			●		
District	Transportation Contract					●
District	Food Services			●		
District	Property Sales			●		
District	Move Central Office			●		
District	Deferred Maintenance Plan for Roosevelt		●			
District	Energy Savings initiatives				●	
District	Building automation installation, training				●	
District	Lockheed Martin Energy rebates				●	
District	Price key card entry for all buildings		●			
District	New flags for all schools		●			
District	Review custodial paper products for efficiency			●		
Lincoln	Empty all rooms			●		

Gary Community School Corporation

Operations Timeline Status Update as of June 30, 2019

Site	Description	Off Schedule	Variance	On Schedule	Future	Completed
Lincoln	Clean up / move records			●		
Lincoln	move vehicles			●		
Lincoln	clear gym			●		
Lincoln	determine if remediation is needed - will building be reused?				●	
Lincoln	Dumpster for all trash			●		
Lincoln	Auction contents			●		
Bailey	clean and way 2nd floor classrooms			●		
Bailey	move furniture to 2nd floor		●			
Bailey	Clean exterior grounds			●		
Bailey	set up 2nd floor classrooms			●		
Bailey	replace parking lot signage		●			
Bailey	new exterior signage		●			
Bailey	FUSE lab			●		
Bailey	Roof repairs - get quote				●	
Bailey	Outdoor sports areas				●	
Bailey	paint interior and exterior			●		
Bailey	Sidewalk repair and replacement		●			
Career Center	clean up building trades classroom			●		
Career Center	clean up out buildings		●			
Career Center	Dispose of/auction unused items - see Perkins requirements		●			
Career Center	move records from Lincoln and outbuildings to one single Bay			●		

Gary Community School Corporation

Operations Timeline Status Update as of June 30, 2019

Site	Description	Off Schedule	Variance	On Schedule	Future	Completed
Career Center	create space for records secretary		●			
Career Center	Electrical to outdoor sign		●			
Gary MS	Remove Portable classrooms			●		
Gary MS	Clean athletic fields			●		
Marquette	Install VSD			●		
Marquette	Repair Univents		●			
Glen Park	HVAC, elect VSD				●	
McCollough	Scrap Steamtable				●	
McCollough	Install Urinals			●		
McCollough	Clean up books - need dumpster			●		
Bethune	Roof Repairs				●	
Beveridge	Paint Interior			●		
West Side	Move Spec. Ed to Room 144			●		
West Side	Remodel Spec Ed 145			●		
West Side	Empty Room 111			●		
West Side	Move 100 101 to Other Rooms			●		
West Side	Targeted Classrooms for Remodel			●		
West Side	Remove Chemicals from Science Dept			●		
West Side	Move HR and Finance			●		
West Side	Roof Replacement				●	
West Side	Floor Tiles		●			

Gary Community School Corporation
 Operations Timeline Status Update as of June 30, 2019

Site	Description	Off Schedule	Variance	On Schedule	Future	Completed
West Side	HVAC T Stats Replacements		●	●		
West Side	Administration Signs			●		
West Side	Directional Signs to Admin			●		
West Side	Handicapped Parking			●		
West Side	Office Door Signage			●		
West Side	Reserved Parking Signs			●		
West Side	Paint Doors			●		
West Side	GAPS 141 142 143			●		
West Side	Restroom Partitions, Faucets, Sinks			●		

5.0 SODEXO

AGREED RENEWAL
GARY COMMUNITY SCHOOL CORPORATION
AND
SodexoMAGIC LLC.

THIS RENEWAL AGREEMENT, dated this _____ day of _____, 2019 is between GARY COMMUNITY SCHOOL CORPORATION (the “District” or “School Food Authority”) (SFA) and SodexoMAGIC LLC (“SodexoMAGIC” or “Food Service Management Company”) (FSMC). The parties agree to extend the term of the Food Service Agreement (Agreement) dated July 1, 2015, by mutual agreement, for one year from July 1, 2019 through June 30, 2020. That the original Agreement and all amendments to said Agreement shall remain the same.

W I T N E S S E T H:

WHEREAS, District and SodexoMAGIC entered into a certain Food Service Agreement dated July 1, 2015, as amended (“Agreement”), whereby SodexoMAGIC manages and operates District’s Food Service operation in Gary, Indiana;

WHEREAS, the District and SodexoMAGIC agree that the FSA will remain in effect for one year.

NOW, THEREFORE, in consideration of the promises herein contained and for other good and valuable consideration, the parties hereto agree as follows:

1. District and SodexoMAGIC seek to extend the Agreement for one year for the period from July 1, 2019 through June 30, 2020.
2. Exhibit A, Budget, is deleted in its entirety and replaced with the attached Exhibit A, Budget.

IN WITNESS WHEREOF, the duly authorized officers of the parties have executed this



Amendment, as of the date indicated in the first paragraph of this Amendment.

GARY COMMUNITY SCHOOL CORPORATION

By: Dr. Pete Morikis, Superintendent

SODEXOMAGIC LLC

By: _____
Lorna Donatone
Executive Vice President
Corporate Services North America

6.0 2009 SERIES BONDS REFUNDING

Jun 27, 2019 3:27 pm Prepared by Fifth Third Securities, Inc. (Finance 8.001 Gary Community Sc...:GARYCSC-RFNDABCD,RFNDABCD) Page 10

SUMMARY OF REFUNDING RESULTS

Gary Community School Corporation
General Obligation Refunding Bonds, Series 2019

Dated Date	07/17/2019
Delivery Date	07/17/2019
Arbitrage yield	2.296234%
Escrow yield	0.000000%
Value of Negative Arbitrage	
Bond Par Amount	4,640,000.00
True Interest Cost	2.488250%
Net Interest Cost	2.648086%
Average Coupon	4.211475%
Average Life	5.275
Par amount of refunded bonds	4,900,000.00
Average coupon of refunded bonds	4.849560%
Average life of refunded bonds	5.348
PV of prior debt to 07/17/2019 @ 2.296234%	5,517,074.66
Net PV Savings	450,642.33
Percentage savings of refunded bonds	9.196782%
Percentage savings of refunding bonds	9.712119%

BOND SUMMARY STATISTICS

Gary Community School Corporation
General Obligation Refunding Bonds, Series 2019

Dated Date	07/17/2019
Delivery Date	07/17/2019
Last Maturity	01/15/2029
Arbitrage Yield	2.296234%
True Interest Cost (TIC)	2.488250%
Net Interest Cost (NIC)	2.648086%
All-In TIC	2.956076%
Average Coupon	4.211475%
Average Life (years)	5.275
Weighted Average Maturity (years)	5.433
Duration of Issue (years)	4.815
Par Amount	4,640,000.00
Bond Proceeds	5,068,795.45
Total Interest	1,030,725.83
Net Interest	648,098.38
Total Debt Service	5,670,725.83
Maximum Annual Debt Service	601,875.00
Average Annual Debt Service	597,267.79
Underwriter's Fees (per \$1000)	
Average Takedown	
Other Fee	9.950000
Total Underwriter's Discount	9.950000
Bid Price	108.246281

Bond Component	Par Value	Price	Average Coupon	Average Life	PV of 1 bp change
Term Bond 2024	495,000.00	99.481	2.000%	4.742	232.65
Serials	4,145,000.00	110.407	4.446%	5.338	2,183.85
	4,640,000.00			5.275	2,416.50

	TIC	All-In TIC	Arbitrage Yield
Par Value	4,640,000.00	4,640,000.00	4,640,000.00
+ Accrued Interest			
+ Premium (Discount)	428,795.45	428,795.45	428,795.45
- Underwriter's Discount	-46,168.00	-46,168.00	
- Cost of Issuance Expense		-110,000.00	
- Other Amounts			
Target Value	5,022,627.45	4,912,627.45	5,068,795.45
Target Date	07/17/2019	07/17/2019	07/17/2019
Yield	2.488250%	2.956076%	2.296234%

ESCROW SUFFICIENCY

Gary Community School Corporation
General Obligation Refunding Bonds, Series 2019

Date	Escrow Requirement	Net Escrow Receipts	Excess Receipts	Excess Balance
07/17/2019		4,910,264.33	4,910,264.33	4,910,264.33
08/01/2019	4,910,264.33		-4,910,264.33	
	4,910,264.33	4,910,264.33	0.00	