



**Gary Community School Corporation**

*Doing What is Best for Students - Today - Tomorrow - Everyday*

## MANAGER REPORT

### DISTRESSED UNIT APPEALS BOARD (DUAB)

September 17, 2020

Prepared by



**Gary  
Schools  
Recovery, LLC**



## Distressed Unit Appeals Board

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## I.0 MANAGER UPDATE

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### ACCOMPLISHMENTS

- ♦ Our school district is actively running a referendum for the upcoming election in November.
- ♦ We are currently in the process of selling many of our properties. We had 32 properties and are down to 12. We have closed on several of the properties already and have more scheduled in the near future.
- ♦ The students have started the hybrid option at the CTE (vocational) center. Students come twice a week in person to enable them to receive the hands-on training they need towards their certification requirements. The other three days are virtual with their instructors.
- ♦ Our enrollment efforts continue and we have a team actively reaching out to the remaining students who have not yet enrolled. We are on track to meet or exceed our enrollment from last year.
- ♦ We continue to provide trainings for our parents and students on the google platform as well as our other educational tools.
- ♦ Our second cohort started at IUN for our next group of teachers who have signed on with us to become certified teachers. This group will of teachers will graduate in approximately 18 months and have made a 3-year commitment to our district once they graduate.
- ♦ In collaboration with the Roosevelt Alumni group, we are hosting an event in which Roosevelt will be recognized as a historical landmark. This event will take place on Sept. 19<sup>th</sup> on the lawn of Roosevelt School.
- ♦ As mentioned last month, we received \$212,000 in GEERS grant money. Our district has purchased 275 devices for our teachers and certified staff. All of these devices are equipped with cameras and mics and will assist us with virtual teaching.
- ♦ We have applied for a grant through the DOE for our teacher leaders to become experts in virtual learning. Those teachers will become the “trainer of trainers” for their colleagues. This grant is made available through the DOE’s partnership with Bloomboard.
- ♦ Our district is going to begin teacher negotiations soon and hope to have it solidified within the next 60 days.

## FREQUENTLY ASKED QUESTIONS (FAQ) FOR AUGUST 2020

- ♦ How do I receive my child's Chromebook?

Laptop distribution is available at all schools. The scheduled times and dates are continuously posted on our [social media pages](#) and website. In extreme circumstances, you may be able to pick up your scholar's device outside the scheduled times (please contact your school to make arrangements).

- ♦ How do I get technical assistance (with Chromebook, login issues, and hotspot/internet connection problems)?

The [IT Help Desk](#) is available to all GCSC families with issues with your Chromebook or login. We encourage you to create a [Help Desk ticket](#) for issues. [Video tutorials](#) are also available on our IT page. If you have ideas for other tutorials that would be helpful, please submit your questions to [info@garycsc.k12.in.us](mailto:info@garycsc.k12.in.us)

- ♦ How do I access the internet?

The T-Mobile hotspots are provided with the Chromebooks to all students. Connecting the hotspot will allow students to log in and submit work from anywhere! A tutorial on how to use the hotspot is available on the [IT page](#). If the hotspot is not connecting or has technical problems you may call T-Mobile at 844.341.4834. Or create a [Help Desk Ticket](#).



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## 2.0 LOCAL MERCHANT PREFERENCE POLICY

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### EXHIBIT A

#### LOCAL MERCHANT PREFERENCE POLICY

WHEREAS, Indiana Code 6-1.1-20.3-6.8 designated Gary Community School Corporation (the "School Corporation") as a distressed political subdivision and the Distressed Unit Appeal Board selected MGT Consulting Group as the manager (the "Manager"); and

WHEREAS, pursuant to Indiana Code 6-1.1-20.3-8.5, the manager of a distressed political subdivision shall assume and exercise all of the power, authority and responsibilities of both the executive and fiscal body of the political subdivision, which includes the power and authority to adopt resolutions relating to or affecting the fiscal stability of the political subdivision; and

WHEREAS, the Manager now desires to adopt a resolution to adopt a local merchant preference policy. Now therefore,

BE IT RESOLVED, that the School Corporation recognizes its position as a major purchaser in this community, and while it is the intention of the Corporation to purchase goods and services of quality at the lowest possible cost through widespread competition, if all other considerations are equal, the Corporation prefers to purchase from established local merchants. To support its position in the community the Corporation may give up to a ten percent (10%) local preference in procurements for established local merchants.

The Corporation may award purchases placed in accordance with law, this policy, and all policies of the Corporation otherwise applicable to local merchants when their quotation is competitive, freight charges are a factor, maintenance or other types of service may be required, and promptness of delivery is a consideration provided that all statutes pertaining to public purchasing are duly observed.

*Passed and adopted this 10 day of September 2020.*

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Dr. Paige McNulty Manager

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## 3.0 LOCAL HIRING POLICY

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WHEREAS, the Manager now desires to adopt a resolution to adopt a legal local hiring policy. Now therefore,

BE IT RESOLVED, that the School Corporation recognizes its position as a major employer in this community, and while it is the intention of the Corporation to hire the most qualified candidates for positions through widespread competition, to the extent all qualifications are equal a preference will be given to local residents.

*Passed and adopted this 10 day of September 2020.*

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Dr. Paige McNulty Manager

## 4.0 TRANSPORTATION RFP



**Gary Community School Corporation**  
*Strong. Resilient. Built for Education.*

### **Request for Proposal Student Transportation Services**

The Gary Community School Corporation ("School Corporation") is requesting proposals for student transportation services herein described. The specifications outline all the requirements and conditions for furnishing this service. Any aspects of the service not addressed by the specifications are left for the Proposer to address. The Proposer needs to state any assumptions on which its proposal rests. The contract will be awarded to the Proposer or Proposers as determined by the School Corporation. It is appropriate to emphasize that the lowest Proposer may not be the best. Therefore, the school Corporation reserves the right to consider all relevant and reasonable criteria in selecting the contractor that this specification description may or may not express.

#### **Anticipated RFP Timeline**

September 21, 2020	Advertise RFP Nationally
October 12, 2020 @ 10:00 AM local time	Pre-Bid Meeting
October 26, 2020	Bid Amendments Advertised
November 9, 2020 @ 1:00 PM local time	Deadline for Bid Submission
November 16 - 20, 2020	Oral presentations by finalist
December 7, 2020	Bid(s) awarded
August 1, 2021	Contract Officially Begins
August 16, 2020 Approximate	1 <sup>st</sup> Day of School

## Advertisement

### GARY COMMUNITY SCHOOL CORPORATION

900 Gerry Street  
Gary, Indiana 46406

#### NOTICE TO PROPOSERS NOTICE OF REQUEST FOR PROPOSALS RFP XXXX STUDENT TRANSPORTATION SERVICES

THE GARY COMMUNITY SCHOOL CORPORATION ("School Corporation" or "SCHOOL CORPORATION") NOW INVITES THE SUBMISSION OF SEALED PROPOSALS FROM REPUTABLE AND QUALIFIED BUS TRANSPORTATION COMPANIES TO PROVIDE STUDENT TRANSPORTATION SERVICES TO THE SCHOOL CORPORATION BEGINNING AUGUST 1, 2021.

PROPOSERS MAY OBTAIN PROPOSAL, CERTIFICATION, CONDITIONS, AND SPECIFICATIONS FORMS AND REQUEST FOR PROPOSAL (RFP) INFORMATION AT THE SCHOOL CORPORATION'S BUSINESS SERVICES OFFICE, MONDAY THROUGH FRIDAY, 8 AM TO 4 PM AT 900 GEERY STREET, GARY, INDIANA 46406 OR ON-LINE ON THE SCHOOL CORPORATION WEBSITE AT [www.garycsc.k12.in.us](http://www.garycsc.k12.in.us).

ANY DEVIATIONS FROM THE RFP CONDITIONS OR SPECIFICATIONS MUST BE LISTED ON A SEPARATE SHEET AND ATTACHED TO THE RFP RESPONSE. PROPOSER SHOULD REFER TO DEVIATIONS IN THE RFP RESPONSE. THE SCHOOL CORPORATION WILL ACCEPT MAILED PROPOSALS UNTIL **Monday, November 9, 2020 1:00 PM CST** AT THE SCHOOL CORPORATION LOCATED AT 900 Gerry Street, Gary, Indiana 46406 OR VIA EMAIL TO [NWOLVERTON@GARYCSC.K12.IN.GOV](mailto:NWOLVERTON@GARYCSC.K12.IN.GOV). THE EMAIL SUBJECT LINE SHALL READ: "RFP XXXX STUDENT TRANSPORTATION SERVICES." NO OTHER MEDIUMS, INCLUDING FAXING OR POSTING ON SOCIAL MEDIA OR OTHER INTERNET LOCATION WILL BE ACCEPTED. THE SCHOOL CORPORATION WILL HOST A VIRTUAL PRE-PROPOSAL CONFERENCE ON **Monday, October 12, 2020 AT 10 AM CST**. A LINK TO THE PRE-PROPOSAL CONFERENCE CAN BE OBTAINED BY EMAILING [JDELEON@GARYCSC.K12.IN.GOV](mailto:JDELEON@GARYCSC.K12.IN.GOV).

THE SCHOOL CORPORATION RESERVES THE RIGHT TO CONSIDER COST, EXPERIENCE, SERVICE, REPUTATION, FINANCIAL RESPONSIBILITY, AND OTHER QUALIFICATIONS IN AWARDING THE CONTRACT. CONVERSELY, THE SCHOOL CORPORATION RESERVES THE RIGHT TO REJECT ANY OR ALL PROPOSALS, TO DISCUSS OPERATING OPTIONS WITH ONE OR MORE PROPOSERS, OR TO ENTER INTO SUCH OTHER DISCUSSIONS OR NEGOTIATIONS.

THE CONTRACT PERIOD WILL BE FOR:

Bid 1

THREE (3) YEARS WITH TWO (2) – ONE (1) YEAR RENEWAL OPTIONS AVAILABLE AS DETERMINED MUTUALLY BY THE PROPOSER AND THE SCHOOL CORPORATION. PROPOSERS MAY SUBMIT PROPOSALS FOR ONE OR MORE TRANSPORTATION CONTRACTS.

(CONTINUED ON NEXT PAGE)

Bid 2

FIVE (5) YEARS WITH TWO (2) – ONE (1) YEAR RENEWAL OPTIONS AVAILABLE AS DETERMINED MUTUALLY BY THE PROPOSER AND THE SCHOOL CORPORATION. PROPOSERS MAY SUBMIT PROPOSALS FOR ONE OR MORE TRANSPORTATION CONTRACTS.

**MAIL OR DELIVER PROPOSALS**

Gary Community School Corporation Business Services Office  
900 Gerry Street  
Gary, Indiana 46406  
RFP XXXX – Student Transportation Services

**EMAIL PROPOSALS**

**Nicole Wolverton**

**Chief Financial Officer**

[nwolverton@garycsc.k12.in.us](mailto:nwolverton@garycsc.k12.in.us)

**Subject Line – “RFP XXX STUDENT TRANSPORTATION SERVICES.”**



## 1. INSTRUCTIONS TO PROPOSERS

1. Carefully inspect all general and special provisions of this document.
2. Provide all information requested, complete the "Proposal Certification" and the Form of Proposal for each Proposal. Be sure to sign in all required places and initial each page where indicated. If Proposer chooses not to elect one or more of the requested Proposal categories, please show in each space by entering "No Bid" where instead of a price. Proposers must complete all blank spaces with either a proposed dollar amount or "No Bid." Do not enter zero (0) dollars in place of "No Bid" as zero (\$0) is an amount that could be awarded by the School Corporation.
3. Submit Proposals, along with one (1) flash drive, containing all pages of the RFP response. The Proposer is responsible for making copies of any or all parts of this document for future reference. All materials submitted to the School Corporation becomes the property of the School Corporation.

Proposers must present RFP responses in a sealed envelope or box and addressed as follows:

Gary Community School Corporation Purchasing Office  
900 Gerry Street  
Gary, Indiana 46406  
RFP XXXX – Student Transportation Services

OR

Emailed to:

Nicole Wolverton  
Chief Financial Officer  
[nwolverton@garycsc.k12.in.us](mailto:nwolverton@garycsc.k12.in.us)  
Subject Line: "RFP XXXX – Student Transportation Services"

4. The School Corporation will host a virtual Pre-Proposal conference for all interested Proposers on **Monday, October 12, 2020, @ 10:00 AM**. A link to the pre-proposal conference can be obtained by emailing [jdeleon@garycsc.k12.in.us](mailto:jdeleon@garycsc.k12.in.us).
5. Proposals will remain firm for sixty (60) days following the bid opening date and will remain firm unless the Proposer provides written notice to the School Corporation's Business Office the intention to withdraw.
6. Proposer must provide, at its own expense and with the proposal, a Proposal bond or certified check in the amount of ten percent (10%) of the first-year's proposed annual price. The Proposer must also present proof of the ability to furnish a one hundred percent (100%) performance bond with the RFP response.
7. The School Corporation will receive proposals until **1:00 PM, Monday, November 9, 2020**, at Gary Community School Corporation Business Services Office, 900 Gerry Street, Gary, Indiana 46406.

8. The School Corporation expects that the Proposers will check their submissions thoroughly, as these documents require significant detailed information to support the proposal. It is the Proposer's responsibility to include all requested information with the initial proposal. The School Corporation will reject late submissions, and the School Corporation is not responsible for notifying the Proposer of any missing proposal components.

## 2. REJECTION OF PROPOSALS

School Corporation reserves the right to reject any or all Proposals at its sole discretion and to re-advertise the RFP if it so chooses.

## 3. SELECTION TIMELINE

The School Corporation's anticipated timeline for its selection process is as follows:

September 21, 2020	Advertise RFP Nationally
October 12, 2020 @ 10:00 AM local time	Pre-Bid Meeting
October 26, 2020	Bid Amendments Advertised
November 9, 2020 @ 1:00 PM local time	Deadline for Bid Submission
November 16 - 20, 2020	Oral presentations by finalist
December 7, 2020	Bid(s) awarded
August 1, 2021	Contract Officially Begins
August 16, 2020 Approximate	1 <sup>st</sup> Day of School

PLEASE NOTE: The School Corporation reserves the right to change any or all of the timeline above.

## 4. PROPOSER'S CHECKLIST

The following checklist is the order in which Proposers will submit the RPF response. Each Proposer is required to ensure their complete compliance with all requirements of these documents. Proposer must submit an original, physical RPF response, and eight (8) physical copies and one electronic copy.

1. Proposal Bond or Certified Check for 10% of the annual contract cost
2. Proof of Bond ability or Performance Bond Alternate
3. Certificate of Insurance
4. Reference List or Evidence Demonstrating Ability to Perform Required Services.
5. Details on how the Proposer hires competent drivers and bus monitors

6. Financial health information, ownership information, and any outstanding legal issues
7. Include balance sheets, P & L Statement, Cash Flow Statement, and last three (3) years report evidencing financial health.
8. Brief key management biographies; job descriptions; and organization chart
9. Any other information or data the Proposer wishes to provide that further demonstrates its ability to deliver quality, responsive transportation services consistent with the requirements this RFP.
10. Fleet information and documentation evidencing the ability to refresh fleet
11. Financial Information Compliance Form
12. Hold Harmless Agreement
13. List of Terminated Contracts, Bankruptcy Filings, and Lawsuits
14. Form of Proposal
15. Non-Collusive Proposal Certification
16. Acknowledgments by Proposer
17. All Pages of Documents Included and Initialed
18. All Proposals Properly Signed
19. Affirmative Action Policy (Report) Completed
20. Pricing sheet included



## 5. GENERAL CONDITIONS AND CORPORATION OVERVIEW

All invitations to submit a proposal issued by the School Corporation will bind Proposers and successful Proposers to the conditions and requirements outlined in these general conditions, and such conditions shall form an integral part of each purchase contract awarded by the School Corporation.

### School Corporation Profile and Overview

The School Corporation consists of one (1) high school, two (2) middle schools, and five (5) elementary schools. It also offers Pre-K educational services at one (1) school. The School Corporation is also responsible for securing transportation to and from a career center that has vocational programs. The School Corporation transports students in several sub-populations, including general education, special education, and foster/homeless populations. The School Corporation currently operates a twenty-four-site food distribution schedule for which it uses buses to transport food. Alternative food distribution may continue if the School Corporation decides to hold instruction virtually due to emergency conditions that makes in-person instruction impossible such as Covid-19, Flu, or inclement weather. The School Corporation is in Gary city, Lake county, Indiana.

### Street Classifications

Interstates 65 (North and South), 80 (East and West), 90 (East and West), and 94 (East and West) are the major Interstates passing through Gary, IN. Principal arterial roads, US 12, US 20, Broadway, Grant Street, and Ridge Road serve as major thoroughfares. These specific interstates, highways, and principal arterials intersect with central railroad hubs, minor arterial roadways, collector streets, and fourteen (14) major highway interchanges.

### Technology

The School Corporation is using a Tyler Technologies solution for routing called Versatrans. The School Corporation intends to continue to use Versatrans. However, the School Corporation is willing to entertain technological options that would allow Proposers to bring their technologies, which would be a deviation and included as an addendum to the RFP. Please See Part I Advertisement for more on how to handle deviations.

### Ridership Scalability

Enrollments will change from year to year. Proposer shall include a scalability plan showing how Proposer would address ridership changes due to growth of 25%, 50%, 75%, 100%, and 100% or more above the 19/20 ridership. Likewise, Proposer shall include a scalability plan showing how Proposer would address ridership changes due to negative growth of 25%, 50%, 75%, 100%, or less below the 19/20 ridership.

**OVERVIEW OF RIDERSHIP DURING 19/20 SCHOOL YEAR**

SCHOOL NAME	ADDRESS	GRADES	MEAN RIDERSHIP 2019-20 school year	
			GenEd	SpEd
Bethune Early Childhood Development Center	2367 East 21 <sup>st</sup> Ave Gary, IN 46407	Pre-K	0	37
Bailly STEM Academy	4621 Georgia Street Gary, IN 460409	6-8	276	25
Banneker at Marquette Elem	6401 Hemlock Ave Gary, IN 46403	K-5	289	12
Beveridge Elem	1234 Cleveland St Gary, IN 46404	K-5	190	18
Daniel Hale Williams Elem	1320 East 19 <sup>th</sup> Ave Gary, IN 46406	K-5	70	58
Frankie W. McCullough	3757 West 21 <sup>st</sup> Ave Gary, IN 46404	K-5	182	47
Gary Middle	301 Parke St Gary, IN 46403	6-8	276	25
Glen Park Academy	5002 Madison St Gary, IN 46408	K-5	288	14
West Side Leadership Academy	9 <sup>th</sup> & Gerry St Gary, IN 46406	9-12	478	49
Gary Area Career Center	1800 E 35 <sup>th</sup> Ave Gary, IN 46409	9-12	75	0
Total Mean Ridership		PK-12	2124	285

Estimated Total Students:

2,409

## 6. GENERAL OPERATING INFORMATION

### Operation Information

The School Corporation covers approximately fifty-seven (57) square miles and is in portions of Lake County, Indiana.

- The School Corporation provides daily transportation services to approximately 2500 students to and from school daily.
- Over 50 routes, traveling 4000 miles, including AM, PM, mid-day, after-school, and foster/homeless routes.
- The School Corporation also provides transportation for various extra-curricular/field trips, as well as many transportation routes for the various clubs, groups, and athletic teams.
- The School Corporation operates its transportation services following all applicable federal, state, and local laws, rules, regulations and ordinances, the Individual Education Plans ("IEP"), and or 504 plans of the respective special needs students.
- The School Corporation requires varying sized buses to accommodate different ridership configurations.

The School Corporation conforms to the State of Indiana instructional time requirements or one hundred eighty (180) per student per year. The School Corporation schedules four (4) calamity days per year. The School Corporation used one (1) calamity day during the 2019/2020 school year.

### Student Projections 2021-2022

The School Corporation plans to continue to adopt a three-tiered bell schedule for the 2021 - 2022 school year, including midday transportation for the School Corporation's vocational program. The three-tiered bells times may coincide with or necessitate a three-tiered bus schedule. Routes will contain at least one (1) AM run and at least one (1) PM run.

Proposer shall provide pricing for a one, two, and three-tier schedule and pricing for the School Corporation's midday transportation requirement. All services in this section constitute General and Special Population transportation for which Proposers shall provide all necessary restraint systems for students whose IEP's stipulate such use. All Pre-K students will need car seats installed on the bus for safe transport. Proposer shall provide all necessary car seats for Pre-K transportation services.

## 7. PROPOSAL PROCEDURES AND REQUIREMENTS

### Submissions with Proposals

1. Proposers will provide, along with the completed Proposal package, evidence demonstrating an ability to provide school transportation, including, if applicable, a list of all similar school systems served during the past three years and a summary, in writing, demonstrating the ability to operate a complex school transportation program in compliance with the laws, rules, and regulations of the State of Indiana.
2. If the School Corporation awards the Proposer, the Proposer must provide proof, as an addendum to the bid package, of expected insurance coverage as outlined in these bid documents. Please

provide a certificate of insurance naming the Gary Community School Corporation as an additional insured, showing all the requested types and levels of coverage required, or a letter from the insurance company (s) (not agent), guaranteeing types and levels of insurance coverage. Please see Section 13, for more information.

3. The Proposer must submit, as an addendum to the proposal, proof that the Proposer can furnish a 100% Performance Bond coinciding with the awardable contract(s). A determination on the acceptance of the Performance Bond alternate rests solely with the School Corporation.
4. The Proposer will provide details on the proposed bus depot/garage site. Bus depot/garage site can be located at no more than two locations and must be within the City of Gary city limits and used for operations and fleet maintenance. Include facility address, size of buildings and parking areas, and site(s) features. If the Proposer does not own the proposed site(s) with the City of Gary city limits, the School Corporation will require information on a lease or purchase options. This location must have ample parking and adhere to the ADA Act. The site shall:
  - (a) have a front office facility with proper accommodations such as workspaces, heat, air conditioning, access to men's and women's washrooms, access to phone and fax lines, high-speed internet, and visitor office space for the School Corporation director of transportation
  - (b) have a paved parking lot with clear striping and parking space numbers for each bus
  - (c) have a separate facility for maintenance, including at least two (2) service bays and one wash bay
  - (d) be enclosed with a security gate and be well lit after sunset.
5. Proposer shall provide an employment profile, including the number of drivers and monitors required, the actual number of drivers employed, a description of targeted recruitment programs, wage and benefit programs, and driver training programs. Drug screenings are mandatory for all School Corporation contracted personnel before the start of each school year. Background checks are compulsory for all School Corporation contracted prospects that want to work for the Proposer.

## 8. PERFORMANCE APPRAISALS

- The School Corporation will conduct no less than two (2) performance appraisals per school year.
- An acceptable RFP response is one that addresses all the RFP components.
- The School Corporation is a tax-exempt entity.
- All proposals received after the time stated in the Notice to Proposers may not be considered and will be returned to the Proposer. The Proposer assumes the risk of any mail delays or handling of the mail by employees of the School Corporation. Whether sent by mail or through personal delivery, the Proposer assumes responsibility for having his/her proposal deposited on time at the place specified.
- The submission of a Proposal means that the Proposer understands the rules, regulations, policies, procedures, and requirements of the Federal Government, the State of Indiana, and the School



Corporation, and the Proposer will fully comply with said rules, regulations, policies, procedures, and requirements.

## 9. AWARD AND CONTRACTS

The School Corporation will award a contract (s) for:

### *Bid Option 1*

THREE (3) YEARS WITH TWO (2) – ONE (1) YEAR RENEWAL OPTIONS AVAILABLE AS DETERMINED BY THE SCHOOL CORPORATION. PROPOSERS MAY SUBMIT PROPOSALS FOR ONE OR MORE IDENTIFIED PROGRAMS.

### *Bid Option 2*

FIVE (5) YEARS WITH TWO (2) – ONE (1) YEAR RENEWAL OPTIONS AVAILABLE AS DETERMINED BY THE SCHOOL CORPORATION. PROPOSERS MAY SUBMIT PROPOSALS FOR ONE OR MORE IDENTIFIED PROGRAMS.

The contract will be awarded based upon a review by the School Corporation of all elements of the proposal submitted, including mandatory and voluntary categories of information, and requested alternates. The School Corporation reserves the right to consider the cost (cost per run, prices per tier, costs per program), experience, service, reputation, and specific qualifications in awarding the contract(s).

The School Corporation may award one or more none of the contracts after reviewing all proposals. The School Corporation may also modify the proposed arrangements based upon a review of suggestions or Proposer interviews and submissions. The School Corporation will determine the best contract configuration to meet the School Corporation's needs and the Proposer's capabilities.

### Program Structure

**Contract #1 – *Special Education***– This would include all Special Education bussing on various sized school bus vehicles or other approved school vehicles. This contract would consist of the need for vehicles equipped with wheelchair lifts and all other equipment required by a student(s) individualized education plan (IEP) or 504 Plan. This contract would also include any public or nonpublic route added to the Special Education or passenger vehicle bus group. This contract also provides for the provision of summer transportation services for Special Education students, and various mid-day runs. The School Corporation reserves the right to assign vehicles and runs to this contract as best meets the needs of the School Corporation.

**Contract #2 – *Public, Regular*** – This would include the bulk of the services made to the public, nonpublic schools. It is possible that some students would need special accommodations and would not be considered “Special Ed” (e.g., 504 Plan), such as air conditioning or lift vehicles. This contract would also include the provision of limited summer transportation services for public school students utilizing large buses. The School Corporation reserves the right to assign vehicles and runs to this contract as best meets the needs of the School Corporation.

**Contract #3 – McKinney-Vento** – This would include transportation to and(or) from a student’s school of origin, which could be within the School Corporation’s service area (Gary, Indiana) or outside of the School Corporation’s service area.

**Contract #4- All Transportation-** This would include a combination of special education, regular education, and McKinney-Vento.

## 10. GUARANTEES BY THE SUCCESSFUL PROPOSER

The successful Proposer warrants and guarantees:

That Proposer is financially solvent, and the Proposer has the experience and competency to deliver quality transportation services, including materials, supplies, equipment, and human resources.

The Proposer shall procure and maintain solely at its expense Workers Compensation, Indiana Disability Insurance, and Indiana Unemployment Insurance in amounts as required by law for all its employees engaged in the performance of the proposed contract. That it shall procure and maintain, solely at its own expense, such insurance coverage’s in the amounts and under the conditions outlined in Section 13 of the Specifications. Certificates of Insurance, where applicable, will be submitted to the School Corporation Business Services office no later than 30 days before the initiation of each contract year.

The Proposer shall submit details on discounts and savings if the School Corporation awards more than one contract with the caveat that during the term of the agreement, the School Corporation may increase or decrease the use of vehicles as needed to meet the demands of the program. Charges from the Proposer will be based upon the actual vehicle usage at the prices as shown on the Form of Proposal.

## 11. SPECIFICATIONS

The scope of the specifications focuses on transporting students for the School Corporation for the 2021-2022 school year and beyond.

The successful Proposer shall provide student transportation and bus maintenance services for:

1. Safe and reliable, sanitized buses following CDC guidelines between and after transportation routes in all formats, including general education, special education, McKinney-Vento, and all extra-curricular/athletic services.
2. Safe and reliable, on-time transportation of general education and special needs students to and from school daily within School Corporation defined parameters.
3. Safe and reliable, on-time transportation of students for extra-curricular and athletic activities and field trips and charters as requested by the School Corporation, per the contract. If for any reason, the contractor cannot fulfill any of the requests or meet the requirements in this section ( B ) for extra-curricular, athletic activities, field trips, and charters, then the School Corporation reserves the right to outsource these activities and transportation requests to a 3rd party other than contact holder.
4. Efficient routing of all regular education, special needs, and other transportation routes of the School Corporation, including but not limited to extra-curricular bus routes and field trips, is the responsibility of the School Corporation; however, The School Corporation expects input from

the Proposer on increasing routing efficiency. The Proposer may not alter any of the existing routes or combine routes without the express permission of the School Corporation.

5. The Proposer shall maintain the transportation fleet.
6. The Proposer shall work in conjunction with the School Corporation regarding student discipline issues and carry out any student discipline directives of the School Corporation. See the sample Discipline Plan below:

*Discipline Plan*

- *1<sup>st</sup> Violation-* Driver fills out a School Bus Conduct Violation Report, stating the specific bus rule violation, and student signs the violation report.
  - *1<sup>st</sup> and 2<sup>nd</sup> Referral-* When the 1<sup>st</sup> or 2<sup>nd</sup> Referral is given to an administrator, a copy of the Violation Report must be attached with specific information as slated above (other than for \*Severe Clause Referrals.) The administrator's options are:
    - Counsel with student, parent/guardian, and/or driver
    - Bus Suspension
    - Other
  - *3<sup>rd</sup> Referral-* Recommended minimum three (3) day bus suspension and contact with parent/guardian.
  - *4<sup>th</sup> Referral-* Recommended bus suspension for the remainder of the semester/school year.
  - *Severe Clause:* Fighting, smoking, an unauthorized departure from a bus, abuse, carrying weapons, or vandalizing the bus are examples of behavior that may result in an immediate referral or suspension from bus transportation or school. School administration also has the right to forego the preceding steps and proceed to whatever disciplinary action is deemed appropriate for any severe violation.
7. The Proposer will communicate effectively with the School Corporation and its stakeholders, which include parents, students, and the community.
  8. The Proposer will implement total quality control (TQC) methods and dynamically analyze the transportation operations on behalf of the School Corporation to effectively manage costs while maintaining services levels per School Corporation policy and safety protocol. The contractor shall identify and implement operational efficiencies that will lead to cost reductions in the School Corporation's Transportation Services.
  9. The Proposer must establish performance metrics that will display the Proposer's indicators for success. All costs incurred for "Startup," i.e., safety meetings, driver training, driver meetings, dry runs, and like activities, are considered "Start-up" activities where the Proposer incurs the cost and shall not bill the School Corporation.
  10. The Proposer shall hire and train bus monitors and consider all current School Corporation transportation personnel who are interested in employment with the Proposer. However, the Proposer shall be free to hire only those individuals which it deems to be best qualified, in its sole and absolute discretion. The School Corporation will provide a director-level resource to



facilitate administration of the contract and communication between the Proposer and the School Corporation.

11. Proposer pricing shall include an option to employ transportation aides on the special needs routes and any other aides as needed, as mutually agreed by the Proposer and the School Corporation. Currently, the transportation aides of the School Corporation work under an organized labor union agreement(s).
12. The Proposer shall have a substance abuse policy in place that meets state and DOT guidelines. Employees that test positive for any substances disqualify themselves from providing services for the School Corporation.
13. The Proposer shall have a program in place to notify the School Corporation of any incidents involving the scope of services for the School Corporation. Any incident shall be communicated to the School Corporation immediately.
14. The Proposer shall enforce a policy to check buses after routes, trips, school locations, for students or items left on the bus. Items include food containers that may be left on buses after food distribution during the summer months or in response to an emergency like COVID-19. The Proposer shall keep a locked area at the same location where buses will be parked overnight.
15. The Proposer shall have a schedule that documents that busses are empty and certify as such at the bus depot/garage after AM, Mid-Day, and PM routes.
16. Proposer shall document that it trained employees on all School Corporation policies before working for the contractor. Annual refresher training is a requirement.
17. Proposer shall provide Covid-19 bus sanitation and driver health screening procedures to the School Corporation for approval. All sanitation and health screening procedures shall follow CDC and IDOE guidelines and recommendations.

## 12. PROPOSAL BOND

Proposer shall furnish, at its own expense, a proposal bond or certified check that is the amount of 10% of the first year's Calculated Proposal Amount for the elected contract(s). Send the Proposal Bond or certified check to the Business Services Office at School Corporation as a guarantee that the contract will be signed and delivered by the Proposer, and in default thereof, the School Corporation will retain the amount of such check or proposal bond as liquidated damages on account of such default.

## 13. INSURANCE

Compliance with Insurance Requirements:

### Insurance Carrier Letter

The Proposer must include a certificate of insurance from an insurance carrier stating no less than the minimum limits of insurance required of this RFP. The insurance carrier must be licensed to do business in Indiana.



Insurance Level

The successful vendor must submit a summary of their loss prevention programs and contractually prohibit any material reduction without the approval of the School Corporation. This summary should discuss the following:

- Minimum driver qualifications and background review (physicals, driver record check, and other requirements as dictated by the State of Indiana) procedures.
- Frequency and content of safety training
- Frequency and content of driver performance evaluation
- Frequency and content of vehicle safety and maintenance checks
- Other requirements as required by law.

Proposer shall protect, indemnify and save the School Corporation harmless and defend the School Corporation from all liability filed in a court of law or informally presented and expense for loss, damage, death or injury to persons or property, excepting only such liability as results from the sole negligence of School Corporation or its employees, arising out of or incident to the performance of this contract.

The minimum scope of coverage must include:

- (a) Worker's Compensation insurance as required by any applicable law or regulations or statutes and Employer's Liability insurance.
- (b) Comprehensive General Liability of Commercial General Liability insurance coverage for all operations by the Proposer and on behalf of the School Corporation, including coverage for:
  - (1) Premises and operations
  - (2) Product and completed operations
  - (3) Contractual liability insuring the obligations assumed by the Proposer under this agreement
  - (4) Personal injury liability
- (c) Automobile Liability insurance covering all owned hired and non-owned vehicles.

If the Proposer's general liability insurance is provided by the new Commercial General Liability policy, Proposer's automobile liability insurance policy shall include coverage for Automobile Contractual Liability.

- (d) Automobile medical payments coverage.
- (e) Uninsured and underinsured motorist

Proposer shall maintain limits of liability no less than:

<u>Worker's Compensation</u>	<u>Coverage as required by law</u>
Employers Liability	\$500,000 Bodily Injury by Accident \$500,000 Disease – Each Employee \$500,000 Disease – Aggregate

Automobile Liability	\$10,000,000 Bodily Injury & Property Damage Combined
Uninsured Motorists	Statutory
Automobile Medical Payments	\$5,000 Per Person
Comprehensive General Liability	\$5,000,000 Each Occurrence Bodily Injury and Property Damage Combined

Proposer may substitute lower limits for any policy listed provided that Proposer maintains umbrella or excess liability policy or policies which provide a total minimum limit of \$10,000,000 for automobile liability and \$5,000,000 for general liability that all other requirements of this insurance clause are satisfied by such umbrella or excess policy or policies.

If Proposer carries general liability insurance under the Commercial General Liability Policy form, minimum limits shall be no less than:

\$5,000,000	Each Occurrence Bodily Injury, Property Damage and Medical Payment Combined
\$5,000,000	Personal and Advertising Injury
\$5,000,000	Products/Completed Operations Aggregate
\$5,000,000	General Aggregate

The School Corporation and its' officers, directors, volunteers and employees shall be named as insured under the Comprehensive General Liability Insurance policy or the Commercial General Liability policy, automobile liability And the policy shall stipulate that the insurance afforded the School Corporation and its employees shall apply as primary insurance and that any other insurance carried by the School Corporation will be excess only and will not contribute with the Proposer's insurance.

These policies shall contain the usual cross liability wording indicating that except for limits of liability, the policies shall operate as though separate policies were issued to each insured.

If the general liability insurance required by this agreement is written on a "Claims Made" policy form, the policy shall show the "Retroactive Date". If the "Retroactive Date" is later than the date of the contract and the Proposer was previously insured under a "Claims Made" Commercial General Liability insurance policy during any portion of the period between the date of the contract and the "Retroactive Date" of the Proposer's current "Claims Made" Commercial General Liability insurance policy, the Proposer shall furnish a Certificate of Insurance showing that the Proposer has purchased the "Extended Reporting Period" or "Supplemental Tail" endorsement under the previous policy extending the period during which a claim may first be made.

#### 14. TERM

The term of the contract shall be for:

*Bid 1*

THREE (3) YEARS WITH TWO (2) – ONE (1) YEAR RENEWAL OPTIONS AVAILABLE AS DETERMINED BY THE SCHOOL CORPORATION. PROPOSERS MAY SUBMIT PROPOSALS FOR ONE OR MORE IDENTIFIED PROGRAMS.

*Bid 2*

FIVE (5) YEARS WITH TWO (2) – ONE (1) YEAR RENEWAL OPTIONS AVAILABLE AS DETERMINED BY THE SCHOOL CORPORATION. PROPOSERS MAY SUBMIT PROPOSALS FOR ONE OR MORE IDENTIFIED PROGRAMS.

## 15. PROPOSER'S RESPONSIBILITIES

### Personnel Matters

All transportation personnel shall be the responsibility of the Proposer and shall be the Proposer's employees unless the School Corporation elects to provide the transportation aides. All supervisory personnel, drivers, and mechanics must meet all legal and regulatory requirements for holding their respective positions. It shall, in all respects, comply with all requirements of law, ordinance, or regulation of the Department of Motor Vehicles, including all required driving, licensing, training and certification. Also, the Proposer will be responsible for fulfilling the fingerprinting requirements, background check requirements, and drug and alcohol testing requirements according to all Federal Department of Transportation, State Department of Education, State Department of Motor Vehicles regulations, State law, and School Corporation policy. The School Corporation reserves the right to remove any driver employed by the contractor(s) from their duties based on their service and performance for a period not to exceed five (5) years.

### A Mobile Video Monitoring System

The Proposer shall provide at least four digital color video/audio/wireless cameras per bus and all necessary software and hardware, including the storage and output device that allows one to analyze the data. Camera angles will point and record activity at the entry door, bus driver seat, the front half of the bus, and rear section of the bus. The Cameras will record simultaneously. The digital video recorder will be ruggedized and contain a removable hard drive with enough storage for a minimum of thirty (30) days of surveillance footage. Installation and maintenance of the equipment shall be the responsibility of the Proposer. The Proposer shall maintain adequate spares so that the equipment may be substituted if not working properly.

The Proposer will supply the School Corporation's Transportation Department and Security Department with the necessary means to read the information extracted from the digital cameras. The School Corporation uses Microsoft Windows operating systems and subscribes to Microsoft OneDrive. The footage must be available via a cloud location for later consumption, sharing, and archiving.

### IT/ Telephone Monitoring System

Proposer shall have appropriate communication and computer equipment to interface with School Corporation school transportation software.

### Vehicles

1. The Proposer must provide school buses that must meet or exceed all applicable Federal Motor

Vehicle Safety Standards and the requirements of the current Indiana Standards for school buses. Buses shall, whenever possible, be purchased from a dealer within the state of Indiana to support the state economy and workforce.

Buses specifications shall be:

#### **Fleet – General**

Proposer agrees that the age of the scheduled fleet operated in any given school year as defined herein will be no more than twelve (12) years old at the beginning of each school year of the contract, with an average fleet age not to exceed eight (8) years old at the beginning of each school year of the contract.

#### **Fleet – Regular Education**

- Minimum 66 passenger capacity
- Power-operated student service door
- Dual stop arms
- Full acoustic ceiling panels throughout the vehicle cabin
- Driver's seatbelt shall be high visibility orange or neon green in color
- Mandatory vehicle ID number affixed on the front bumper, driver side, yellow in color, 6" font

#### **Fleet - Special Needs**

- Minimum five (5) lift buses with capacity for ten (10) additional school bus seats in addition to required wheelchair positions
  - Rear Lift location
  - Three (3) wheelchair positions with the appropriate amount of tie-down equipment for each position
  - Storage pouches mounted on side panels for tie-down equipment when not in use
  - Power-operated student service door
  - Dual stop arms
  - Driver's seatbelt shall be high visibility orange or neon green in color
  - Additional light above the interior lift
  - Mandatory vehicle Id number affixed on the front bumper, driver side, yellow in color, 6" font
2. The Proposer will ensure that all school buses satisfy city, county, and state licensing and inspection requirements and display a current State of Indiana Vehicle Inspection Sticker.
  3. The Proposer will maintain, clean, and sanitize the fleet and show proof that the fleet is at the optimal mechanical condition with maintenance records available to the School Corporation. The School Corporation will periodically inspect buses for cleanliness and sanitation. The School Corporation may hire a third party to inspect the mechanical condition of buses. If any bus is deemed unsatisfactory, The Proposer will remove the bus from service and will have five (5) business days to correct any found issues. Failure to fix the problems may constitute a breach of contract.
  4. The school buses shall have a 2-way digital radio system that allows communication between the Proposer's terminal and the school bus driver. The radio system and radio will be in working



order at all times. The Proposer will provide School Corporation's Transportation Department with three (3) mobile radios.

5. The Proposer shall provide the School Corporation with an updated list of the school buses and bus drivers used in the performance of the contract. The list shall include a description of each school bus, license number, inspection number, whether the bus is wheelchair lift-equipped, size, and model year before putting the school bus in service.
6. The Proposer shall maintain adequate spare school buses and drivers to ensure continuity of service if a breakdown occurs.
7. The School Corporation is willing to entertain technological options that would allow Proposers to bring their technologies, which would be a deviation and included as an addendum to the RFP. Whether the Proposer brings their own technology or uses the School Corporation's technology, the following conditions shall be met:
  - a. The Proposer is required to have all buses equipped with a web-based GPS monitoring system to which the School Corporation will require passwords and access provided to them by the Proposer to be able to monitor all bus routes and school-related activities.
  - b. If the Proposer will not bring their own technology, the web-based GPS monitoring system shall work with the current routing software, Versatrans, to indicate, live, when a bus has not followed route directions or made deviations without prior consent.
  - c. A student locator feature shall be included to communicate with parents the arrival time and drop time of the bus route.

The Proposer may utilize E-Link, an add-on to Versatrans, to broadcast arrival and drop times to parents. The School Corporation does not currently have access to E-Link.

8. The Proposer shall have ALL buses/vehicles equipped with bar code scanner technology. The District will be adopting a policy requiring a Student Identification card as a condition for riding the buses. Identification cards will be provided by the School Corporation as bus passes.
9. The Proposer may utilize buses for other purposes than School Corporation routes or trips provided the Proposer meets the requirements under Indiana Code 20-27-9-6.

#### Facilities

The Proposer shall maintain adequate terminal facilities and shall provide at least one (1) full-time professional manager responsible for supervisory personnel to operate the routes.

The School Corporation may have real estate property that is available for use as a bus terminal. If the Proposer wishes to use available school property as a bus terminal, Proposer will propose a plan for improving the property for use as a bus terminal.

## **16. ROUTING DEFINITIONS**

**General Education Daily Routing:** The School Corporation operates daily transportation routes for general education students, and these routes operate (180) days per year.

**Special Needs Daily Routing:** The School Corporation operates daily transportation routes for special

needs students. The special needs routes operate (180) days per year. However, some special needs services run throughout the summer.

**Mid-Day Routing and Shuttles:** The School Corporation operates mid-day routes. These mid-day routes complement the various AM/PM routes of the School Corporation. The School Corporation operates various shuttles during the school year.

**Full-Year and Summer Routing:** The School Corporation currently operates daily routes during the summer for (30) days that are separate and distinct from any special needs routes that run during the summer/full-year.

**Food Distribution:** The School Corporation currently operates a twenty-four-site food distribution schedule for which it uses buses to transport food. Alternative food distribution may continue if the School Corporation decides to hold instruction virtually due to emergency conditions that makes in-person instruction impossible such as Covid-19, Flu, or inclement weather.

**Field Trips/Extra-Curricular/Athletic Routes:** The School Corporation provides transportation for its various school buildings, clubs, student organizations, and athletic teams to and from multiple events, field trips, and athletic contests throughout the year.

## 17. ROUTE SCHEDULING

1. The School Corporation will perform route scheduling in consultation with the Proposer. The School Corporation reserves the right to change all routes, timings, bus stops, and any other such adjustments as conditions may necessitate. No route changes are to be made by the Proposer, or any driver, without the prior permission of the School Corporation. Periodically, the School Corporation may request the Proposer's assistance to evaluate or revise specific routes. The School Corporation or its designee reserves the right to change bus routes as necessary to ensure the safety and welfare of students. Proposers shall not have an additional charge to collaborate with the School Corporation on the best route configurations. Routes and schedules are to accommodate class schedules and shall be determined by the School Corporation.
2. School Corporation will set the start times of schools and the ending times of the school day.
3. Changes Request SLA's. Day means school day.
  - New regular education student added to an established stop: next day
  - Regular education student added at a new stop: 2-3 days
  - Regular education student requiring a new vehicle: 3-5 days
  - Special education student added to an established stop: next day
  - Special education student added at a new stop: 2-3 days
  - Special education student requiring a new vehicle: 3-5 days
  - Transportation change required by a legal settlement: next day
4. The School Corporation is operating with Tyler Technologies, Inc., VersaTrans routing software system. All Proposers will be required to use the Versatrans Solutions Inc. routing system in their offices on a "read-only" basis. The Proposer is responsible for all costs of operation, including computer equipment and internet access.
5. The School Corporation will facilitate the availability of any license that may be required for the Proposer(s) to utilize the read-only feature.

## 18. CONTRACT

The successful Proposer shall be required to execute a Contract on the appropriate form furnished by the School Corporation, which shall contain such other further additional provisions as are included in the Contract document. The contract shall be subject to the approval of the Emergency Manager for the School Corporation.

## 19. VANDALISM

If vandalism to any bus occurs and there is reasonable proof that a School Corporation student caused the damage, the Proposer shall bill the parent of the responsible student for reasonable costs to repair or replace, whichever is least expensive, the damaged item.

## 20. NON-PERFORMANCE DAMAGES

If at any time the Proposer does not provide the required number of buses or drivers under the contract, the School Corporation may deduct from its monthly payment the pro-rata cost of the vehicle for that day, plus \$250.00, or the cost of the School Corporation expense for engaging alternate transportation during the period that the Proposer is not in compliance with the terms of the contract, whichever amount is greater. Included in this provision would be any runs where the Proposer “doubles up” the run due to driver shortages. Making changes to run schedules, including the merging of runs due to driver shortages, is expressly prohibited and is subject to the penalty stated in this section.

## 21. PERFORMANCE EVALUATION

1. The School Corporation will conduct no less than two (2) performance appraisals per school year.
2. Proposer shall maintain a 95% on-time bus pickup and drop-off at each school. If for any reason, Proposer does not meet on-time standards, damages may apply as negotiated between Proposer and School Corporation.





# APPENDICES AND PROPOSAL FORMS FOR STUDENT TRANSPORTATION

GARY COMMUNITY SCHOOL CORPORATION GARY, INDIANA

## APPENDIX A

## PROGRAM DESCRIPTION AND REPORTING MANDATES

## SECTION 1

## 1. Field Trips:

The School Corporation may have at least three (3) field trips per school during any of the school years covered by a transportation contract.

## 2. Upcoming changes to schools:

There are currently no plans to add a school or move students from an existing school into another location.

## 3. Transfer Points:

School Corporation may utilize areas within the City of Gary to transfer students in the AM and PM.

## 4. Special Education Programs:

Special Education programs change from time to time to accommodate the stipulations within student IEPs.

## 5. Destination Schools and Bell Times:

School Corporation will provide a detailed listing of destination schools, grade levels, bell times, and current enrollments before the start of each school year.

Date: \_\_\_\_/\_\_\_\_/\_\_\_\_ By: \_\_\_\_\_

Title: \_\_\_\_\_

## REPORTING REQUIREMENT

## Monthly Operations Report

**HOLD HARMLESS AGREEMENT**

(THIS FORM MUST BE SIGNED, NOTARIZED AND SUBMITTED WITH PROPOSAL)

THE PROPOSER AGREES TO DEFEND, HOLD HARMLESS AND INDEMNIFY GARY COMMUNITY SCHOOL CORPORATION, OR ANY OF ITS OFFICERS, AGENTS, SERVANTS, OR EMPLOYEES (Collectively, "THE SCHOOL CORPORATION") FROM ANY LAWSUIT, ACTION, PROCEEDING, LIABILITY, JUDGMENT, CLAIM, OR DEMAND WHICH MAY ARISE OUT OF:

- (A) ANY INJURY TO PERSON(S) OR DAMAGE TO PROPERTY SUSTAINED BY THE PROPOSER, ITS AGENTS, SERVANTS OR EMPLOYEES OR BY ANY PERSON(S), FIRM, OR CORPORATION (Collectively, "THE PROPOSER") EMPLOYED DIRECTLY OR INDIRECTLY BY THE PROPOSER UPON OR IN CONNECTION WITH THE PROPOSER'S PERFORMANCE OR FAILURE TO PERFORM UNDER THE CONTRACT.
- (B) ANY INJURY TO ANY PERSON OR DAMAGE TO ANY PROPERTY CAUSED BY A NEGLIGENT ACT, DEFAULT, ERROR OR OMISSION BY THE PROPOSER, DIRECTLY OR INDIRECTLY, IN CONNECTION WITH THE PROPOSER'S PERFORMANCE OR FAILURE TO PERFORM UNDER THE CONTRACT.
- (C) ANY FINES, PENALTIES, COSTS, AND EXPENSES, WHICH MAY BE INCURRED BY OR LEVIED AND ASSESSED AGAINST THE SCHOOL CORPORATION IN CONNECTION WITH THE PROPOSER'S PERFORMANCE OR FAILURE TO PERFORM UNDER THE CONTRACT.

FURTHERMORE, THE PROPOSER SHALL SATISFY JUDGMENTS, FINES, OR PENALTIES ASSESSED AGAINST THE SCHOOL CORPORATION.

THE ASSUMPTION OF DEFENSE, INDEMNITY, LIABILITY, AND LOSS HEREUNDER SHALL SURVIVE PROPOSER'S COMPLETION OF SERVICE OR OTHER PERFORMANCE HEREUNDER AND ANY TERMINATION OF THIS CONTRACT.

THIS INDEMNIFICATION, DEFENSE AND HOLD HARMLESS AGREEMENT SHALL APPLY TO ANY LAWSUIT, ACTION, PROCEEDING, LIABILITY, JUDGMENT, CLAIM OR DEMAND, OR WHATEVER NAME OR NATURE, AS DETERMINED BY THE SCHOOL CORPORATION. ITS AGENTS, SERVANTS OR EMPLOYEES OR BY ANY PERSON(S), FIRM, OR CORPORATION THE SCHOOL CORPORATION REQUIRES THAT THE PROPOSER INTERPRET THIS AGREEMENT IN THE BROADEST MANNER POSSIBLE TO INSULATE ALL OF THE ENTITIES, PARTIES, AND INDIVIDUALS MENTIONED HEREIN FROM ANY LIABILITY, COST OR JUDGMENT, MONETARY OR OTHERWISE.

Signature \_\_\_\_\_

Date \_\_\_\_\_

Sworn to before me this \_\_\_\_ day of \_\_\_\_\_, 2016.

\_\_\_\_\_  
(NOTARY PUBLIC)

## FINANCIAL INFORMATION COMPLIANCE

If requested, Proposer will provide Gary Community School Corporation with Financial information within 72 hours of the request.

- a. Provide information relative to any pending lawsuits, judgments, or liens.

If Proposer has no pending lawsuits, judgments, or liens, the Proposer stipulates as such by initialing in the following space that there are no pending lawsuits, judgments, or liens.

Initials: \_\_\_\_\_

- b. Provide information on any bankruptcy filings.

If Proposer has no bankruptcy filings, the Proposer stipulates as such by initialing in the following space that no bankruptcy filings.

Initials: \_\_\_\_\_

- c. Provide information on any denials of Performance Bonds.

If Proposer has no Performance Bond denials, Proposer stipulates as such by initialing in the following space that there are no Performance Bond denials to report.

Initials: \_\_\_\_\_

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Company: \_\_\_\_\_

Date: \_\_\_\_\_

STUDENT TRANSPORTATION PROPOSAL  
RFP XXXXX STUDENT TRANSPORTATION SERVICES

CERTIFICATION OF UNDERSTANDING

BUSINESS OFFICE  
GARY COMMUNITY SCHOOL CORPORATION  
900 Gerry Street  
Gary, Indiana 46406

HAVING EXAMINED AND COMPREHENDED THE “GENERAL CONDITIONS,”  
“SPECIFICATIONS,” AND “NOTICE TO PROPOSERS” ABOUT THE TRANSPORTATION  
SERVICES TO THE GARY COMMUNITY SCHOOL CORPORATION:

COMPANY NAME: \_\_\_\_\_

THEREFORE, SETS THE AMOUNTS STATED BELOW:

MULTIPLE CONTRACT PROPOSAL

Proposers that are interested in an award containing more than one contract (Contracts #1, #2, #3, #4 ) should submit detailed information indicating cost savings and value-added services if the Gary Community School Corporation awarded multiple contracts to one Proposer. The Gary Community School Corporation reserves the right to award contracts to one or more Proposers or to modify contract specifications if it determines it is in the best interest of the Gary Community School Corporation. Said determination rests solely with the Gary Community School Corporation. The Proposer will indicate on the proposal that Gary Community School Corporation awarded multiple contracts.

PERFORMANCE BOND COST

The Proposer will provide the annual charge to the Gary Community School Corporation for the provision of a performance bond equal to 100% of the contract(s) awarded, and consistent with the requirements as set forth (Proposer must submit Proof of Bond ability consistent with requirements of the proposal). If the Proposer is considering multiple contracts, Proposer will submit details on cost changes based upon the number of contracts awarded.

Annual Charge: \$ \_\_\_\_\_ (2020-2021)  
Annual Charge: \$ \_\_\_\_\_ (2021-2022)  
Annual Charge: \$ \_\_\_\_\_ (2022-2023)  
Annual Charge: \$ \_\_\_\_\_ (2023-2024)  
Annual Charge: \$ \_\_\_\_\_ (2024-2025)  
Annual Charge: \$ \_\_\_\_\_ (2025-2026)

1. If the Proposer is a corporation, is it incorporated in Indiana?  
☐ Yes ☐ No  
 If No, it must be authorized to do business in Indiana?

In submitting this proposal, the Proposer agrees to the terms and conditions of the Proposal Package, including the Instructions to Proposers, General Conditions, Proposal Certifications, and specifications. If a partner signs this proposal, the person now states that he or she has the

authority to bind the partnership; if an authorized corporate employee signs this, that person now declares that he or she has the power to bind the corporation.

2. The Proposer has provided transportation services to the following Gary Community School Corporations within the last three (3) years:

Name	Address	Contact Person	Telephone

(attach additional sheets, if necessary)

4. Include the Proposer's vehicle list as Appendix B. (Attach additional sheets, if necessary)
5. These Specifications require the submission of other information used to evaluate each proposal and which will become the basis for the award of the contract by the Gary Community School Corporation. The Proposer's endorsement below signifies that the Proposer is aware of all required information and that the proposal contained herein is a full, complete submission by the Proposer. The Proposer further understands that the Gary Community School Corporation has the sole discretion to determine the best proposal to meet the needs of the Gary Community School Corporation.

Very truly yours,

By \_\_\_\_\_

title \_\_\_\_\_  
company \_\_\_\_\_



## (NON-COLLUSIVE PROPOSAL CERTIFICATION)

Name of Firm: \_\_\_\_\_

Address of Business: \_\_\_\_\_  
\_\_\_\_\_

Telephone No. \_\_\_\_\_

Date of Proposal: \_\_\_\_\_

I. GENERAL PROPOSAL CERTIFICATION The Proposer certifies that he or she will furnish, at the prices herein quoted, the materials, equipment, and/or services as proposed on this proposal.

II. NON-COLLUSIVE PROPOSAL CERTIFICATION By submission of this proposal, the Proposer certifies that:

- a. Each Proposer and each person signing on behalf of any Proposer certifies, and in the case of a joint proposal, each party thereto certifies as to its own organization, under penalty of perjury, that to the best of knowledge and belief:
  - 1) The prices in this proposal have been arrived at independently without collusion, consultation, communication or agreement, for the purpose of restricting competition, as to any matter relating to such prices with any other Proposer or with any competitor;
  - 2) Unless otherwise required by law, the prices which have been quoted in this proposal have not been knowingly disclosed by the Proposer and will not knowingly be disclosed by the Proposer prior to opening, directly or indirectly, to any other Proposer or to any competitor; and
  - 3) No attempt has been made or will be made by the Proposer to induce another person, partnership, or corporation to submit or not to submit a proposal for the purpose of restricting competition.
- b. A proposal shall not be considered for award nor shall any award be made where (a) – (1), (2), and (3) above have not been complied with, provided however, that if in any case the Proposer cannot make the foregoing certification, the Proposer shall so state and shall furnish with the proposal a signed statement which sets forth in detail the reasons therefore. Where (a) – (1), (2), and (3) above have not been complied with the proposal shall not be considered for award nor disclosure was not made for the purpose of restricting competition.

The fact that a Proposer has (a) published price lists, rates or tariffs covering items being procured, (b) informed the prospective customers of proposed or pending publication of new or revised price lists for such items or (c) sold the same item to other customers at the same prices being proposed, does not constitute, without more, a disclosure within the meaning of subparagraph one (a).

Any proposal shall be deemed to have been authorized by the board of directors of the Proposer, and such authorization shall be deemed to include the signing and submission of the

proposal and the inclusion therein of the certificated as to non-collusion as the act and deed of the corporation.

Signature \_\_\_\_\_  
Title \_\_\_\_\_  
Sworn to and Subscribed Before Me  
On This \_\_\_\_\_ Day of \_\_\_\_\_, 2018.  
\_\_\_\_\_ Notary Public



GARY COMMUNITY SCHOOL CORPORATION  
 900 Gerry Street  
 GARY, INDIANA 46406

CONTRACT: HOME-TO-SCHOOL, SUMMER, and EXTRA-CURRICULAR PROPOSAL DATE:  
 Monday, November 9, 2020, @ 1:00 PM

The Gary Community School Corporation is interested in the reasons why prospective Proposers fail to submit proposals. If you are NOT submitting a proposal, please indicate the reason(s) below and return this form to the above address, or the Gary Community School Corporation's designee, 900 Gerry Street, Gary, Indiana 46406. Failure to do so may result in your firm being removed from advance notice lists of potential proposals compiled by the Gary Community School Corporation.

- ☐ Unable to propose at this time but would like to receive future notices of proposals.
- ☐ Contract to small/large for our firm (circle one).
- ☐ Lack of fleet to meet requirements.
- ☐ Lack of facility to meet requirements.
- ☐ Unable to meet specifications. Provide detail:
- ☐ Insufficient time allowed for preparation and submission of proposal.
- ☐ Other

Reasons:

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You may remove our name from the bid/proposal list for:

- ☐ All bids/proposals
- ☐ Remainder of this year
- ☐ This particular service
- ☐ Other:

---



---

Date \_\_\_\_\_



Officer of Company (Signature)

Title

\_\_\_\_\_

\_\_\_\_\_

Company Name

\_\_\_\_\_

Address

Telephone

\_\_\_\_\_

\_\_\_\_\_

Fax Number

Email Address

\_\_\_\_\_

\_\_\_\_\_

## WORKSHEETS WHICH MUST BE COMPLETED WITH RFP

The School Corporation has included worksheets which the vendor must complete to specify prices. The worksheets are attached as Exhibit A and Exhibit B. That Vendor must provide an electronic copy of its proposal and also provide an electronic copy of all documents.

Proposals deadline:

DATE: Monday November 9, 2020

TIME: 1:00 PM CST

PLACE: Gary Community School Corporation  
900 Gerry Street  
Gary, Indiana 46406

Or Emailed to

Nicole Wolverton  
Chief Financial Officer  
[nwolverton@garycsc.k12.in.us](mailto:nwolverton@garycsc.k12.in.us)

Subject Line: RFP XXXXX – Student Transportation Services

## Proposer Information

Legal Name of Proposer Company \_\_\_\_\_

Company Representative Name and Title: \_\_\_\_\_

Legal Address: \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Telephone \_\_\_\_\_ Fax \_\_\_\_\_

Email \_\_\_\_\_

Statement by Proposer as to whether Proposer is the Sole Proprietor, a Partnership, a Corporation, or any other legal entity:

\_\_\_\_\_  
\_\_\_\_\_

Statement from Proposer regarding at least three other school districts which Proposer provides transportation: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

Corporate Seal \_\_\_\_\_

Name of individual legally authorized to bind the Proposer to a contract \_\_\_\_\_



(Please print or type)

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Signature of same individual stipulated directly above:

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## 5.0 SCHOOL IMPROVEMENT FUND UPDATE

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

### THE PATH FORWARD

SCHOOL IMPROVEMENT FUND (IHEA 1065) UPDATE – AUGUST 2020

### DISTRESSED UNIT APPEALS BOARD (DUAB)

September 17, 2020

Prepared by





**The Path Forward**

School Improvement Fund (IHEA 1065) Update

**SCHOOL IMPROVEMENT FUND OVERVIEW**

Indiana House Enrolled Act 1065 allows the Distressed Unit Appeal Board (DUAB) to suspend certain payments to the Common School Fund for Gary Community School Corporation (GCSC) in order to establish a School Improvement Fund and transfer to the School Improvement Fund an amount equal to the payments that are delayed or suspended. Such a School Improvement Fund may be used only for the following purposes: (1) Repair, renovation, or other improvements to school buildings and property being used for educational purposes as of July 1, 2020. (2) Demolition of school buildings or other structures on school property in existence as of July 1, 2020.

All expenditures from a School Improvement Fund must be approved by the DUAB. The opportunity to suspend payments and transfer funds from the Common School Fund into School Improvement Fund begins July 1, 2020 and expires January 1, 2025.

The monthly transfer into the School Improvement Fund would be approximately \$470,000. Over this 54-month timeframe, approximately \$25,380,000 could be deposited into the School Improvement Fund. Money may be expended for the purposes described above as they are received or may grow over time for larger repair and renovation projects as needed.

GCSC has broad facility needs, therefore projects considered are diverse in location, size, and area. Diversification of projects impacts the largest number of students and would have a visual impact in a broad range of areas of the community.

GCSC and MGT staff conducted extensive outreach, asking stakeholders to consider a number of detailed repair and renovation projects. Stakeholders included students, parents, teachers, administrators, Advisory Board members, City leaders, Legislative delegates, Gary pastors, the Urban League, the Chamber of Commerce, the Housing Authority, the Gary Education Foundation, and the Legacy Foundation. An invitation for input through a web and telephone portal was also made available to members of the public.

Based upon responses from stakeholders and the community a four-year plan has been established to address major facility systems as well as aesthetical considerations. The plan is divided into 8 phases, with facility systems with the highest need designated in the earliest phases of this plan; lower need projects that do not impact instruction are in later phases of the plan.

Each phase of this plan reflects both the major facility systems as well as security and beautification details that create quality learning environments.

During each phase, GCSC will work closely with the Gary Mayor's Office to determine which existing, but unused structures should be demolished.

All projects in all phases of the Plan will consider engagement with minority and female-owned businesses in the Gary Community. GCSC will share the scope of all project work with the Gary Chamber of Commerce for distribution to its local membership.

Below is a link to the School Improvement Fund Plan:

**The Path Forward**  
School Improvement Fund Plan

**The Path Forward**

School Improvement Fund (IHEA 1065) Update

## PHASE I AND PHASE II UPDATES

## Phase I

- ♦ Single boiler locations identified as critical (Critical being defined as high likelihood of failure resulting in loss of instruction). Bethune Early Childhood Center and Gary Middle School have a single boiler to heat the building. These boilers are approximately 60 years old and have deteriorated such that replacement is necessary.

JULY 2020 RFP for Architect design was posted July 15<sup>th</sup>. Pre-bid conference was held on July 20<sup>th</sup>. Bids are due August 11<sup>th</sup>. Gary Chamber of Commerce was notified on July 14<sup>th</sup> so they could reach out to appropriate Gary Indiana businesses.

**Architect firm has been selected. In process of negotiating contract terms.**

- ♦ Roof replacement identified as critical. West Side is critical. This replacement will occur in stages, with critical areas completed in Phase 1, and additional roof areas completed in later phases. For Phase 1 the identified section is above the small gym, at risk during severe weather.

JULY 2020 RFP for Architect design was posted July 15<sup>th</sup>. Pre-bid conference was held on July 20<sup>th</sup>. Bids are due August 11<sup>th</sup>. Gary Chamber of Commerce was notified on July 14<sup>th</sup> so they could reach out to appropriate Gary Indiana businesses.

**Architect firm has been selected. In process of negotiating contract terms.**

- ♦ Digital access control, rekeying of doors followed by key management program. This line item will use other funding sources and work will begin prior to July 1, 2020. As a major school improvement, and one considered by community stakeholders, it is included in this plan.
- ♦ Paint- This upgrade will also use other funding sources, not just the School Improvement Fund. Phase 1 will focus on WSLA interior (lockers, locker rooms and walls) and GACC interior.

JULY 2020 Painting at West Side Leadership Academy is in progress. Below is a photo of the newly painted lockers. Additional pictures and videos are posted on the "Path Forward" webpage.

**The Path Forward**

School Improvement Fund (IHEA 1065) Update



Interior painting has started at Gary Middle School and the Career Academy.

- ♦ Accent graphics at WSLA, including rubber mats with school logo at entry points.

JULY 2020 The accent painting is in progress at West Side Leadership Academy. The outside doors have been painted in school colors, as well as areas inside the building. There is a video posted of some of the painting on the “Path Forward” webpage. Below are proofs of the proposed graphics and banners:





**The Path Forward**

School Improvement Fund (IHEA 1065) Update



- ♦ Project signage – sign at each building indicating projects underway and completed. Done in collaboration with Graphic Arts program at Gary Area Career Center.

JULY 2020 Below is a proof of the signs to be installed at each school location:

**The Path Forward**

School Improvement Fund (IHEA 1065) Update



**THE PATH FORWARD** / **SCHOOL IMPROVEMENT FUND IHEA 1065**

# BAILLY STEM ACADEMY



**Gary Community School Corporation**

FOR MORE INFORMATION  
[garyschools.org](http://garyschools.org)  
 (219) 881-6400  
 Follow Our Progress

**SCOPE OF WORK**

- Digital Access Controls (*Key Fobs and IDs*)
- Interior Painting
- Installation of Security Vestibule
- Pavement and Parking Lot Repairs
- Plumbing and Piping Replacements
- Roof Replacement
- Indoor Lighting Conversion to LEDs (*Energy Rebate Program*)
- Chiller and Chiller Tower Replacement
- Outdoor Lighting Repairs
- HVAC and Lighting Control System Upgrades
- Athletic Field Upgrades

**GARY SCHOOLS STRONG, RESILIENT & BUILT FOR EDUCATION**

Below is the actual installed signage.





**The Path Forward**

School Improvement Fund (IHEA 1065) Update

## Phase II

- ♦ Single chiller locations identified as critical. Bailly MS: chiller and chiller tower. Gary Middle chiller.

JULY 2020 RFP for Architect design was posted July 15th. Pre-bid conference was held on July 20th. Bids are due August 11th. Gary Chamber of Commerce was notified on July 14th so they could reach out to appropriate Gary Indiana businesses.

**Architect firm has been selected. In process of negotiating contract terms.**

- ♦ ADA improvements: elevator maintenance all schools, chairlift repair/replace at Beveridge, bathroom entrances and stall widths at GMS, water fountain heights.
- ♦ Playground replacement at Beveridge.

JULY 2020 Beveridge playground replacement has been awarded to Kids Stuff Play Systems. Kids Stuff Play Systems is located at 5400 Miller Avenue in Gary Indiana.

The playground will consist of a combination play system with wheelchair ramp, wall climber, fitness play center, and engineered poured rubber surface. Additionally, there will be a separate swing set with seven belt swings and one full body swing.

Total cost of the playground is \$155,055

Construction scheduled to start in 3 to 5 months due to lead time on equipment manufacturing.

Below are the renderings of the playground:



**The Path Forward**

School Improvement Fund (IHEA 1065) Update



- ♦ Pavement repair and striping: in house pending hiring.
- ♦ Painting part 2: interior spaces in both middle school buildings.
- ♦ Athletic updates: WSLA Football field, track, tennis courts, press box, locker rooms and concessions.
- ♦ Ongoing abatement and demolition of unused property in collaboration with the Gary Mayor's Office.
- ♦ Bathroom extensions to comply with ADA regulations at Gary Middle School.

**GENERAL UPDATES**JULY 2020 Rubric for Awarding 1065 Projects

- ♦ The rubric below has been established for evaluating and awarding future proposals. The rubric gives preference to Gary and WMBE businesses.

<b>Total Points Possible</b>	<b>100 points</b>
▪ Cost	35 points
▪ Experience and references	25 points
▪ Professional capacity to undertake the scope of work	15 points
▪ Completion date	10 points
▪ Business location in Gary Indiana	10 points
▪ WMBE certified company	5 points

JULY 2020 Public Transparency

- ♦ A school improvement fund webpage has been added to the GCSC website. The webpage contains the school improvement fund plan, a brief description of the IHEA 1065 Act, as well as pictures and videos of improvements. A link to the page is below:
- ♦ <https://www.garycsc.k12.in.us/school-improvement-fund-ihea-1065-updates/>
- ♦ Updates, videos, and photos are being shared on social media with links to the webpage.

## SCHOOL IMPROVEMENT FUND CONTROL DOCUMENT

Fund		1065
Revenue (Receipts)	1,100,000.00	
Expenditures	20,870.13	
Balance	1,079,129.87	

Project ID	Project Description	Budgeted Amount	Project Status	Actual Project Expenses To Date	Estimated Start Date	Actual Start Date	Estimated Completion Date	Actual Completion Date
1001	New Playground at Beveridge	\$ 151,055.00	Awarded	\$ -	9/1/20	9/9/20	5/1/20	5/1/20
1002	Architectural Services	\$ 600,000.00	Bid approval	\$ -	9/15/20	9/15/20	7/1/25	7/1/25
1003	Scope of Work Signage	\$2,500	In progress	\$ 2,463.89	8/1/20	8/15/20	9/30/20	9/30/20
1004	Westside Roof Repair		Complete	\$ 10,250.60				8/25/20
1005	Chiller Repair at Glen Park Academy		Complete	\$ 8,115.64				8/25/20

Fund 1065  
Total Receipts 1,100,000.00

Receipts Detail	
Date	Amount Receipt
7/1/20	550,000.00
8/1/20	550,000.00
9/1/20	
10/1/20	
11/1/20	
12/1/20	
1/1/21	
2/1/21	
3/1/21	
4/1/21	
5/1/21	
6/1/21	
7/1/21	
8/1/21	
9/1/21	
10/1/21	
11/1/21	
12/1/21	

Project ID 1001  
 Project Description New Playground @  
 Vendor Beveridge Elem  
 Kid stuff playsystem  
 Budgeted Amount \$ 151,055.00  
 Project Status Awarded  
 Actual Expenses to Date \$0  
 Estimated Start Date 9/1/20  
 Actual Start Date 9/9/10  
 Estimated Completion Date 5/1/20  
 Actual Completion Date

Expenditures Detail				
Invoice No.	Date	Vendor	Description	Amount



Project ID	1002
Project Description	Architectural Services
Budgeted Amount	\$ 600,000.00
Project Status	Bid approval
Actual Expenses to Date	\$ -
Estimated Start Date	9/15/20
Actual Start Date	
Estimated Completion Date	7/1/25
Actual Completion Date	

Expenditures Detail				
Invoice No.	Date	Vendor	Description	Amount

Project ID	1003
Project Description	Scope of Work Signage
Budgeted Amount	\$2,500
Project Status	In Progress
Actual Expenses to Date	\$ 2,463.89
Estimated Start Date	9/15/20
Actual Start Date	8/15/20
Estimated Completion Date	9/30/20
Actual Completion Date	

Expenditures Detail				
Invoice No.	Date	Vendor	Description	Amount
H2001-122167	8/19/20	Home Depot	Wood for signs	\$ 735.48
0403-2	8/25/20	Shermin Williams	Paint for signage	\$ 381.68
74579	8/27/20	Print Pro	Banners for signs	\$ 1,346.73

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Project ID 1004  
 Project Description West Side Roof Repair  
 Budgeted Amount  
 Project Status Complete  
 Actual Expenses to Date \$ 10,290.60  
 Estimated Start Date  
 Actual Start Date  
 Estimated Completion Date  
 Actual Completion Date 8/25/20

Expenditures Detail				
Invoice No.	Date	Vendor	Description	Amount
27074	8/25/20	Korellis Roofing	Repair of leaking roof	\$ 8,997.29
27032	8/25/20	Korellis Roofing	Repair of leaking roof	\$ 438.76
27025	8/25/20	Korellis Roofing	Repair of leaking roof	\$ 854.55

Project ID 1005  
 Project Description Chiller repair at Glen Park Academy  
 Budgeted Amount  
 Project Status Complete  
 Actual Expenses to Date \$ 8,115.64  
 Estimated Start Date  
 Actual Start Date  
 Estimated Completion Date  
 Actual Completion Date 8/25/20

Expenditures Detail					
Invoice No.	Date	Vendor	Description	Amount	
78854	8/25/20	Sterling Industrial LLC	Chiller Repair	\$	8,115.64

## SCHOOL IMPROVEMENT FUND CLAIMS REPORT

Gary Community School Corp

## Combined Ledger (All Detail) as of 08-31-2020

Note: Includes transactions after the last posted date of 07/31/2020.

Fund 3957 School Improvement Fund 1065 for 07/01/2020 thru 08/31/2020

Budget Account Code	Effective Date	Transaction Date	Transaction Type	Amount Other Data							
3957.05200.000.0000	08/18/2020	08/18/2020	Transfers One Fund to Another	Rec/Adjustment	Corporation	1,100,000.00	BK:001	*Transfer*			
				Estimated	Receipts			Expenditure	Encumbrance	Unreceived Revenue:	
				Revenue	1,100,000.00			0.00	0.00	Unexpended:	0.00
				0.00				0.00		Unencumbered:	0.00
				0.00	1,100,000.00			0.00	0.00	Cash:	1,100,000.00
3957.26200.319.0000	08/27/2020	08/27/2020	Maintenance of Buildings	Profession Svc	Corporation						
				Claim/RegDocket		1,346.73	BK:001 CK:001585 Inv:Quote #74579 Vend:000220 NWI Print Pro				
				Estimated	Receipts			Expenditure	Encumbrance	Unreceived Revenue:	0.00
				Revenue	0.00			1,346.73	0.00	Unexpended:	(1,346.73)
				0.00				1,346.73		Unencumbered:	(1,346.73)
				0.00	0.00			1,346.73	0.00	Cash:	(1,346.73)
3957.26200.431.0029	08/25/2020	08/25/2020	Maintenance of Buildings	N Repairs&Maint	Bethune						
				Claim/RegDocket		544.00	BK:001 CK:001555 Inv:78854 Vend:000168 Sterling Industrial, LLC				
				Claim/RegDocket		7,571.64	BK:001 CK:001555 Inv:78854 Vend:000168 Sterling Industrial, LLC				
				Estimated	Receipts			Expenditure	Encumbrance	Unreceived Revenue:	0.00
				Revenue	0.00			8,115.64	0.00	Unexpended:	(8,115.64)
				0.00				8,115.64		Unencumbered:	(8,115.64)
				0.00	0.00			8,115.64	0.00	Cash:	(8,115.64)
3957.26200.611.0000	08/19/2020	08/19/2020	Maintenance of Buildings	Operational Sup	Corporation						
				Claim/RegDocket		735.48	BK:001 CK:001497 Inv:H2001-122167 Vend:050800 Home Depot Inc				
				Claim/RegDocket		381.68	BK:001 CK:001551 Inv:0403-2 Vend:095525 Sherwin Williams Co				
				Estimated	Receipts			Expenditure	Encumbrance	Unreceived Revenue:	0.00
				Revenue	0.00			1,117.16	0.00	Unexpended:	(1,117.16)
				0.00				1,117.16		Unencumbered:	(1,117.16)
				0.00	0.00			1,117.16	0.00	Cash:	(1,117.16)

Financial System

09/03/2020 10:49 AM by mwolverton

Page 1

\*\* Information obtained from the Investment System.



### Combined Ledger (All Detail) as of 08-31-2020

Note: Includes transactions after the last posted date of 07/31/2020.

Fund 3957 School Improvement Fund 1065 for 07/01/2020 thru 08/31/2020

Gary Community School Corp

Budget Account Code	Effective Date	Transaction Date	Transaction Type	Amount	Other Data
3957.45100.431.0018			Buld Acq Construction & Impr		N Repairs&Maint Beverage
	08/25/2020	08/25/2020	Claim/RegDocket	8,987.29	BK:001 CK:001538 Inv:27074 Vend:060408 Korellis Roofing, Inc
	08/25/2020	08/25/2020	Claim/RegDocket	438.78	BK:001 CK:001538 Inv:27032 Vend:060408 Korellis Roofing, Inc
	08/25/2020	08/25/2020	Claim/RegDocket	954.55	BK:001 CK:001538 Inv:27025 Vend:060408 Korellis Roofing, Inc
			Estimated		
	Current		Revenue		Unreceived Revenue:
			0.00		Unexpended:
	Total		0.00		Unencumbered:
					Cash:
					0.00
					(10,290.60)
					(10,290.60)
					(10,290.60)
3957.47000.715.0018			Purchase of Mobile/Fixed Equip		
			Impr Oth-Build		
	08/27/2020	08/27/2020	PO/AutoPO	151,055.00	PO:000270 Vend:002916 Kidstuff Playsystems Inc
			Estimated		
	Current		Revenue		Unreceived Revenue:
			0.00		Unexpended:
	Total		0.00		Unencumbered:
					Cash:
					0.00
					0.00
					(151,055.00)
					0.00

Financial System

\*\*\* Information obtained from the Investment System.

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**Combined Ledger (All Detail) as of 08-31-2020**

Note: Includes transactions after the last posted date of 07/31/2020.

Fund 3957 School Improvement Fund 1065 for 07/01/2020 thru 08/31/2020

Gary Community School Corp

	Estimated	Receipts	Appropriation	Expenditure	Encumbrance	Unreceived Revenue:	
	Revenue					Unexpended:	
Normal Current	0.00	0.00	0.00	20,870.13		Unencumbered:	(20,870.13)
Total	0.00	0.00	0.00	20,870.13	151,055.00	Cash:	(171,925.13)
Transfer Current		1,100,000.00		0.00			1,079,129.87
Total		1,100,000.00		0.00			
Investment Current		0.00		0.00			
Total		0.00		0.00			
** Outstanding Investments Current		0.00					
Total		0.00					
Fund Totals Current	0.00	1,100,000.00	0.00	20,870.13		Cash:	1,079,129.87
Total	0.00	1,100,000.00	0.00	20,870.13			

Financial System

09/03/2020 10:49 AM by nwolverton

\*\* Information obtained from the Investment System.

**Combined Ledger (All Detail) as of 08-31-2020**

Note: Includes transactions after the last posted date of 07/31/2020.

Gary Community School Corp

	Estimated Revenue	Receipts	Appropriation	Expenditure	Encumbrance	Unreceived Revenue: Unexpended: Unencumbered: Cash:	
Normal Current	0.00	0.00	0.00	20,870.13		(20,870.13)	0.00
Total	0.00	0.00	0.00	20,870.13	151,055.00	(171,925.13)	
Transfer Current		1,100,000.00		0.00		1,079,129.87	
Total		1,100,000.00		0.00			
Investment Current		0.00		0.00			
Total		0.00		0.00			
** Outstanding Investments Current		0.00					
Total		0.00					
Grand Totals Current	0.00	1,100,000.00	0.00	20,870.13			
Total	0.00	1,100,000.00	0.00	20,870.13		1,079,129.87	

Financial System

\*\* Information obtained from the Investment System.

09/03/2020 10:49 AM by mwolverton

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## 6.0 THE PATH FORWARD



### The Path Forward



#### A Road Map for the 2020-21 and 2021-22 School Years

Released August 2020

[GarySchools.org](http://GarySchools.org)

## OVERVIEW

Gary public schools have an extraordinary history. We produced the Jacksons, NBA players, NFL players, and generations of professionals that served our community, our state, and our country. Our graduates created the steel that built America.

Not all of our history made it into our present, however. We know of no school district in the United States that has shrunk more than ours. In 1964, our schools served [47,376 students](#). Fifty-five years later, we served [4,850 students, a drop of 90 percent](#).

Researchers have come up with many reasons for this transformation, but we're not researchers. We're educators, and our responsibility is to make sure our students – regardless of how many we have – get the best education possible. We believe that as go our schools, so goes Gary. As our schools improve, students will come back to Gary, families will come back to Gary, and Gary will continue to grow as a thriving community.

Many factors go into school improvement – it is the work of educators, to be sure, but not educators alone. What follows is our plan to continue to drive the improvement we need, focusing on the next two years. It calls on the central office to do its role, for teachers and principals and school-based staff to do their role, and for the community to do its role. We must go forward together.

**If we expect the community to have a voice and pitch in, we owe the community a plan, and that's what you'll see below.** The Path Forward is a roadmap for the 2020-21 and 2021-22 school years. With the COVID-19 pandemic, the first of these two years is starting out differently, but we still have a responsibility to help our students make progress, so this plan lays out our priorities in academics, engagement, fiscal, and operations, and how you can measure whether our efforts are paying off.

We established these four pillars at a community meeting in May 2020, and we spent the summer collecting feedback from students, educators, and Gary residents about how we should move forward in each of these areas. Overall, we heard from more than 100 people, and we're grateful for their feedback.

The final plan is below. We hope you'll review it now and come back to it later. This is not a plan we are publishing and then never mentioning again. To the contrary, **every three months we will share a public progress report that shows how we are doing in each of these four areas.** The plan, and the progress reports, will be available on [GarySchools.org](https://GarySchools.org) and in every school's main office.

Ultimately, Gary's history is extraordinary, and we believe Gary's future can be, too.

## INTRODUCTION

Dear Gary Schools Community,

I'm well aware of Gary's past, but I prefer to focus on Gary's future, and I believe the future is bright. As you will see below, my team and I have an ambitious plan to improve Gary schools.

As part of this plan, every student is receiving a Chromebook with high-speed internet access. School buildings are being renovated and modernized. And – if the November 3, 2020 operating referendum passes – every teacher will receive a very, very overdue raise.

Together, the November referendum and the additional steps outlined in this plan will also help us reach a widely held goal: being in position for state control to end.

Please join us. Look for ways to support your child's teacher and school. And hold me and my team accountable. Review the progress reports we will share every three months. If you see me in the community, ask how we're doing, and ask how we can improve. We will be better together.

Strong, resilient, and built for education – that's Gary schools.

Sincerely,

Dr. Paige McNulty  
Manager  
Gary Community School Corporation





## THE PATH FORWARD

## ACADEMICS

## WHY IT MATTERS

Academics are how well our staff is teaching and how much our students are learning. Academics are at the core of what we do.

We believe each student is unique. Every student has unique passions and interests and skills. Every student has unique needs, and students learn in different ways. We aim to meet students where they are and to develop their skills and knowledge. We aim for each of our students to graduate from high school with the preparation they need to succeed in college and careers.

## WHAT WE PLEDGE TO DO

GCSC pledges to offer students opportunities and support from pre-K through 12th grade.

GCSC pledges to offer teachers the feedback and support they deserve as professionals.



## HOW YOU CAN TELL IF IT'S WORKING

We will prioritize the following categories and will publicly report information about our progress in these areas every three months. In some instances, like graduation rate, which is released once a year, or suspensions, which are not happening during remote learning, we will share data as it becomes available.

Increase the five-year graduation rate	Increase the pass rate for ILEARN and ISTEP+ state assessments (math and English language arts)	Increase the average daily attendance
Offer career and technical education pathways to students in earlier grades, and increase the number of students in career pathways at the Gary Area Career Center	Increase the growth scores for ILEARN state assessment (math and ELA)	Arrange for counselors to work with the same group of students for all of high school, which will support college readiness
Decrease the number of suspensions	Increase progress on i-Ready formative assessment (math and ELA)	Create more opportunities for students to learn about Black American culture and history

## ENGAGEMENT

### WHY IT MATTERS

Education is not students showing up and teachers filling their minds with knowledge. Rather education involves students *and* teachers *and* parents *and* caregivers *and* community members all playing a role. The COVID-19 pandemic has highlighted how important families are to students' development, and how much community partners can assist us in supporting our young people. We are better when we work together.



### WHAT WE PLEDGE TO DO

GCSC pledges to create opportunities for all community stakeholders to know about and share feedback on efforts to continually improve students' educational experience.

### HOW YOU CAN TELL IF IT'S WORKING

We will prioritize the following categories and will publicly report information about our progress in these areas every three months:

Publish quarterly progress reports	Create Advisory Committees at each school made up of students, parents, teachers, and administrators	Hold public training sessions on Title I, federal and state grants, school finance, and school law
Post Frequently Asked Question documents after each Manager forum, which will also be broadcast on radio or TV	Share the results of an annual community survey	Offer more extra-curricular activities for students
Create three new committees – curriculum, technology, and food services – made up of students, parents, teachers, administrators, and a representative from the Advisory Board	Offer leadership training for Gary citizens focusing on different aspects of school corporation operations	Ensure teachers reach out to families on regular basis to facilitate two-way communication about their students' academic progress

THE PATH FORWARD

FISCAL

WHY IT MATTERS

The school district’s financial management led to the start of the state’s involvement, and the school district’s financial management is what will lead to the end of the state’s involvement. Appropriately budgeting and utilizing our resources will lead to more funding going into classrooms and, ultimately, better student outcomes. If we don’t get our act together, we risk our continued existence as a school district.

WHAT WE PLEDGE TO DO

GCSC pledges to responsibly balance the budget in a way that is sustainable and results in greater resources going to schools.

HOW YOU CAN TELL IF IT’S WORKING

We will prioritize the following categories and will publicly report information about our progress in these areas every three months:



Balance the budget	Adhere to the Viable Deficit Reduction Plan	Invest in teacher pay and teacher training
	Increase overall enrollment	



## THE PATH FORWARD

**OPERATIONS****WHY IT MATTERS**

Operations is execution and, as the saying goes, vision without execution is just hallucination. Giving laptops to every student is less helpful if students and families can't get support with technology issues. Federal grants are less impactful if funding is being misspent. Execution is critical.

**WHAT WE PLEDGE TO DO**

GCSC pledges to focus not just on what we do but on how well we do it, acknowledging the critical role in implementing plans, not just designing them.

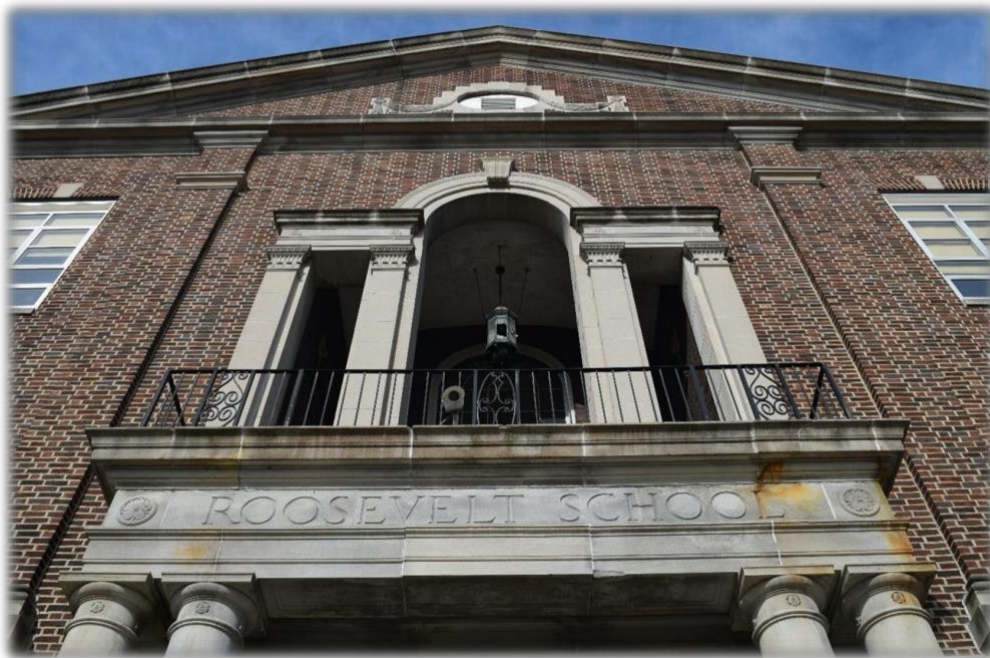
**HOW YOU CAN TELL IF IT'S WORKING**

We will prioritize the following categories and will publicly report information about our progress in these areas every three months:



Distribute a Chromebook with internet access to every student and offer trainings for parents and caregivers and a helpline for students, parents, and staff	Decrease the number of audit findings for federal grants	Implement and provide quarterly updates on the School Improvement Fund Plan
Report on content availability and access to remote instruction through the district's network and technology infrastructure	Decrease the number of audit findings for Average Daily Membership counts	Train all school resource officers in de-escalation strategies
	Decrease the number of audit findings for the Annual Financial Report and the Schedule of Expenditures of Federal Awards	

## 7.0 ROOSEVELT SCHOOL REQUEST FOR INTEREST



### REQUEST FOR INTEREST

FOR THE REVITALIZATION AND REUSE OF ROOSEVELT SCHOOL

• GARY, IN

**SEPTEMBER XX, 2020**

GARY COMMUNITY SCHOOL CORPORATION

## INTRODUCTION

The Gary Community School Corporation (GCSC) is seeking information from experienced developers, architects, community stakeholders, and interested parties to assume responsibility for the rehabilitation and adaptive reuse of the historic Roosevelt High School. The bell rang for the last time at Roosevelt in February 2019, leaving the Gary landmark without a future owner or use. GCSC hopes to identify potential new uses and sustainable ownership to transform the historic school into an asset for the surrounding neighborhood, city, and region.



Roosevelt's soaring Colonial Revival façade was completed in two phases (1929-1930 & 1946) and serves as the face to over 700,000 SQ FT (including 1968-71 additions) that once served as a public school in Indiana's Steel City. Roosevelt is listed on the National Register of Historic Places for its architectural and historical significance, most notably as a cornerstone of the African American community in Gary during the era of forced segregation in the 20<sup>th</sup> century.



## OBJECTIVES OF THE RFI

To guide the rehabilitation process, the Gary Community School Corporation and its partners will use this RFI to identify inventive concepts and land use opportunities that are grounded in market-drive data and community input. GCSC and its partners are inviting respondents to submit concepts that bring the property into productive use in ways that preserve the historic building; serve the immediate neighborhood and broader Gary community; support economic activity in the region; and create a compelling asset with the potential to remain appealing and sustainable well into the future.

The following principles should be clearly identified and addressed in all proposed concepts and opportunities. If your entity is not experienced in one or more of these areas, your response should describe the potential partners or resources you would explore to strengthen your team and/or your concept.

**Save** – Commitment to preserving the historic fabric and celebrating the legacy of Roosevelt High School

**Sustain** – Demonstrate the organizational and financial capacity to undertake a project of this scale and complexity and sustain operations over the long term.

**Support** – Consider the needs and desires of the surrounding neighborhood and how the use(s) of the property would foster a relationship of mutual benefit.



#### POTENTIAL RESPONDENTS TO THE RFI

The Gary Community School Corporation and its partners encourage responses from a wide variety of organizations and firms, including joint ventures. Those who might want to utilize only a part of the property are welcome to respond, with the understanding that they may be advised to partner with other respondents to create a stronger and more fiscally sustainable concept.



Potential respondents can include, but are not limited to:

- Foundations and related philanthropic organizations
- Museum, arts, and cultural organizations
- Universities
- Institutions
- Developers
- Brokers
- Designers/architects
- Consultants
- Potential tenants
- Community stakeholders

## LOCATION/SETTING

The Roosevelt High School campus is in the Midtown neighborhood of Gary, Indiana, approximately 30 miles southeast of Downtown Chicago. Prominently positioned along 25<sup>th</sup> Avenue, Roosevelt is five blocks west from Broadway, Gary's main north/south thoroughfare. Broadway is serviced by a public rapid bus service and connects less than a mile south with Interstate 80/94 (Borman Expressway) and 2.5 miles north with the South Shore Line commuter rail to Chicago/South Bend and Greyhound bus terminal located at the Adam Benjamin Jr. Metro Center.



## SITE AND FACILITIES DESCRIPTION

The Roosevelt High School campus is located on a relatively flat parcel of land bounded by 25<sup>th</sup> Avenue to the South, Harrison Street to West, Roosevelt Park to the North, and Jackson Street to the East.

Vehicle access occurs on the west, south, and east sides of the campus, which includes several large, asphalt parking lots to the rear and front (east) of the building.

City sewer and water infrastructure is in place to serve the building. Regional gas, electric, and telecommunication utilities are readily accessible for service.

**Roosevelt High School Campus**

Street Address 730 W 25<sup>th</sup> Avenue  
Assessor Parcel # 45-08-16-251-002.000-004; 45-08-16-251-001.000-004  
Area 18.20 acres  
Zoning R2 Residential (Rezoning will be required)  
Council District 5<sup>th</sup> District – Linda Barnes Caldwell  
Census Tract # 0119.00

**Buildings:**

1930/1946 – Original construction and First additions  
1968-71 – Later additions

Due to a long period of deferred maintenance the building does need significant rehabilitation and the mechanical systems are well past useful service life. Additionally, environmental mitigation is required throughout the building.

In January 2019 during an arctic vortex pipes carrying water froze and burst in several locations inside the building. The damage to the pipes, univents, walls and ceilings was significant enough to cause students to relocate to another building. The building has been unoccupied since the event in January 2019.

In addition to the interior damage and heating system failure from the event in January 2019, water damage and environmental mitigation is required. The estimated cost for repairing the building and returning students to classrooms was \$10 million dollars. Due to the age of the building, the maintenance on the building and the cause of the damage in January 2019, insurance covered only a very small fraction of the overall costs of repairs. Additional insurance payment is not available.

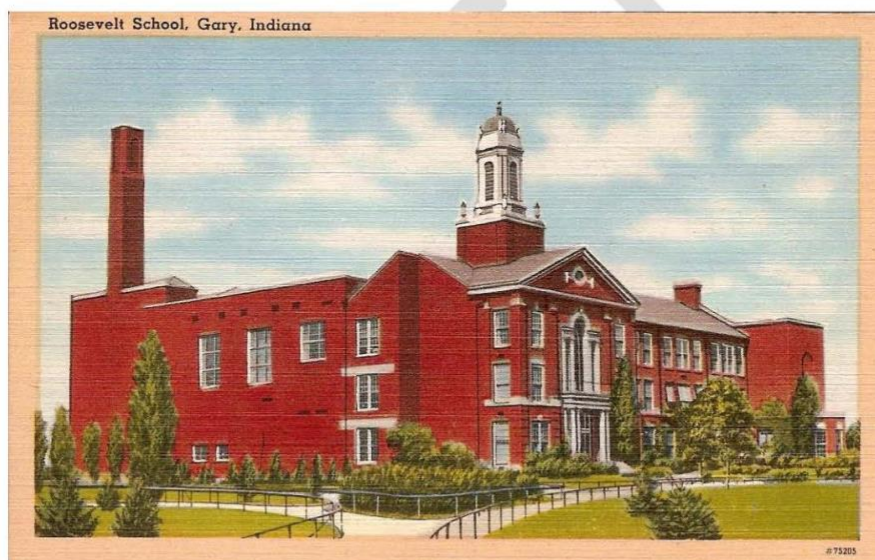
While the building does require rehabilitation, the overall structure appears to be solid for its age. Many sections of the building, while neglected from maintenance and exposed to environmental issues, are in relatively stable condition.



**Historic Roosevelt High School**

Roosevelt was the 20<sup>th</sup> century epicenter of civic pride for the African American community of Gary during the era of forced segregation and Jim Crow laws. Erected purposefully in the late 1920s to educate African American youth after public backlash at attempts for integration at a nearby school, Roosevelt fostered Black excellence in academics and athletics. Generations of Roosevelt alumni continue to make their mark across the country.

Roosevelt is also significant for its role in the development of William A. Wirt's internationally recognized "work-study-play" system of education that revolutionized the modern classroom and its Colonial Revival architecture designed by nationally renowned school architect, William Butts Ittner.



The original Roosevelt school (pictured above) was completed by 1930 with a 1946 addition that balanced the façade with a west wing and new gymnasium to the rear. This three-story, historic core is built on a reinforced concrete foundation and steel superstructure, comprised of red and brown brick with classical flourishes of limestone. Echoing the collegial aesthetics of Gary's other public schools, Roosevelt was set back from the street and featured a grand front lawn.

As the main school for African American students grades K-12, Roosevelt expanded alongside the city's booming population that included African Americans migrating from the south. A second round of additions were completed behind the original school from 1968 through 1970, which continue the predominate use of brick and limestone. Athletic fields and auxiliary facilities, including the school's football stadium, are situated behind the sprawling school.



#### HISTORIC STATUS

Theodore Roosevelt High School was listed on the National Register of Historic Places and Indiana Register of Historic Sites and Structures in 2012. The nominations identify the entirety of the Roosevelt High School building as a contributing resource, which encompasses the original 1930 structure, 1946 addition, and additions completed from 1968-1971.

This designation makes Roosevelt and its rehabilitation expenditures eligible for Federal Historic Preservation Tax Credits that can provide considerable gap financing for capital costs.

The Gary Historic Preservation Commission has voted to pursue designation of Roosevelt as a single-site historic district, pending a formal recommendation to the Gary Common Council.

Because of the current and pending historic designations, redevelopment plans will be reviewed by the Gary Historic Preservation Commission. Proposed rehabilitation work, alterations, or additions must comply with the *Secretary of the Interior's Standards for Rehabilitation*. Any redevelopment plans will also be subject to applicable City zoning and general plan requirements.



## POTENTIAL USES

Proposed reuses should address the core principles (The Three Ss) detailed in the Objectives section. Concepts may incorporate a combination of public, nonprofit, and commercial uses, and respondents are encouraged to seriously explore how multiple compatible uses could be combined.

Potential uses for consideration:

- Gallery, museum, cultural, or exhibition space
- Live/work space for artists
- Café and/or restaurant
- Educational and other public programming
- Performance space (dance, music, film, spoken word, etc.)
- Cultural tourism
- Residential (multi-unit)
- Nonprofit (on-property programming, office space)
- Small-scale retail
- Event, public use, and/or meeting rental
- Adaptive Reuse
- Publicly accessible open/green space
- Urban agriculture

The Gary Community School Corporation reserves the right to consider combining applicants and concepts, and to recommend partnerships where appropriate.

## POTENTIAL FUNDING OPPORTUNITIES

### New Market Tax Credit Program

Roosevelt is located in a census tract that makes redevelopment of the property eligible for the U.S. Treasury's New Markets Tax Credit Program, which permits individual and corporate investors to receive a tax credit against their federal income tax in exchange for making equity investments in specialized financial intermediaries called Community Development Entities.

### Housing Incentives

Given the successful adaptive reuse of historic school buildings to multi-unit residential properties across the country, the redevelopment of Roosevelt could benefit from the wide variety of federal housing tax and grant incentives like the Low Income Housing Tax Credit (LIHTC) and funding through a Community Development Block Grant (CDBG).

**INFORMATION TO BE INCLUDED IN A RESPONSE**

Please structure your response in the same order and format as the following questions, which will be used as the basis of our review process. If your response contains confidential or proprietary information that you do not wish to be shared beyond the owner and the reviewers, clearly mark those sections as “confidential.”

Decisions about a future owner or use are not driven by the sale of the building or land. The intent and desire of GCSC is to identify potential new uses and sustainable ownership to transform the historic school into an asset for the surrounding neighborhood, city, and region. While an offer to purchase the building and land from GCSC will be considered, the ability of a respondent to purchase, or the inability to purchase, the building is not a primary factor for determining the best outcome for the Gary community.

**Respondent Information**

- In what capacity would you want to participate (e.g. owner/operator, tenant, developer, etc.)?
- Describe your organization or firm with an emphasis on your qualifications to undertake such a venture, including resumes of the leaders/principals who would be involved with this project.
- Please provide three to five references for rehabilitation and/or redevelopment projects of historic properties and or historic schools you have successfully completed.
- Please indicate any legal judgements or settlements in the past ten years.
- Please list the location of offices providing services.
- How many years have you been in business or providing applicable services?
- Please indicate if your firm is a minority-owned business, a small business, and/or a women-owned business.
- Please address the applicable questions below in your response. If you are a...
  - **Developer** – describe your experience with the rehabilitation and/or redevelopment of similar historic properties. Do you have experience partnering with nonprofits or other community-focused organizations? How many rehabilitation and/or redevelopment projects have you successfully completed?
  - **Broker** – describe what type of tenant(s) you envision for the property and your experience with similar projects. How many rehabilitation and/or redevelopment projects have you successfully completed?
  - **Consultant** – describe your experience with other projects of this type and complexity, and what role you or your firm played. How many rehabilitation and/or redevelopment projects have you successfully completed?

- **Architect or Designer** – describe your experience with the reactivation and/or rehabilitation of similar historic structures. How many rehabilitation and/or redevelopment projects have you successfully completed?

For any of the above roles, please also describe:

- Your experience with rehabilitation of complex historic structures
  - Your management and financial capacity to successfully pursue a financially sustainable project, including experiences that demonstrate this capability
  - Your Potential Use Concept (outlined below)
- **Potential Tenant** – describe whether your concept or programming would occupy all or a portion of the property; if there are other organizations or entities you would seek to bring in as partners or fellow tenants; potential funding sources that would sustain rent and ongoing operational costs; and relevant details from the Potential Use Concept section.
  - **Community Stakeholder** – please describe owners, operators, or partners that would be necessary to realize your concept; potential sustainable funding sources that would support your proposed use(s); and relevant details from the Potential Use Concept section.

#### Potential Use Concept

- Describe your scenario(s) for potential rehabilitation and reuse of Roosevelt High School. Your responses may address only part of the property or may combine full use of the facility by one or more entities. If your concept uses less than the full property, describe which portions of the building your concept would occupy. Please be specific and include examples or images of similar concepts.
- Describe how your concept
  - Addresses the core principles outlined in the Three Ss
  - Is appropriate in the context of the Midtown neighborhood and the wider demographics, trends, and needs of the City of Gary
- Given the major investment needed,
  - How will the physical rehabilitation, maintenance, and ongoing operation of the property be financed and sustained over time?
  - What do you see as the most pressing challenges, and how do you anticipate these, and other potential challenges might be mitigated? Provide references and examples of similar successful projects, where available.
  - How will you measure your project's success?

- Describe the type of community and public outreach you would pursue for your project concept.

#### **Community Engagement**

Respondents should plan to present their proposal at one or more public forums upon the request of the Gary Community School Corporation.

- Describe the type of community and public engagement you would propose for your project concept.

#### **SITE TOURS**

Roosevelt High School will be made available during tours of the property and grounds followed by discussion with representatives from the Gary Community School Corporation and its partners.

FIRST TOUR DATE OPTION

SECOND TOUR DATE OPTION

Applicant attendance at tours is strongly encouraged but is not required.

#### **SUBMISSION INSTRUCTIONS**

Submit one (1) electronic copy in a single PDF file (20 MB max.) to [RFIresponse@garycsc.k12.in.us](mailto:RFIresponse@garycsc.k12.in.us) OR seven (7) printed copies to the address listed below by 5:00pm CT on September XX, 2020

Eric Parish  
Gary Community School Corporation  
900 E Gerry Street  
Gary IN 46406  
219-881-5401  
[eparish@garycsc.k12.in.us](mailto:eparish@garycsc.k12.in.us)

Proposals can be submitted by email and regular mail. Submittal by email is preferable. If submitted by regular mail packet should include three (3) copies.

Proposals must include the following:

- A cover page that includes the following information
  - Name(s) and mailing address



- Current legal status: corporation, partnership, sole proprietor, etc.
- Contact person's name, title, phone number, and email address
- Response to the above prompts and questions

Incomplete submission may be rejected at the sole discretion of the Gary Community School Corporation and its partners.

### Review Process

In consultation with the Indiana Distressed Unit Appeals Board and Gary Community School Corporation Board of Trustees, staff of MGT Consulting and Indiana Landmarks will review and evaluate all submissions. The most promising submissions will be identified based on applicants' experience with rehabilitation of historic properties or similarly complex projects; financial capacity; management capacity and history of sustained operations; community benefits of proposed project concept; long-term viability and sustainability of proposed project concept; and commitment to public outreach and communications. These are articulated in the RFI sections above.

During the review process, we may contact respondents with questions and clarifications, to request one-on-one meetings, or to explore the potential for collaboration between two or more respondents. Respondents should plan to present their proposal at one or more public forums upon the request of the Gary Community School Corporation.

At the end of the RFI process, Gary Community School Corporation will determine the appropriate next steps. The Gary Community School Corporation and its partners reserve the right, at their discretion, to determine those steps, which may include but are not limited to the following:

- Entering into a Development or Exclusive Negotiation Agreement with specific respondents(s)
- Drawing on the RFI responses to develop and circulate a Request for Proposal
- Issuing a new RFI with project modifications based on information learned from the initial round or other changing circumstances.

**Please note that responses to the RFI will not be considered confidential or proprietary unless the respondent has clearly marked the response, or portions of their response, accordingly.**

Gary Community School Corporation will share a summary of the responses after completion of the RFI review. This summary will include the total number of responses and an overview of the type of entities that submitted responses. Names of specific applicants may be included as examples in the summary unless confidentiality is specifically requested in the response.

The summary will be posted to the Gary Community School Corporation website at [www.garycsc.k12.in.us](http://www.garycsc.k12.in.us).

**Schedule (All times in Central Time)**

RFI Distribution	DATE
First Optional Site Visit	FIRST & SECOND OPTION (SEE ABOVE)
Second Optional Site Visit	
Submittal Deadline	DATE
Evaluation of Submittals	DATE
Question Period	DATE RANGE
Announcement of Next Steps	DATE

**Contact Information for Questions**

Gary Community School Corporation  
Eric Parish  
[eparish@garycsc.k12.in.us](mailto:eparish@garycsc.k12.in.us)

Indiana Landmarks  
Brad Miller  
[bmiller@indianalandmarks.org](mailto:bmiller@indianalandmarks.org)

City of Gary Community Investment  
Eric Reeves  
[ereaves@gary.gov](mailto:ereaves@gary.gov)



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## 8.0 VIABLE DEFICIT REDUCTION PLAN

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Summary only

# VIABLE DEFICIT REDUCTION PLAN UPDATE #5

DISTRESSED UNIT APPEALS BOARD (DUAB)

**Final Report**

August 31, 2020



## Distressed Unit Appeals Board

Viable Deficit Reduction Plan Update #5

August 31, 2020

### VDRUP5 REPORT STRUCTURE

The Viable Deficit Reduction Plan Update #5 (VDRPU5) is presented in the following report. The original Viable Deficit Reduction Plan (VDRP), Viable Deficit Reduction Plan Update #1 (VDRPU1), Viable Deficit Reduction Plan Update #2 (VDRPU2), Viable Reduction Plan Update #3 (VDRPU3), and Viable Reduction Plan Update #4 (VDRPU4) have been removed from this update to allow for ease of reading. VDRPU4 contains a complete history of all previous updates and will be made available to the DUAB Executive Director.

#### Section 1.0 – Executive Summary

A credible plan for GCSC to eliminate the annual fiscal deficit and pay down the accumulated long-term debt. Also includes a table proving an overview of the net fiscal benefit per the original VDRP and subsequent updates.

#### Section 2.0 – Present Initiatives

Each present initiative is presented individually with a brief narrative describing the initiative and a chart detailing the net fiscal benefit by year. Update #5 is shown after the initiative description.

The net fiscal benefit is the sum of an initiative's revenue generation, cost reduction and/or required investment.

#### Section 3.0 – Future Initiatives

Each future initiative is presented individually with a brief narrative describing the initiative.

#### Section 4.0 – Reconfigure GCSC

A financial model is presented for the following three distinct scenarios.

1. Reconfigure GCSC as a K-8 only corporation.
2. Reconfigure GCSC as a K-6 only corporation.
3. Reconfigure GCSC with a smaller geographic boundary.

#### Section 5.0 – Potential Deficit Reduction by Initiative and Year

The net fiscal benefit of all present and future initiatives is presented by initiative and by year.

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## I.0 EXECUTIVE SUMMARY UPDATE #5 AUGUST 31, 2020

### SUMMARY STATEMENT

As of January 2020, the Gary Community Schools Corporation (GCSC) projects an annual operating fiscal deficit of approximately \$6,000,000. The annual operating deficit is calculated once per year in the calendar year-end Viable Deficit Reduction Plan (VDRP) update. Calculating the deficit once per year based on calendar year-end provides accurate year-over-year comparisons by eliminating short-term or mid-year variances and timing fluctuations. Calculating the deficit once per year based on calendar year-end is also consistent with the State's practice for calculating Fiscal Indicators.

The projected annual deficit has decreased from approximately \$11,000,000 in January 2019 and \$18,000,000 in January 2018 when the original Viable Deficit Reduction Plan (VDRP) was presented. When Gary Schools Recovery LLC (GSR) began serving as Emergency Manager in August 2017, GCSC's annual operating fiscal deficit was approximately \$22,000,000.

As of June 2020, GCSC has accumulated long-term debt principal of approximately \$78,000,000 and short-term debt of approximately \$1,000,000 for a total debt of approximately \$79,000,000. Unlike calculating the operating deficit, the outstanding long-term debt principal and short-term debt are updated semi-annually. Debt payments are based on monthly or semi-annual payment schedules and do not have timing fluctuations or other factors that could impact semi-annual updates.

The annual debt has decreased from approximately \$104,000,000 in June 2017. Of the \$104,000,000 of total debt in June 2017, approximately \$87,000,000 was long-term debt and approximately \$16,000,000 was short-term debt.

This report presents the fifth Viable Deficit Reduction Plan update (VDRPU5). The original Viable Deficit Reduction Plan (VDRP), the first VDRP update (VDRPU1), second VDRP update (VDRPU2), the third VDRP update (VDRPU3), and the fourth VDRP update (VDRPU4) are all contained in VDRPU4, as that report details each update chronologically within it. We will provide VDRPU4 to the DUAB Executive Director.

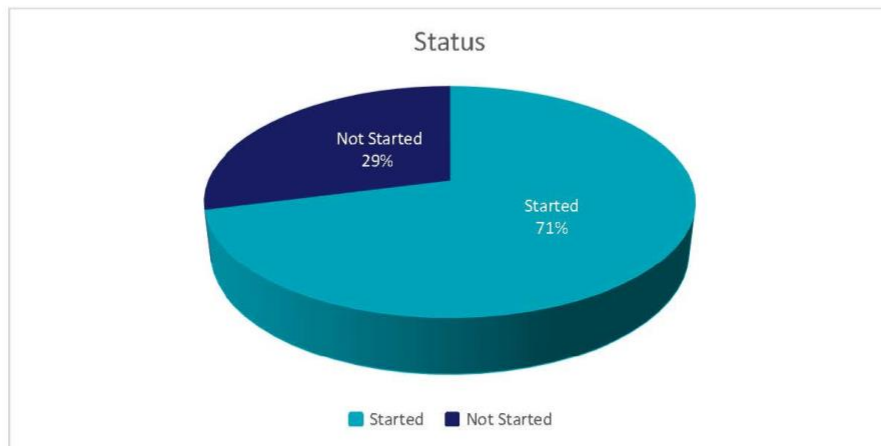
The original VDRP and the updated VDRPs document a credible plan for GCSC to eliminate the annual fiscal deficit and pay down the accumulated long-term debt through 31 deficit reduction initiatives.

### INITIATIVES STARTED AND START DATES

The original VDRP identified and documented 28 present and 3 future initiatives to eliminate the annual deficit and begin to pay down the accumulated long-term debt.

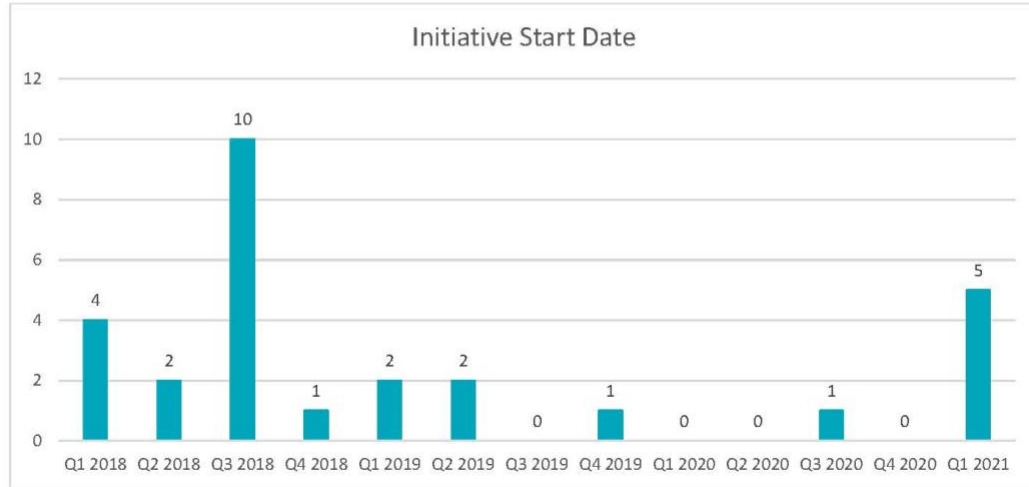
The following chart displays as of June 2020 the status of all 31 present and future initiatives in following three classifications.

1. Not started
2. Started
3. Completed





The following chart displays the start date of the 28 present initiatives. Each bar represents the number of initiatives starting by quarter and year.



## VARIANCE ANALYSIS

Although most of the 31 identified initiatives have started, not every initiative that has started has begun to yield financial impact. For most initiatives, financial impact will follow significant precursor and foundational activities. These activities will yield financial impacts in future months.

The following table highlights the variance between the projected financial impact and the actual financial impact both by initiative and in total as of June 2020.

INITIATIVE	VDRP SUBMITTED 01/31/18 PROJECTED NET FINANCIAL BENEFIT AS OF JUNE 30, 2020	VDRP UPDATE #5 08/31/20 ACTUAL NET FINANCIAL BENEFIT AS OF JUNE 30, 2020	VARIANCE	STATUS	ESTIMATED DEFICIT REDUCTION START DATE
2.A.	\$10,301,885	\$-	\$(10,301,885)	Not started	Q3 2020
2.B.	\$1,266,833	\$735,221	\$(531,612)	Started	Q3 2018
2.C.	\$150,563	\$129,927	\$(20,635)	Started	Q1 2019
2.D.	\$7,500,000	\$-	\$(7,500,000)	Not started	Q1 2021
2.E.	\$3,000,000	\$-	\$(3,000,000)	Not started	Q1 2021
2.F.	\$3,345,060	\$(2,150,500)	\$(5,495,560)	Started	Q3 2018
2.G.	\$546,588	\$110,880	\$(435,708)	Started	Q3 2018
2.H.	\$394,596	\$-	\$(394,596)	Not started	Q1 2021
2.I.	\$832,800	\$37,800	\$(795,000)	Started	Q3 2018
2.J.	\$238,667	\$49,647	\$(189,020)	Started	Q4 2018
2.K.	\$90,000	\$58,876	\$(31,124)	Started	Q1 2018
2.L.	\$100,000	\$100,000	\$-	Started	Q2 2018
2.M.	\$894,665	\$896,093	\$1,428	Started	Q3 2018
2.N.	\$468,750	\$390,293	\$(78,457)	Started	Q1 2018
2.O.	\$2,519,380	\$117,496	\$(2,401,884)	Started	Q2 2019



INITIATIVE	VDRP SUBMITTED 01/31/18 PROJECTED NET FINANCIAL BENEFIT AS OF JUNE 30, 2020	VDRP UPDATE #5 08/31/20 ACTUAL NET FINANCIAL BENEFIT AS OF JUNE 30, 2020	VARIANCE	STATUS	ESTIMATED DEFICIT REDUCTION START DATE
2.P.	\$1,100,000	\$1,425,000	\$325,000	Started	Q1 2018
2.Q.	\$(414,910)	\$-	\$414,910	Not started	Q1 2021
2.R.	\$544,732	\$1,487,648	\$942,916	Started	Q3 2018
2.S.	\$945,000	\$2,024,749	\$1,079,749	Started	Q3 2018
2.T.	\$7,781,246	\$15,650,604	\$7,869,357	Started	Q3 2018
2.U.	\$2,245,237	\$1,147,927	\$(1,097,311)	Started	Q3 2018
2.V.	\$338,100	\$129,050	\$(209,050)	Started	Q2 2019
2.W.	\$250,000	\$-	\$(250,000)	Started	Q4 2019
2.X.	\$(302,500)	\$(152,912)	\$149,588	Started	Q2 2018
2.Y.	\$(1,619,705)	\$(579,787)	\$1,039,918	Started	Q3 2018
2.Z.	\$-	\$195,000	\$195,000	Started	Q1 2019
2.AA.	\$75,000	\$-	\$(75,000)	Not started	Q1 2021
2.AB.	\$-	\$-	\$-	Started	Q1 2018
3.A.	\$-	\$-	\$-	Not started	TBD
3.B.	\$-	\$-	\$-	Not started	TBD
3.C.	\$-	\$-	\$-	Not started	TBD
Sum of All	\$42,591,984	\$21,803,011	\$(20,788,976)		

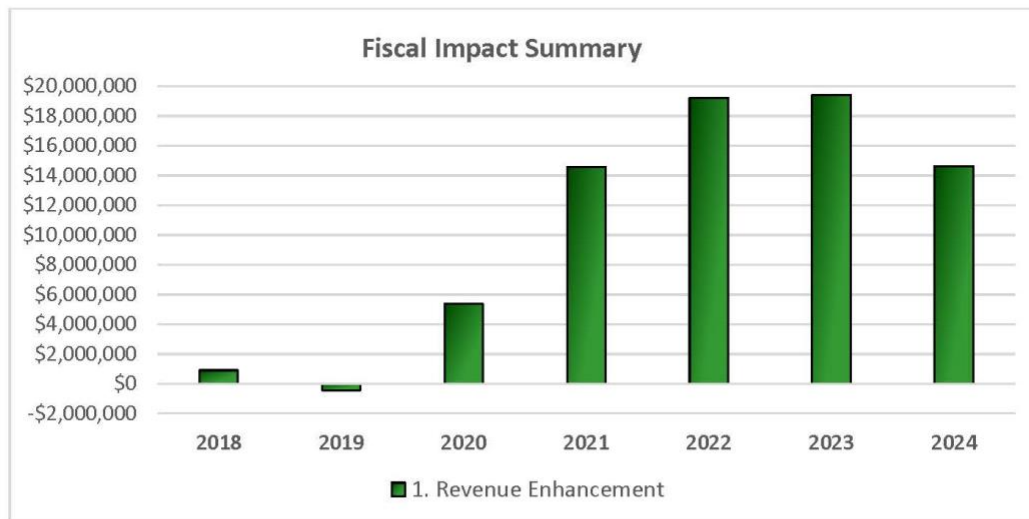
## FISCAL IMPACT SUMMARY

The VDRP, VDRPU1, VDRPU2, VDRPU3, VDRPU4 and VDRPU5 details 28 present and 3 future initiatives for GCSC to eliminate the annual deficit and pay down the accumulated long-term debt. The present initiatives detailed in the VDRP, VDRPU1, VDRPU2, VDRPU3, VDRPU4 and VDRPU5 may generate revenue, reduce costs, require an investment, or a combination of these actions. The net benefit for each present initiative is the sum of all revenue generated, costs reduced, or investment required for each initiative.

The charts on the following pages detail the fiscal impact of all VDRPU5 initiatives.

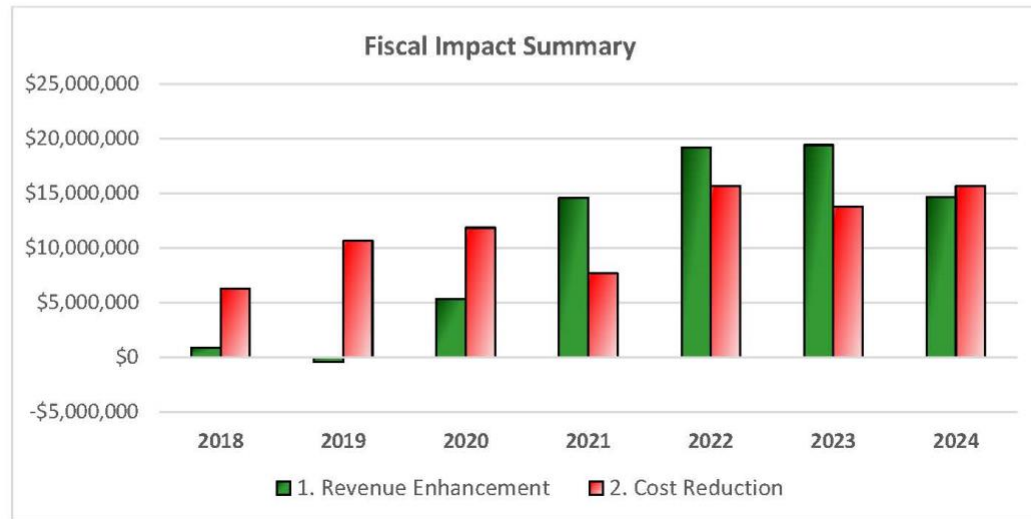
### REVENUE ENHANCEMENT

The following chart details the sum of revenue generated for all present initiatives by year. Revenue generated is represented as the green bars.



## REVENUE ENHANCEMENT AND COST REDUCTION

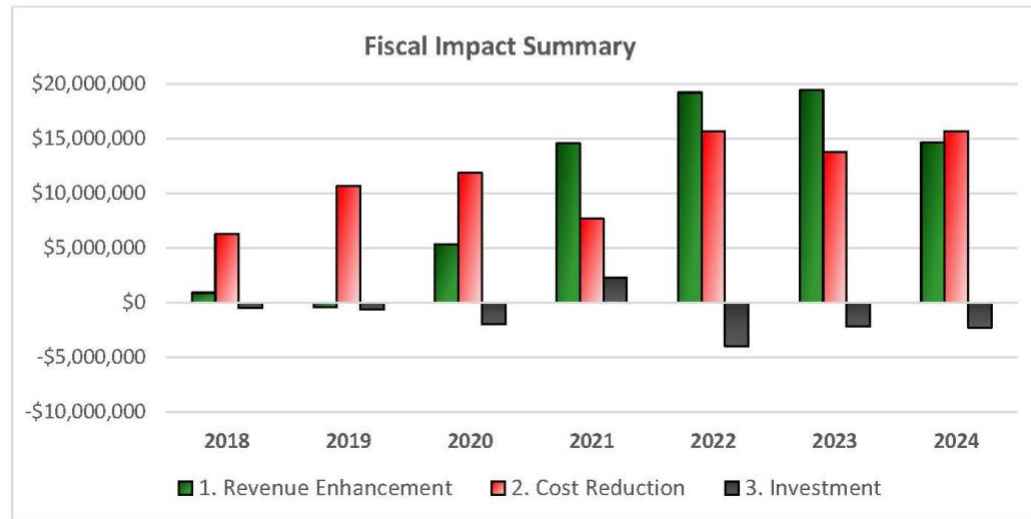
The following chart details the sum of revenue generated and cost reductions for all present initiatives by year. Revenue generated is represented as the green bars. Cost reduction is represented as the red bars.





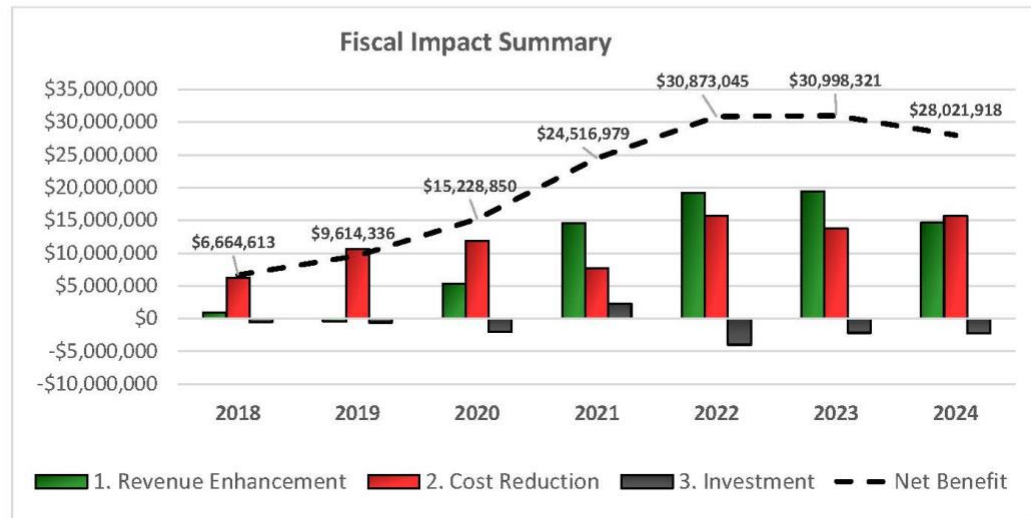
### REVENUE ENHANCEMENT, COST REDUCTION, AND INVESTMENTS

The following chart details the sum of revenue generated, cost reductions, and required investments for all present initiatives by year. Revenue generated is presented as the green bars. Cost reduction is represented as the red bars. Required investments is represented as the black bars.



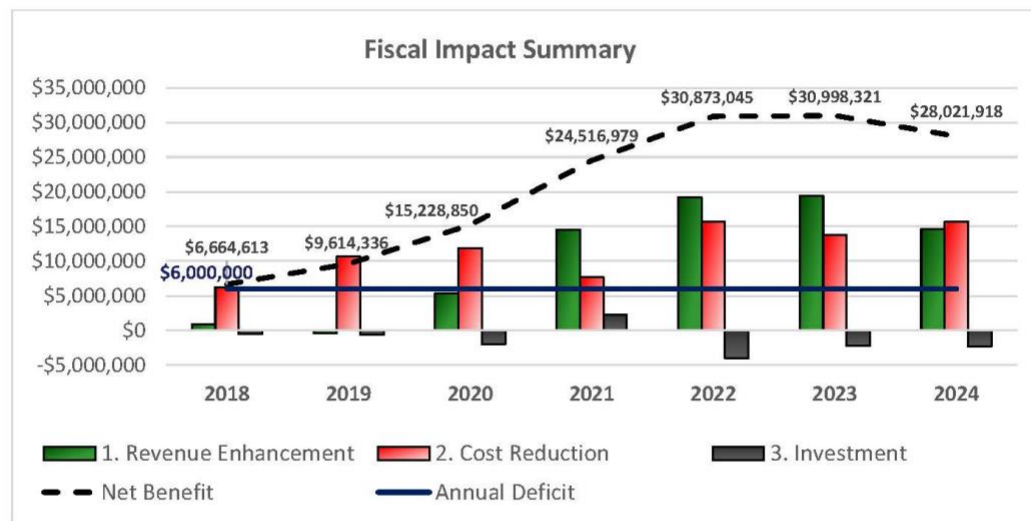
### NET BENEFIT OF REVENUE ENHANCEMENT, COST REDUCTION, AND INVESTMENTS

The following chart adds the net benefit calculation and details the sum of revenue generated, cost reductions, and required investments for all present initiatives by year. Revenue generated is represented as the green bars. Cost reduction is represented as the red bars. Required investments are represented as the black bars. The net benefit is represented as the dashed line. The net benefit is the cumulative amount of all present initiatives by year.



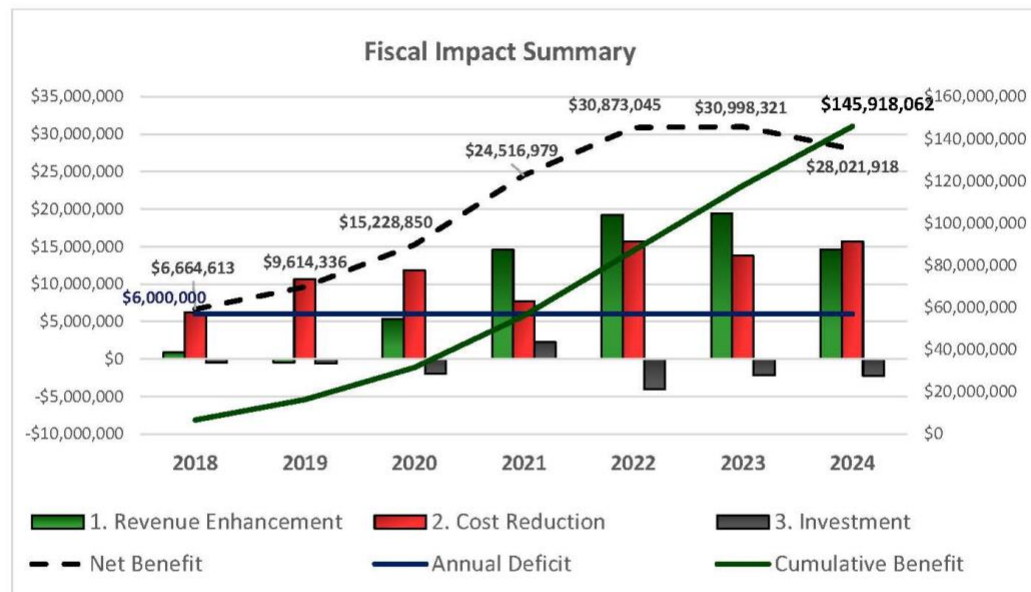
### NET BENEFIT OF REVENUE ENHANCEMENT, COST REDUCTION, AND INVESTMENTS COMPARED TO ANNUAL DEFICIT

The following chart adds a horizontal blue bar representing the \$6,000,000 annual deficit of GCSC. As previously presented, the net benefit calculation details the sum of revenue generated, cost reductions and required investments for all present initiatives by year. Revenue generated is represented as the green bars. Cost reduction is represented as the red bars. Required investments are represented as the black bars. The net benefit is represented as the dashed line. The net benefit is the cumulative amount of all present initiatives by year.



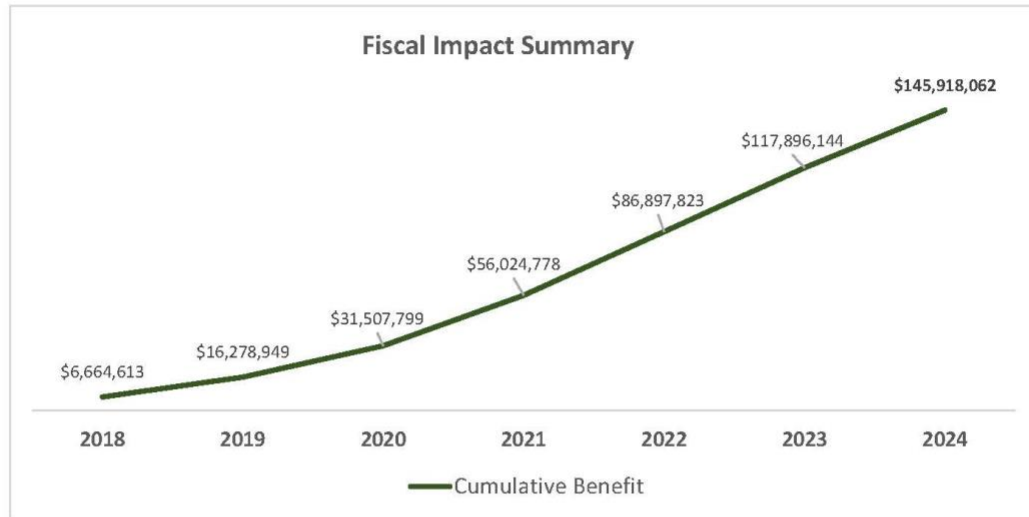
### NET BENEFIT OF REVENUE ENHANCEMENT, COST REDUCTION, AND INVESTMENTS COMPARED TO ANNUAL DEFICIT WITH CUMULATIVE BENEFIT

The following chart adds a diagonal green line representing the cumulative benefit of all present initiatives and a right axis corresponding to the cumulative benefit. As previously presented, the net benefit calculation details the sum of revenue generated, cost reductions, and required investments for all present initiatives by year. Revenue generated is represented as the green bars. Cost reduction is represented as the red bars. Required investments are represented as the black bars. The net benefit is represented as the dashed line. The net benefit is the cumulative amount of all present initiatives by year.



## NET FISCAL IMPACT

The cumulative net benefit of the VDRPU5 is approximately \$145,918,062 over a seven-year time frame represented in the chart below.

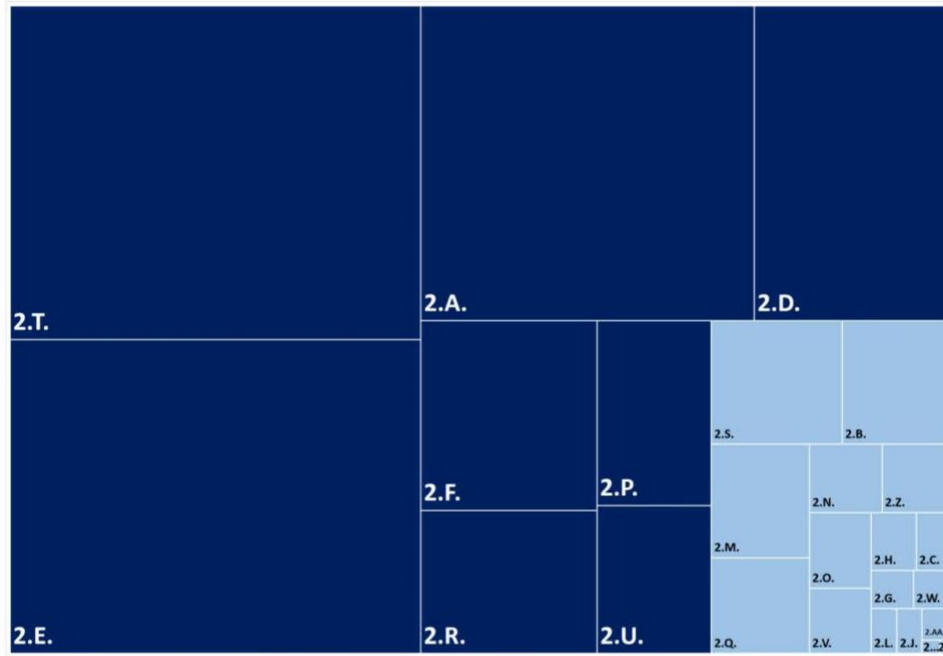


The VDRPU5 cumulative net benefit over a seven-year time frame is approximately \$6,000,000 or 4 percent less than the cumulative net benefit over a seven-year time frame in the original VDRP. While there are variances in various initiatives between the original VDRP and VDRPU5, the overall estimated financial impact in VDRPU5 is very close to the estimated financial impact in the original VDRP.



## INITIATIVES 7-YEAR NET BENEFIT

The following chart presents each present initiative in scale to the order of net benefit generated. The larger the box, the larger the net benefit. The number in the box corresponds to the initiative. Below this chart is a table of initiatives by number.



Approximately 88 percent of net benefits are derived from 8 initiatives, or 26 percent of the total initiatives, and are represented in the dark blue boxes.

1. 2.T. Reduction in Force and Attrition
2. 2.E. Local Referendum
3. 2.A. Suspend Common School Loan Payments
4. 2.D. Pay for Success
5. 2.F. Increase Enrollment
6. 2.R. Compete Custodian Services
7. 2.P. Reduce Cost of Employee Health Insurance
8. 2.U. School Closure / Consolidation

All other initiatives derive the remaining approximate 12 percent of net benefits represented in the light blue boxes.

Please refer to the following table to crosswalk the initiative number to the initiative, presented in order from most to least net benefit.

LEGEND			
2.T.	Reduction in Force and Attrition	2.Z.	Sell Assets – Art, Buildings and Land
2.E.	Local Referendum	2.O.	Debt Restructuring
2.A.	Suspend Common School Loan Payments	2.V.	Relocate Administration Office
2.D.	Pay For Success	2.H.	System of Great Schools
2.F.	Increase Enrollment	2.C.	Maximize Medicaid Funds
2.R.	Compete Custodian Services	2.G.	Co-location and Co-branding GACC and Ivy Tech
2.P.	Reduce Cost of Employee Health Insurance	2.W.	Negotiate Reduction of Legacy Accounts Payable
2.U.	School Closure / Consolidation	2.L.	Joint Purchasing Cooperative
2.S.	Compete Transportation Contract	2.J.	Community Crowdfunding
2.B.	Maximize Federal Funds	2.AA.	Corporate Partners
2.M.	Food Service Fund Accounting	2.K.	Rent Building Space
2.Q.	Building Energy Efficiency and Utility Rate Audits	2.I.	Acquire / Implement On-line Program
2.N.	Labor Cost Controls		

**TABLE FOR INITIATIVES**

The following table displays the cumulative fiscal impact by initiative and update.

SECTION	INITIATIVE	CUMULATIVE FISCAL IMPACT PER UPDATE					
		Original VDRP	Update #1	Update #2	Update #3	Update #4	Update #5
2.A.	Suspend Common School Loan Payments	\$16,483,015	\$12,362,261	\$14,766,735	\$1,077,595	\$8,100,000	\$25,380,000
2.B.	Maximize Federal Funds	\$3,786,640	\$3,786,640	\$3,507,450	\$3,507,450	\$3,255,838	\$3,255,838
2.C.	Maximize Medicaid Funds	\$512,206	\$512,206	\$474,707	\$449,054	\$452,344	\$491,561
2.D.	Pay For Success	\$15,000,000	\$15,000,000	\$15,000,000	\$15,000,000	\$15,000,000	\$15,000,000
2.E.	Local Referendum	\$34,500,000	\$31,500,000	\$31,500,000	\$29,250,000	\$26,000,000	\$31,150,000
2.F.	Increase Enrollment	\$10,829,833	\$10,829,833	\$10,146,400	\$10,466,500	\$8,867,222	\$8,066,916
2.G.	Co-location and Co-branding GACC and Ivy Tech	\$2,102,673	\$2,102,673	\$1,752,120	\$1,752,120	\$1,759,880	\$389,280
2.H.	System of Great Schools	\$1,104,869	\$947,030	\$947,030	\$868,109	\$789,190	\$631,352
2.I.	Acquire / Implement On-line Program	\$5,018,146	\$3,360,000	\$3,252,600	\$585,000	\$487,800	\$37,800
2.J.	Community Crowdfunding	\$668,267	\$620,534	\$309,055	\$297,892	\$288,147	\$274,674
2.K.	Rent Building Space	\$252,000	\$252,000	\$252,000	\$153,936	\$157,156	\$58,876



SECTION	INITIATIVE	CUMULATIVE FISCAL IMPACT PER UPDATE					
		Original VDRP	Update #1	Update #2	Update #3	Update #4	Update #5
2.L.	Joint Purchasing Cooperative	\$280,000	\$280,000	\$280,000	\$280,000	\$280,000	\$280,000
2.M.	Food Service Fund Accounting	\$2,505,063	\$2,505,063	\$2,795,569	\$2,829,601	\$2,795,569	\$2,693,244
2.N.	Labor Cost Controls	\$1,312,500	\$1,312,500	\$1,263,283	\$1,263,283	\$1,247,755	\$1,202,403
2.O.	Debt Restructuring	\$7,054,264	\$7,054,264	\$6,046,512	\$942,784	\$690,284	\$1,130,601
2.P.	Reduce Cost of Employee Health Insurance	\$1,100,000	\$1,100,000	\$1,100,000	\$3,968,153	\$5,100,000	\$5,100,000
2.Q.	Building Energy Efficiency and Utility Rate Audits	\$9,528,551	\$9,528,551	\$7,109,405	\$4,690,260	\$4,690,260	\$2,271,115
2.R.	Compete Custodian Services	\$2,178,930	\$4,960,417	\$6,090,617	\$6,090,517	\$6,090,617	\$6,090,617
2.S.	Compete Transportation Contract	\$3,780,000	\$5,775,000	\$5,854,603	\$3,545,767	\$4,177,415	\$3,908,829
2.T.	Reduction in Force and Attrition	\$26,050,258	\$26,050,258	\$28,704,711	\$30,416,326	\$31,356,654	\$33,138,768
2.U.	School Closure / Consolidation	\$6,286,663	\$5,762,775	\$4,084,010	\$4,084,010	\$5,584,010	\$4,084,010
2.V.	Relocate Administration Office	\$1,373,827	\$1,289,302	\$1,114,301	\$1,074,300	\$1,074,300	\$974,300
2.W.	Negotiate Reduction of Legacy Accounts Payable	\$2,500,000	\$2,500,000	\$2,000,000	\$2,000,000	\$1,000,000	\$350,000
2.X.	Marketing and Community Communication	(\$847,000)	(\$816,000)	(\$622,500)	(\$574,500)	(\$622,500)	(\$468,088)
2.Y.	Invest in Hardware, Software and Shared Services	(\$4,197,539)	(\$1,553,208)	(\$1,143,744)	(\$1,143,744)	(\$819,352)	(\$944,008)



SECTION	INITIATIVE	CUMULATIVE FISCAL IMPACT PER UPDATE					
		Original VDRP	Update #1	Update #2	Update #3	Update #4	Update #5
2.Z.	Sell Assets – Art, Buildings and Land	\$2,394,863	\$2,394,863	\$2,300,000	\$1,995,000	\$1,745,000	\$1,145,000
2.AA.	Corporate Partners	\$300,000	\$300,000	\$300,000	\$250,000	\$250,000	\$225,000
2.AB.	Internal Budget Control	N/A	N/A	N/A	N/A	N/A	N/A
3.A.	Foundation and Philanthropic Involvement	N/A	N/A	N/A	N/A	N/A	N/A
3.B.	Outside Capital Investments	N/A	N/A	N/A	N/A	N/A	N/A
3.C.	Request Grants or Interest-Free Loans If Needed	N/A	N/A	N/A	N/A	N/A	N/A
Grand Total		\$151,858,029	\$149,716,962	\$149,184,864	\$125,119,413	\$129,797,589	\$145,918,088
% of original			99%	98%	82%	85%	96%



## 5.0 POTENTIAL DEFICIT REDUCTION BY INITIATIVE AND YEAR

## 5.0 POTENTIAL DEFICIT REDUCTION BY INITIATIVE AND YEAR

## 5.A. VDRP UPDATE #5 JUNE 30, 2020

The following table displays the projected financial impact by initiative and year based on the August 2020 update.

SECTION	INITIATIVE	YEAR						
		2018	2019	2020	2021	2022	2023	2024
2.A.	Suspend Common School Loan Payments	\$0	\$0	\$2,820,000	\$5,640,000	\$5,640,000	\$5,640,000	\$5,640,000
2.B.	Maximize Federal Funds	\$220,000	\$255,888	\$518,665	\$533,706	\$550,785	\$573,902	\$602,892
2.C.	Maximize Medicaid Funds	\$0	\$52,637	\$115,342	\$77,648	\$79,356	\$81,776	\$84,802
2.D.	Pay For Success	\$0	\$0	\$0	\$5,000,000	\$5,000,000	\$5,000,000	\$0
2.E.	Local Referendum	\$0	\$0	\$0	\$4,450,000	\$8,900,000	\$8,900,000	\$8,900,000
2.F.	Increase Enrollment	\$0	(\$1,830,400)	\$1,896,000	\$1,856,400	\$1,949,220	\$2,046,681	\$2,149,015
2.G.	Co-location and Co-branding GACC and Ivy Tech	\$6,120	\$104,760	\$86,400	\$48,000	\$48,000	\$48,000	\$48,000
2.H.	System of Great Schools	\$0	\$0	\$0	\$157,838	\$157,838	\$157,838	\$157,838
2.I.	Acquire / Implement On-line Program	\$12,600	\$25,200	\$0	\$0	\$0	\$0	\$0
2.J.	Community Crowdfunding	\$9,055	\$29,092	\$36,500	\$50,000	\$50,000	\$50,000	\$50,000



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## 5.0 POTENTIAL DEFICIT REDUCTION BY INITIATIVE AND YEAR

SECTION	INITIATIVE	YEAR						
		2018	2019	2020	2021	2022	2023	2024
2.K.	Rent Building Space	\$36,000	\$22,876	\$0	\$0	\$0	\$0	\$0
2.L.	Joint Purchasing Cooperative	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000
2.M.	Food Service Fund Accounting	\$399,367	\$399,367	\$297,042	\$399,367	\$399,367	\$399,367	\$399,367
2.N.	Labor Cost Controls	\$180,469	\$164,941	\$135,117	\$180,469	\$180,469	\$180,469	\$180,469
2.O.	Debt Restructuring	\$0	\$26,389	\$182,214	\$232,031	\$227,183	\$229,461	\$233,322
2.P.	Reduce Cost of Employee Health Insurance	\$550,000	\$550,000	\$650,000	\$800,000	\$850,000	\$850,000	\$850,000
2.Q.	Building Energy Efficiency and Utility Rate Audits	\$0	\$0	\$0	(\$1,215,548)	\$533,759	\$533,759	\$2,419,145
2.R.	Compete Custodian Services	(\$46,435)	\$1,022,842	\$1,022,842	\$1,022,842	\$1,022,842	\$1,022,842	\$1,022,842
2.S.	Compete Transportation Contract	\$454,603	\$1,146,842	\$246,608	\$515,194	\$515,194	\$515,194	\$515,194
2.T.	Reduction in Force and Attrition	\$4,824,321	\$6,993,832	\$5,882,787	\$3,859,457	\$3,859,457	\$3,859,457	\$3,859,457
2.U.	School Closure / Consolidation	\$169,232	\$652,463	\$652,463	\$652,463	\$652,463	\$652,463	\$652,463
2.V.	Relocate Administration Office	\$84,525	\$44,525	\$169,050	\$169,050	\$169,050	\$169,050	\$169,050
2.W.	Negotiate Reduction of Legacy Accounts Payable	\$0	\$0	\$50,000	\$75,000	\$75,000	\$75,000	\$75,000



## 5.0 POTENTIAL DEFICIT REDUCTION BY INITIATIVE AND YEAR

SECTION	INITIATIVE	YEAR						
		2018	2019	2020	2021	2022	2023	2024
2.X.	Marketing and Community Communication	(\$46,500)	(\$96,000)	\$58,412	(\$96,000)	(\$96,000)	(\$96,000)	(\$96,000)
2.Y.	Invest in Hardware, Software and Shared Services	(\$228,744)	(\$185,918)	(\$205,594)	(\$80,938)	(\$80,938)	(\$80,938)	(\$80,938)
2.Z.	Sell Assets – Art, Buildings and Land	\$0	\$195,000	\$550,000	\$100,000	\$100,000	\$100,000	\$100,000
2.AA.	Corporate Partners	\$0	\$0	\$25,000	\$50,000	\$50,000	\$50,000	\$50,000
2.AB.	Internal Budget Control	\$0	\$0	\$0	\$0	\$0	\$0	\$0
3.A.	Foundation and Philanthropic Involvement	\$0	\$0	\$0	\$0	\$0	\$0	\$0
3.B.	Outside Capital Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0
3.C.	Request Grants or Interest-Free Loans If Needed	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grand Total		\$6,664,613	\$9,614,336	\$15,228,850	\$24,516,979	\$30,873,045	\$30,998,321	\$28,021,918



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## 9.0 NOVEMBER OPERATING REFERENDUM CONTROL DOCUMENT

**Gary Community School Corporation**  
Operating Referendum Revenue and Expenditures - Operating Referendum

[illegible]