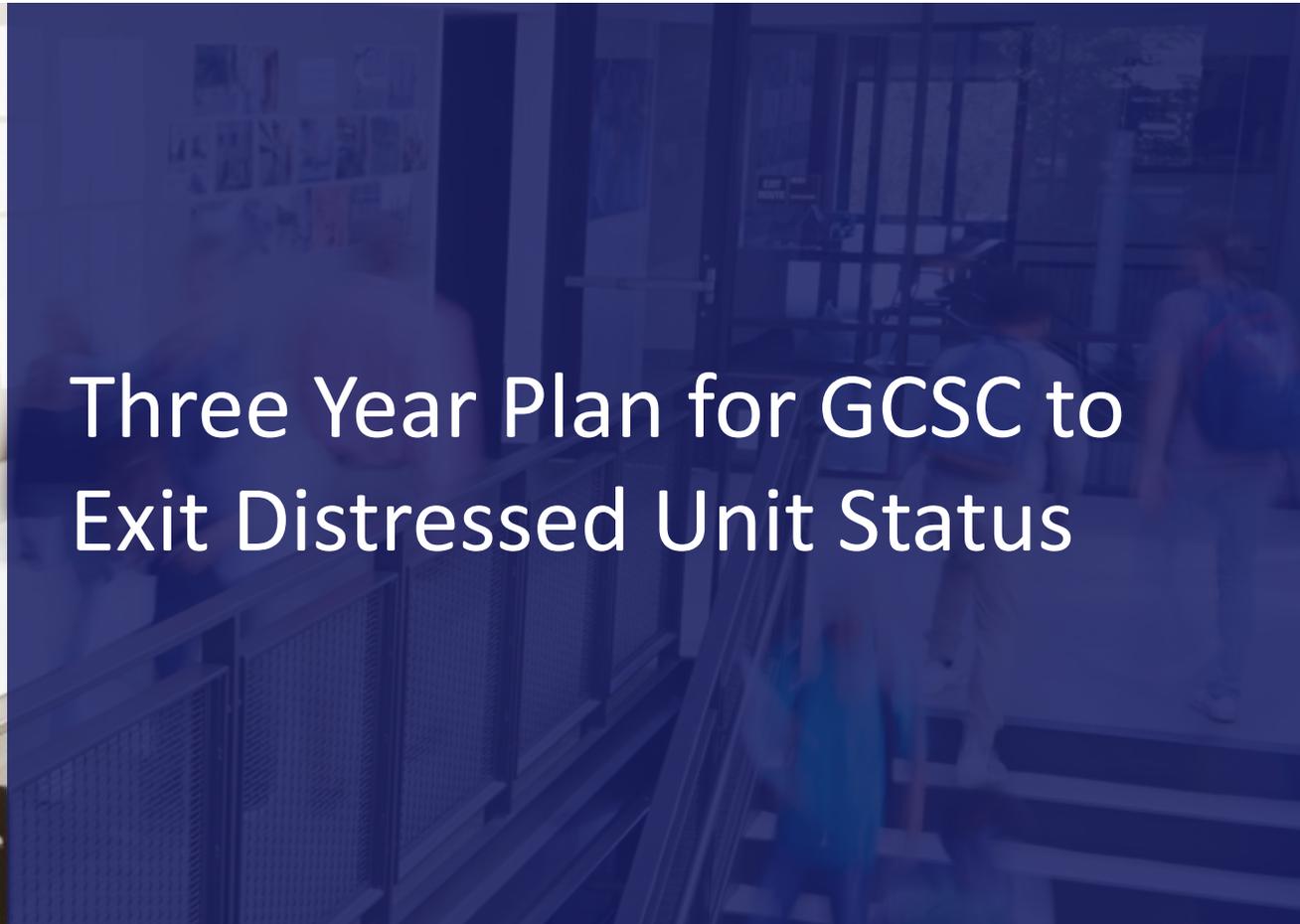




Gary Community School Corporation
Doing What is Best for Students - Today - Tomorrow - Everyday



Three Year Plan for GCSC to Exit Distressed Unit Status



Presentation Overview

On behalf of MGT and the entire Emergency Manager Team, it has been an honor to serve the Gary community the past almost three years.

Tonight we will highlight some of the major gains made since August 2017.

We will also gratefully share our vision for the future of the Gary Community School Corporation.





Three Year Plan to End State Control and Exit Distressed Unit Status

Moving forward with **MGT Consulting** and the **Emergency Manager Team** provides the best outcomes, in the shortest amount of time, for the Gary Community School Corporation, the Gary community and the State of Indiana.

The following plan gives a clear, achievable path for the Gary Community School Corporation to end State control, exit Distressed Unit Status and create a sustainable future.



Three Phases for the GCSC Turnaround

Phase 1

Assess, Stabilize and Build
Years 1, 2 and 3

Academics
Engagement
Operations
Fiscal

Phase 2

Create a Sustainable District
Years 4, 5 and 6

Academics
Engagement
Operations
Fiscal

Phase 3

Exit Distressed Unit Status
Academics
Engagement
Operations
Fiscal

PHASE 1



**PHASE
1**

**ASSESS, STABILIZE
& BUILD**

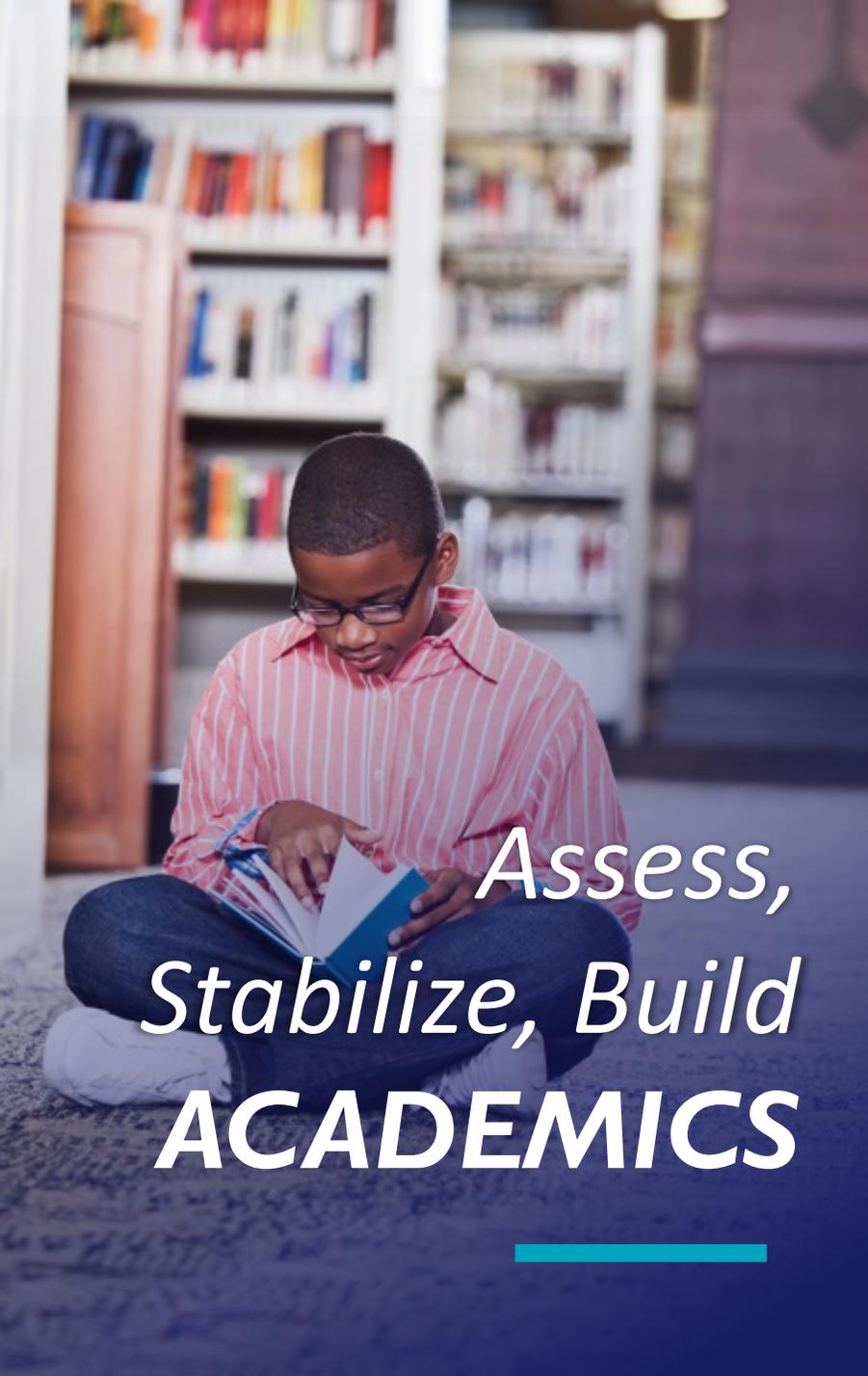


Before MGT August 2017

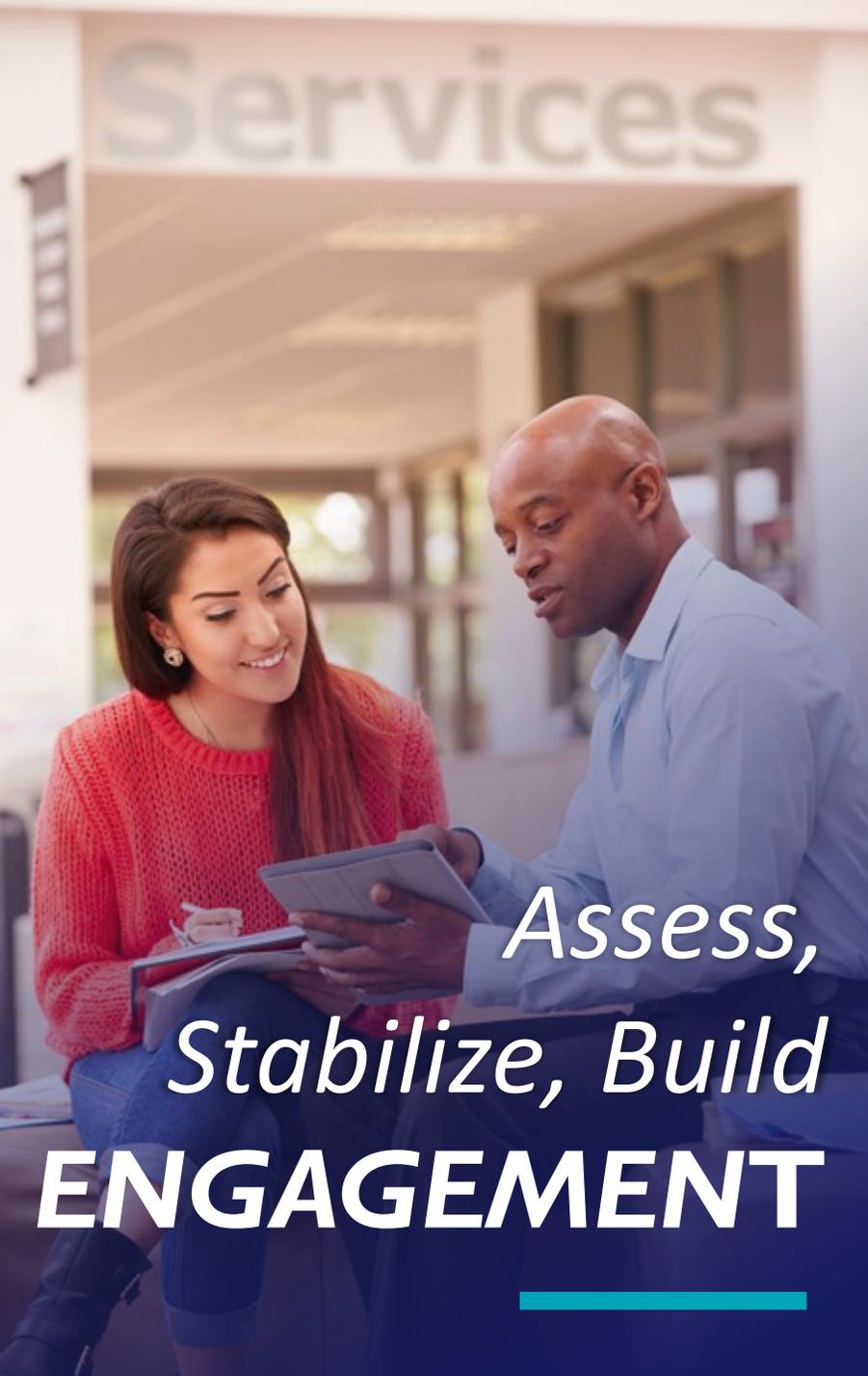
- Out of date and unaligned standards, curriculum and books
- Outmoded classes
- Lacking assessments and data
- Limited professional development and leadership development

With MGT May 2020

- Standards, curriculum and books are aligned to Indiana DOE
- STEAM Lab, coding classes, increased CTE offerings
- Monthly assessments and data
- Pertinent and recurrent professional and leadership development



*Assess,
Stabilize, Build*
ACADEMICS



*Assess,
Stabilize, Build*
ENGAGEMENT

Before MGT August 2017

- Rapidly declining enrollment
- Infrequent and disjointed communication
- Limited involvement in community events and activities

With MGT May 2020

- Campaigns have stabilized enrollment
- Frequent communication through multiple channels including Infinite Campus
- Frequent involvement in community events and appearances

Before MGT August 2017

- Federal programs department numerous audit findings
- Special Education 10 years out of compliance
- Outdated school safety plan and numerous fire code violations
- Inefficiencies in contracted and internal services

With MGT May 2020

- Federal programs department new staff and audit resolutions
- Special Education compliant for three years
- Implemented school safety plan and eliminated fire code violations
- New transportation, health insurance and custodial contracts and Food Services audit resolutions



*Assess,
Stabilize, Build*
OPERATIONS

Before MGT August 2017

- Annual deficit of \$22,000,000
- Accumulated debt principal of \$104,000,000
- IRS debt and accounts payable of \$16,500,000
- Relying on Common School Loans for obligations
- No teacher compensation increase in years

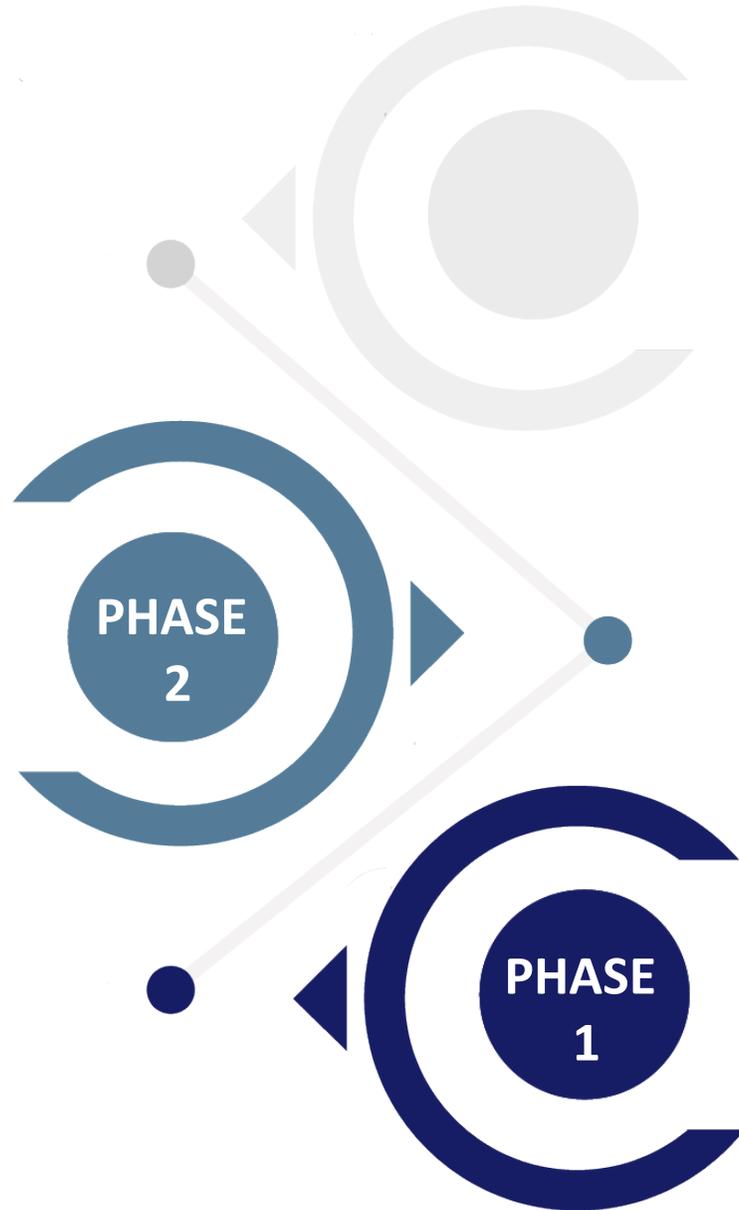
With MGT May 2020

- Annual deficit of \$6,000,000
- Accumulated debt principal of \$84,000,000
- IRS debt resolved and accounts payable is typical monthly cycle
- Last Common School Loan was September 2018
- Teachers received a stipend December 2019

*Assess,
Stabilize, Build*
FISCAL

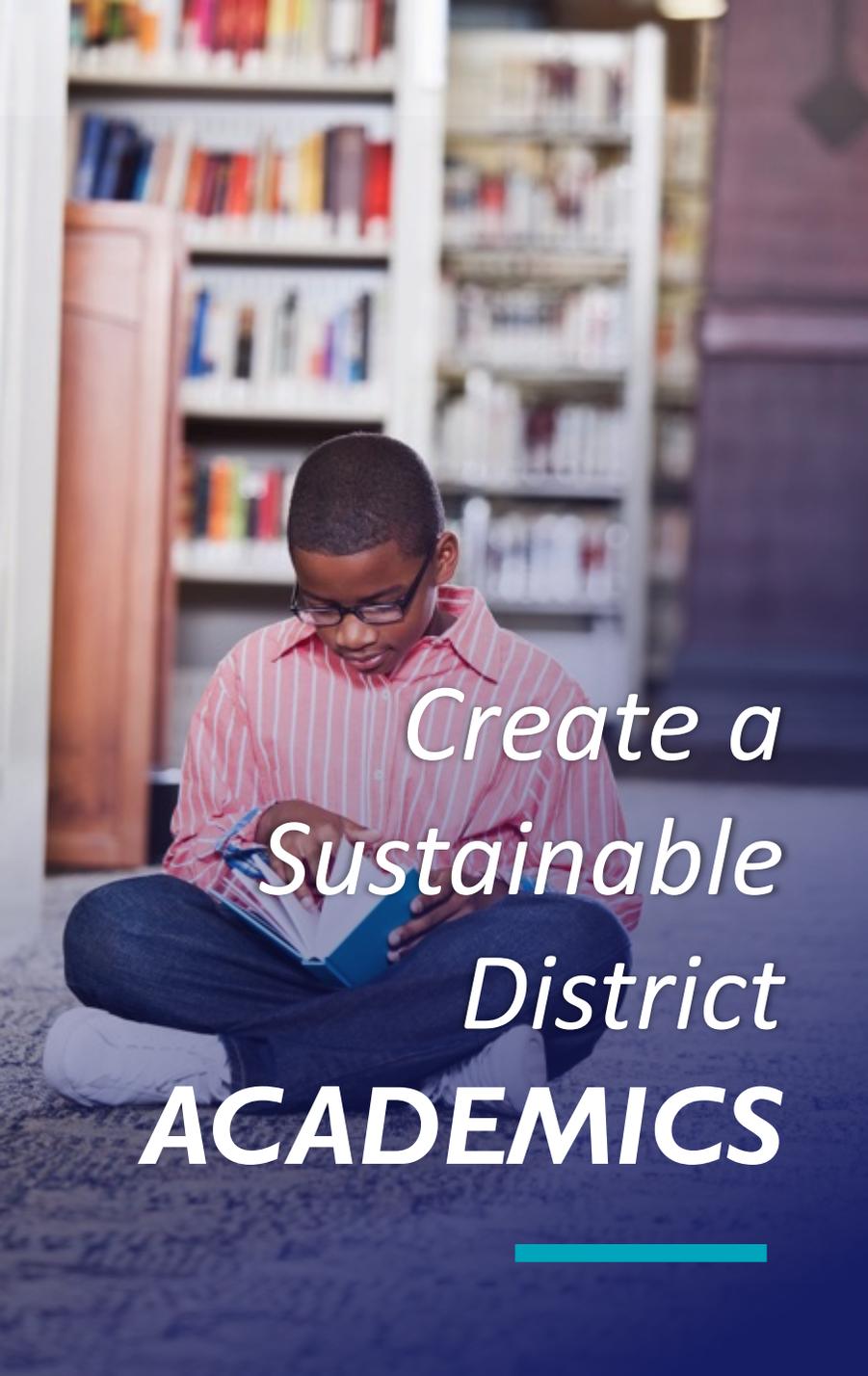
PHASE 2

**CREATE A
SUSTAINABLE
DISTRICT**



General Overview

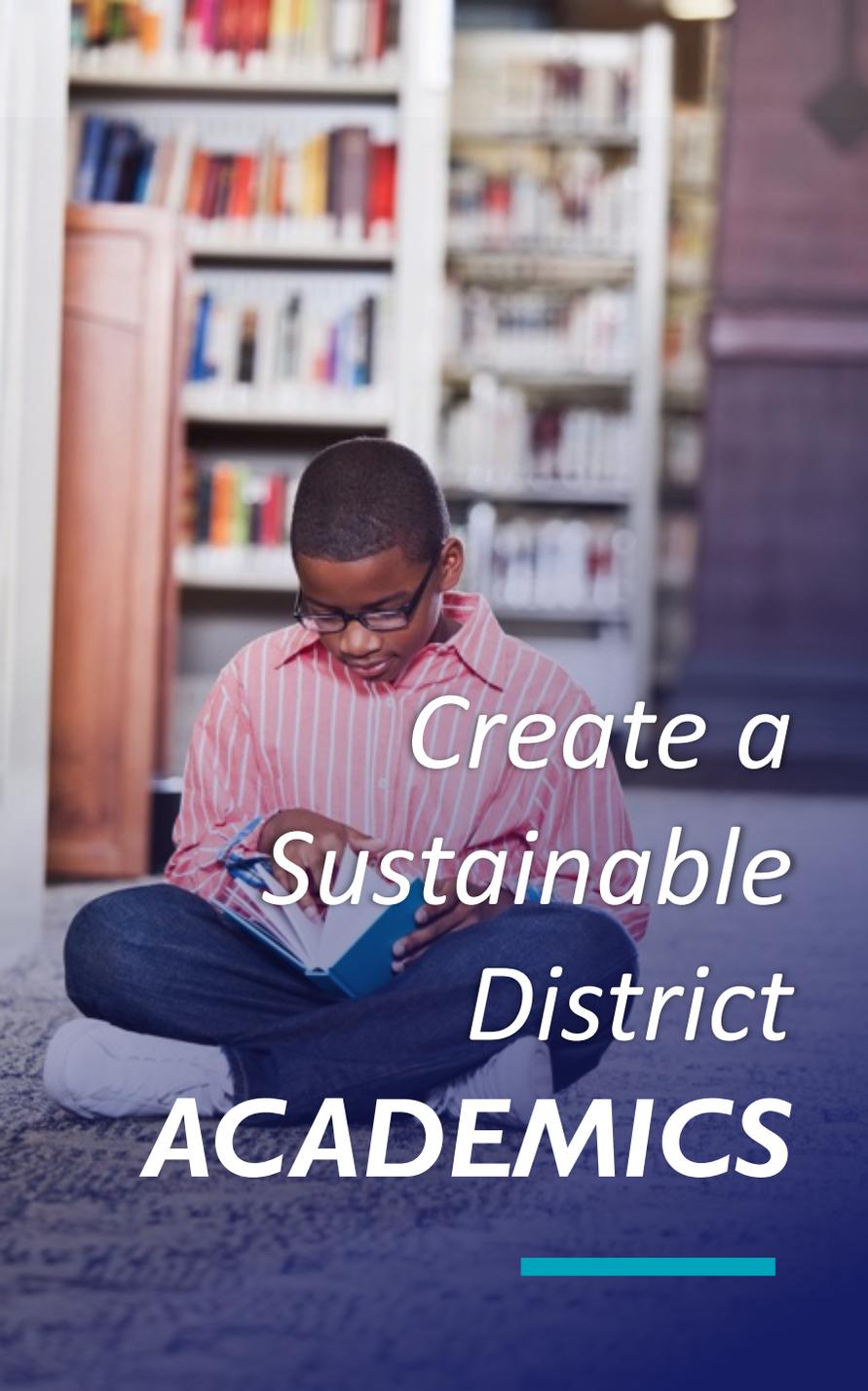
1. Increase college and career readiness
2. Invest in 1:1 technology program for students
3. Expand use of assessments and data
4. Customize professional development and instructional supports
5. Fill instructional vacancies



*Create a
Sustainable
District*
ACADEMICS

Specific Actions

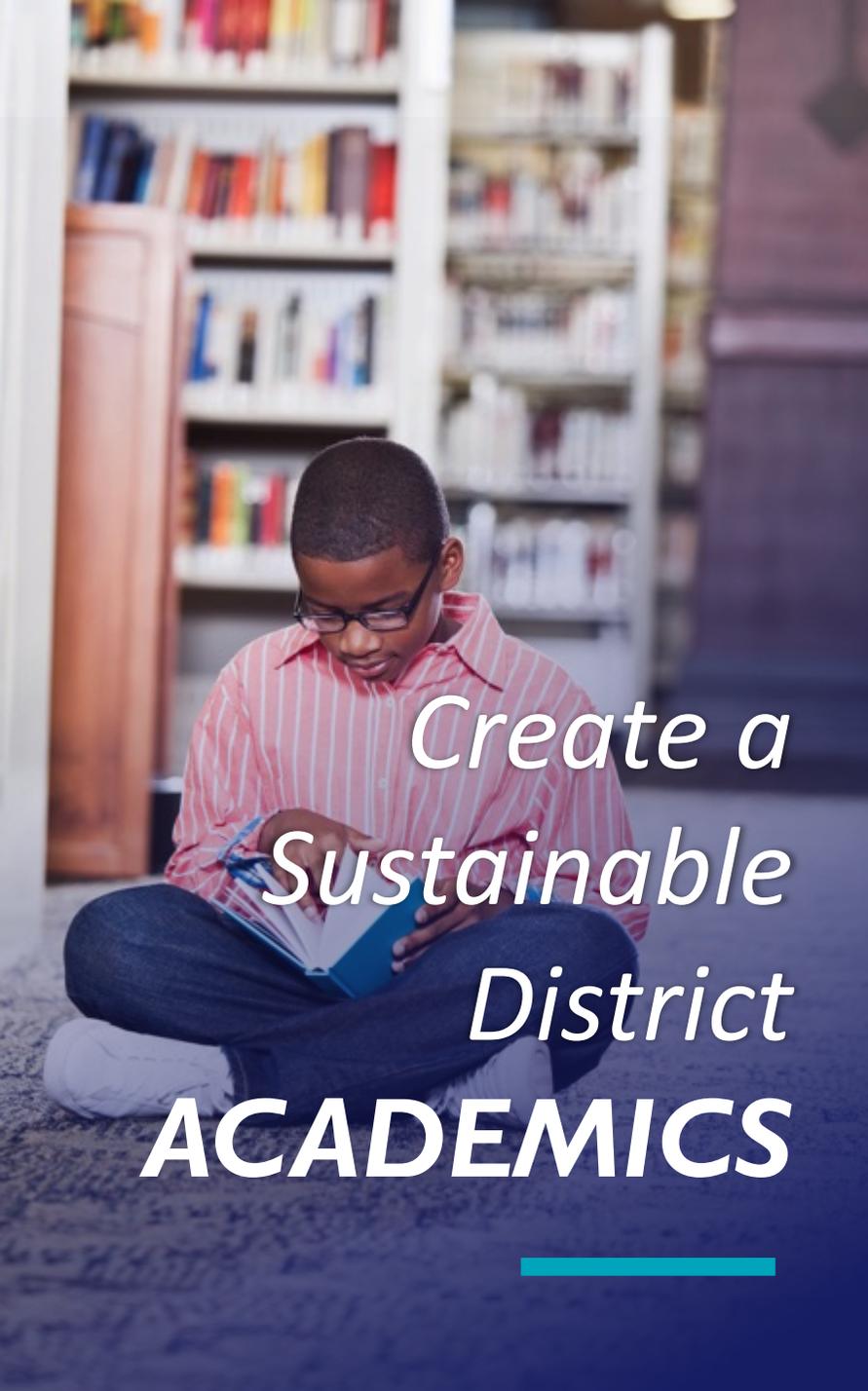
1. Add fifth year cohort and counseling for graduation
2. Add four new CTE strands
3. Implement a data dashboard for intervention and growth for each classroom
4. Construct tailored professional development
5. Provide instructional technology training
6. Recruit new teachers including IUN cohort



*Create a
Sustainable
District*
ACADEMICS

Accountability

1. Improve state accountability grades for proficiency and growth
2. Realize gains in internal and external assessment performance
3. Increase the graduation rate



*Create a
Sustainable
District*
ACADEMICS

General Overview

1. Add local personnel and resources dedicated to improving community engagement
2. Create new standing and ad hoc community groups for input and feedback
3. Generate continuous flow of information and feedback
4. Partner in specific activities with the City of Gary and other organizations
5. Conduct focus groups and forums preparing to end State control and exit Distressed Unit Status



*Create a
Sustainable
District*

ENGAGEMENT

Specific Actions

1. Create an advisory committee for each school
2. Strengthen partnership with Gary Alumni Pathway to Students (GAPS)
3. Build up relationships with city and community groups
4. Initiate standing citizen groups such as technology, accountability and wellness committees
5. Form ad-hoc citizen advisory or feedback groups such as for the School Improvement Fund (1065)
6. Establish a student advisory council
7. Complete ongoing social media surveys



*Create a
Sustainable
District*

ENGAGEMENT

Accountability

1. Increase the metrics measuring social media engagement such as followers, likes, comments, shares and views
2. Expand annually the number of sessions or interactions with standing or ad hoc groups
3. Improve community satisfaction as measured through regular surveys



*Create a
Sustainable
District*

ENGAGEMENT

General Overview

1. Continuous improvement across all departments
2. Complete significant repairs and upgrades to occupied buildings and demolition of unoccupied buildings
3. Improve parent satisfaction and employee morale
4. Exit “High Risk” designation and maintain compliance in federal programs and special education programs
5. Maintain good standing with all state and federal oversight agencies



*Create a
Sustainable
District*
OPERATIONS

Specific Actions

1. Adopt Standard Operating Procedures based on best practices
2. Institute ongoing training for all central office staff
3. Sell abandoned and vacant properties
4. Prioritize maintenance and demolition projects, issue RFQs, manage projects (1065)
5. Transfer Roosevelt building for best community outcome
6. Install safety and security upgrades and processes
7. Complete bi-annual surveys of parents and staff



*Create a
Sustainable
District
OPERATIONS*

Accountability

1. Improve annual benchmarks or metrics for each department
2. Reduce audit findings with federal programs, special education and food services
3. Improve parent satisfaction and employee morale as measured through regular surveys



*Create a
Sustainable
District
OPERATIONS*

General Overview

1. Boost revenue through increased enrollment and grants
2. Continue to adhere to Viable Deficit Reduction Plan
3. Execute internal controls through people and processes
4. Manage the District debt appropriately
5. Adopt a long-term financial plan



*Create a
Sustainable
District
FISCAL*

Specific Actions

1. Adopt a 12-month enrollment campaign
2. Seek grants and awards aggressively
3. Continue expending funds wisely
4. Require ongoing controls and compliance training for staff



*Create a
Sustainable
District
FISCAL*

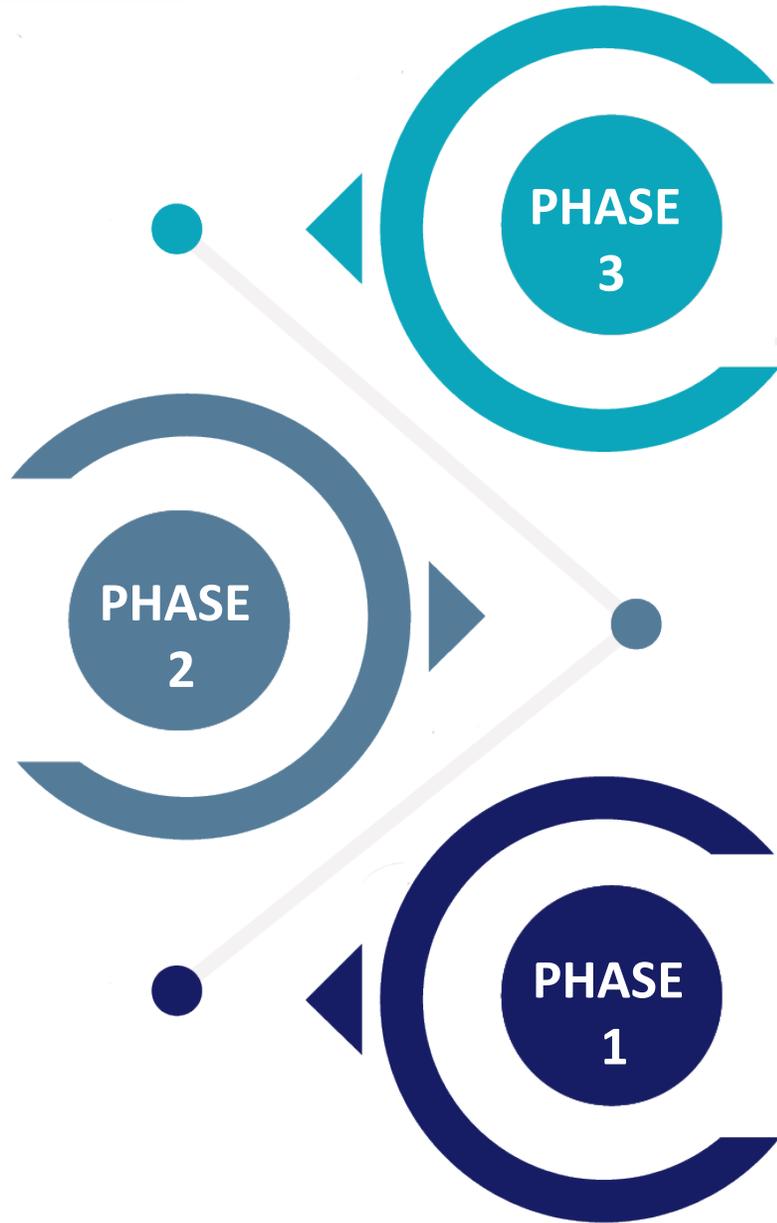
Accountability

1. Balance the budget
2. Stabilize and trend positive the fiscal indicators
3. Resolve major audit findings



*Create a
Sustainable
District
FISCAL*

PHASE 3



**END STATE CONTROL &
EXIT FROM DISTRESSED
UNIT STATUS**



PHASE 3

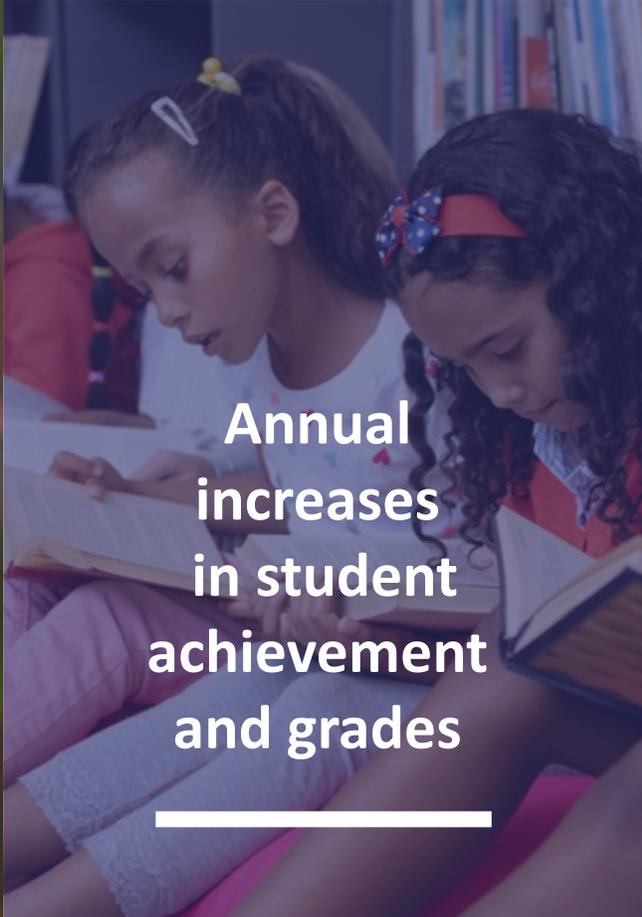
GCSC will have the capacity, infrastructure and established processes to successfully and consistently achieve



Frequent and meaningful communication and community involvement



Continuous improvement and constant refinement of systems and processes

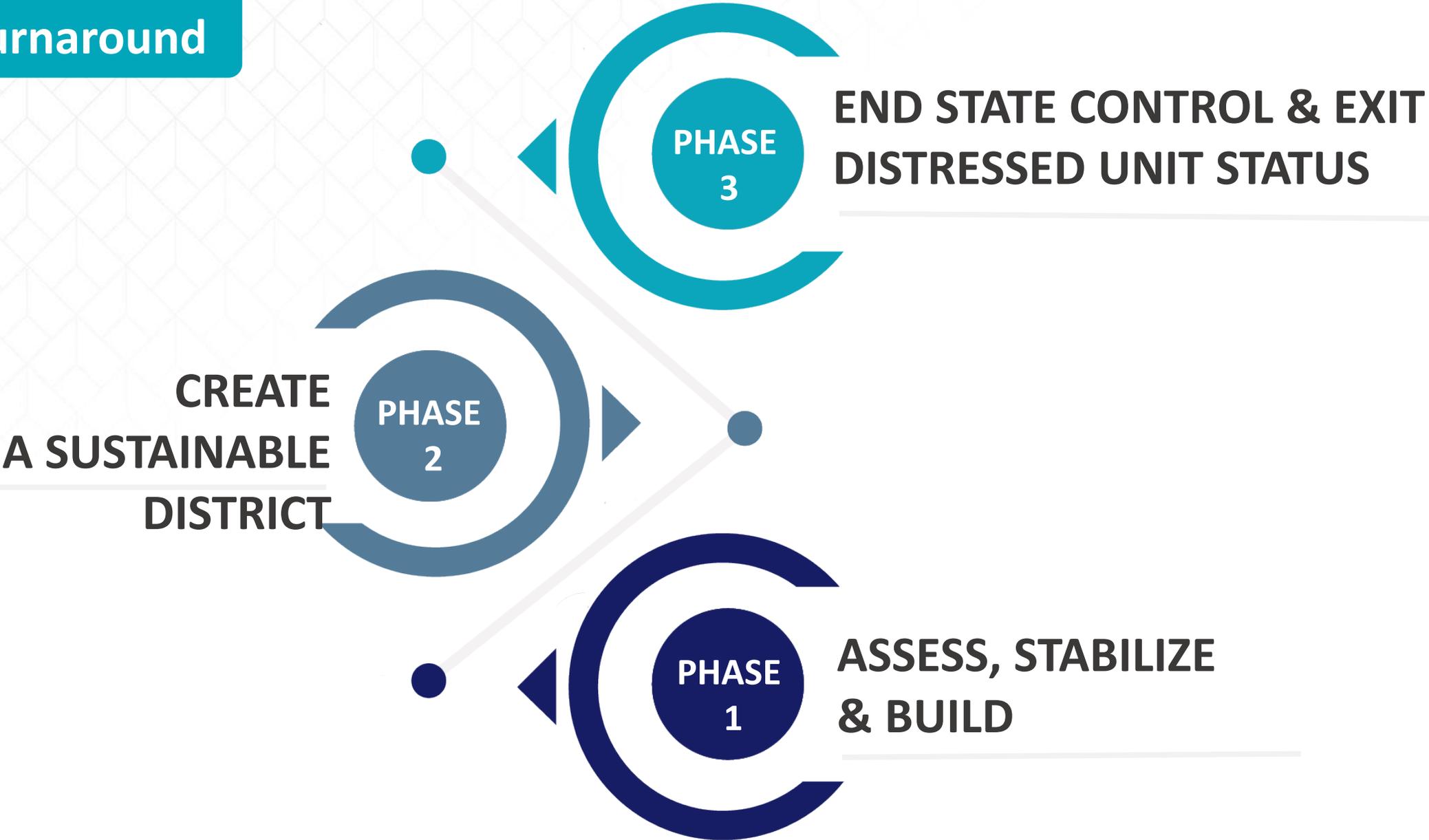


Annual increases in student achievement and grades



Fiscal health and a balanced budget

GCSC Turnaround



*Emergency
Manager Team*
PHASE 2



Mr. Eric Parish
Project Director



Dr. Paige McNulty
Emergency Manager



Dr. Lamont Browne
Academics*



Ms. Amy Marsh
Academics



Dr. Fred Seamon
Engagement



Mr. Ricardo Cepin
Finance

*Emergency
Manager Team*
PHASE 2



Ms. Sheleita Miller
Finance



Dr. Mike Raisor
Operations*



Mr. Rob Tanner
Operations*



Ms. Chelsea Whittington
Engagement



Mr. Brendan Lowe
Engagement*



Mr. Paul Pastorek
Strategy and Planning

*Three Year Plan to **End State Control** and **Exit Distressed Unit Status***

The shared goals for the Gary Community School Corporation are to end State control, to exit Distressed Unit Status, to create long-term student success and to create long-term sustainability for the district and the community.

By continuing to move forward with the knowledge, experience and capabilities of MGT Consulting and the Emergency Manager Team, this plan will achieve these shared goals.



The background of the slide is a dark blue gradient. In the center, there is a white rectangular box containing the text "THANK YOU" in a bold, white, sans-serif font. Below the text, there is a small white decorative icon consisting of four diamonds arranged in a larger diamond shape. The background image, which is mostly obscured by the dark gradient, shows silhouettes of a group of people, likely graduates, celebrating. They are standing on a hill, and many of them have their arms raised, with several graduation caps (mortarboards) flying through the air above them.

THANK YOU

