



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

## MANAGER REPORT

### DISTRESSED UNIT APPEAL BOARD (DUAB)

May 26, 2022 revised

Prepared by



## Distressed Unit Appeal Board

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Manager Report

Prepared by Gary Schools Recovery, LLC

May 26, 2022

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## I.0 MANAGER UPDATE

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### MANAGER SUMMARY APRIL 2022

- ◆ We are excited to announce the Bailly Middle School has become STEM Certified! We were one of 13 schools in the state who made the certification requirements. We have two more schools who are completing this rigorous process and submitting applications to the state. We are proud of the work the staff, students and administration put into this effort on behalf of kids.
- ◆ Our boys and girls won the track conference this month at West Side High School! Great job to all the athletes and coaches.
- ◆ Our enrollment efforts are well underway. We have many parents who have already registered with us using the new Skyward System.
- ◆ Our Fine Arts Department put on their last performance of the year. It was free to the community and was a wonderful display of our student's talent.
- ◆ We are providing Professional Development over the next several months to our staff to prepare for the Fall in the following areas: social emotional learning, differential instruction, data collection, project-based learning, and literacy to name a few.

## FREQUENTLY ASKED QUESTIONS (FAQ) APRIL 2022

### 1. How do you change the phone number listed to receive robocalls?

Please submit the name of the student, name of school they attend, your name, phone number and relation to the child, and we can set up the notifications for you.

Many communication messages come through Skyward as well. You can update your information with your school secretary if your email, address or phone number needs to be adjusted in our system.

### 2. How long will the Lew Wallace bricks be given away?

The Lew Wallace bricks are available while supplies last. You may contact the Building, Grounds and Maintenance to check availability: 219-980-6317.

### 3. When does the West Side graduation list come out?

The official list for graduation will be shared publicly on June 5th.

### 4. Can you point me in the direction to obtain a work permit for my daughter?

Work permits can be obtained from your child's guidance counselor.

## CURRICULUM REPORT FOR APRIL 2022

- Testing: The following are testing dates for state mandated tests

ILearn: April 18<sup>th</sup> – May 13<sup>th</sup> 3<sup>rd</sup> – 8<sup>th</sup> Grade

April 18<sup>th</sup> – May 20<sup>th</sup> ECA (High School)

SAT Make Ups: April 13<sup>th</sup> – May 20<sup>th</sup> (High School)

IAM: April 4<sup>th</sup> – May 13<sup>th</sup>

iReady K-8<sup>th</sup> Grade End of Year Assessments begin May 9, 2022

- Summer School: We have planned the following information around summer school.

- Session #1

Who: K – 12<sup>th</sup> grade students

When: June 6<sup>th</sup> – June 30<sup>th</sup> Mondays through Thursdays

K-8<sup>th</sup> grades 8:00 a.m. – 12:00 p.m.

9<sup>th</sup> -12<sup>th</sup> grades 9:00 a.m. – 2:00 p.m.

Where: Elementary (Williams, GPA, McCullough and Banneker)

Middle/High (WSLA)

CTE (GACC)

- Session #2:

Who: 9<sup>th</sup> -12<sup>th</sup> Grade students

When: July 5<sup>th</sup> – July 29<sup>th</sup> Mondays through Thursdays

9:00 a.m. – 2:00 p.m.

Where: WSLA

- All our internal applicants for the additional coaching opportunity through the IDOE have been approved. These individuals will be trained this summer and will begin next school year.
- Several our teachers will begin training in the Model Classroom initiative. These teachers will receive continued support through this initiative as they “flip” their classrooms to optimize student individual learning opportunities.
- Our students will begin to participate in our Earn It partnerships this summer. We have students who will work at our local baseball stadium, others who will intern with construction companies and others still who will work with local park departments.
- Professional Development Sessions for our Elementary teachers on literacy will be held April 14<sup>th</sup> and May 18<sup>th</sup>. These sessions are meant to help our teachers be better prepared for next school year as it relates to teaching literacy.

## 2.0 PATH FORWARD



# Gary Community School Corporation

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

### Quarterly Progress Report – April 2022

The school year is winding down, but Gary Community Schools are still going strong! This spring, we've celebrated our students' academic achievements and celebrated our community partners. We've acknowledged the milestone of eliminating the deficit, and we've watched new and improved facilities go up while abandoned facilities come down. GCSC is heading in the right direction!

#### ACADEMICS



Bailly Middle School earned the distinction of being certified as a STEM school, and dozens of West Side scholars were inducted into the National Honor Society.



#### ENGAGEMENT



The GCSC community rallied around the Gary police officer wounded in action (left, blue shirt) and around its student-athletes, who were able to host a track meet for the first time in a decade thanks to the new track!



April 2022

[www.GarySchools.org/Path-Forward](http://www.GarySchools.org/Path-Forward)

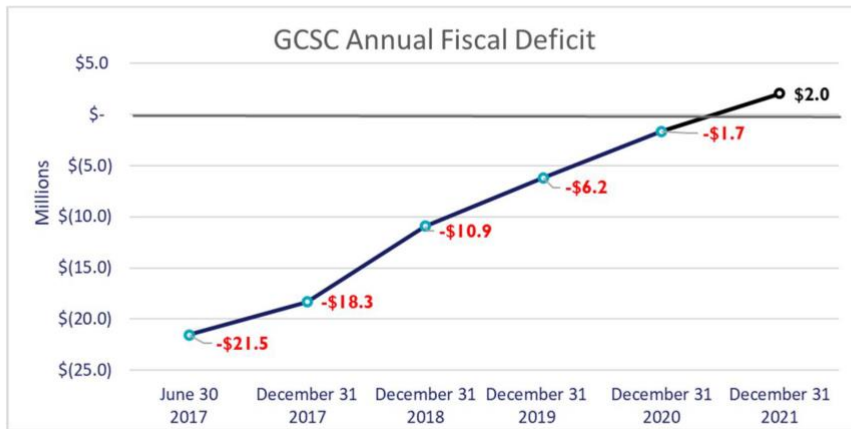


FISCAL



# ~~Deficit~~

As of December 31, 2021, GCSC was no longer operating at a deficit.



OPERATIONS



Playgrounds are going up, and abandoned buildings are coming down.



- This is the latest progress report GCSC is releasing since launching the Path Forward, its bold two-year plan for continuing to improve academics, engagement, fiscal matters, and operations, in August 2020.
- The Path Forward is available at [GarySchools.org/Path-Forward](http://GarySchools.org/Path-Forward).
- You can also reach us with any questions or suggestions at [info@garycsc.k12.in.us](mailto:info@garycsc.k12.in.us).



## 3.0 1065 SCHOOL IMPROVEMENT

**Gary Community School Corporation**  
**1065 School Improvement Plan**  
**As of April 30, 2022**

Project	Project ID	Estimated Cost	Actual Cost	Completion
<b>Phase 1: Summer-Fall 2020</b>				
West Side Roof, Part 1 of 4 (Moved to ESSER)	1A	20,000	12,268	75%
Accent Graphics	1B	-	55,450	100%
Paint, Part 1	1C	50,000	57,864	100%
Phase 1: Estimated Total		\$ 70,000	\$ 125,582	
<b>Phase 2: 2020-2021 School Year</b>				
Playground at Beveridge	2A	151,055	167,789	100%
Paint, Part 2	2B	30,000	26,513	100%
Complete Pavement Resurface at WSLA	2C	920,000	914,238	100%
Press Box	2D	150,000	83,275	100%
Locker Rooms and Concessions	2E	50,000	59,700	100%
WSLA Track	2F	250,000	251,495	100%
Lew Wallace Abatement and Demolition	2G	2,130,000	1,889,489	89%
Phase 2: Estimated Total		\$ 3,681,055	\$ 3,392,499	
<b>Phase 3: Summer 2021</b>				
Gym Floor Repairs	3A	100,000	98,415	98%
WSLA Pool	3B	2,000,000	22,500	1%
WSLA Football Turf	3C	1,000,000	45,118	0%
Paint, Part 3	3D	200,000	212,231	106%
Bethune Air Conditioning	3F	200,000	118,452	59%
Phase 3: Estimated Total		\$ 3,500,000	\$ 496,715	
<b>Phase 4: 2021-22 School Year</b>				
Paint WSLA Football Field/Bleachers	4A	28,000	29,600	100%
Phase 4: Estimated Total		\$ 28,000	\$ 29,600	
<b>Phase 5: Summer 2022</b>				
Roof replacements (Williams, Marquette, GPA, Bethune)	5A	1,500,000	71,536	5%
Athletic field updates-District Wide	5B	100,000	-	0%
Paint Upgrades	5C	20,000	-	0%
Playground Inspections and Repairs	5D	10,000	-	0%
Jumbotron Scoreboard, lighting and sound-WSLA	5E	250,000	326,374	131%
Fiber and Internet for Press box-WSLA	5F	50,000	30,675	61%
Security Cameras for WSLA Football field	5G	10,000	-	0%
Phase 5: Estimated Total		\$ 1,940,000	\$ 428,586	
<b>Phase 6: 2022-23 School Year</b>				
Pavement Repairs- District wide	6A	\$ 2,000,000	-	0%
Gates and Fencing- District wide	6B	200,000	98,800	49%
Greenhouse at Career Center	6C	25,000	-	0%
WSLA Bleachers	6D	780,000	-	0%
Hall of Fame Room and Trophy Cases	6E	150,000	-	0%



Power wash All School Buildings	6F	50,000	-	0%
Digital Signage- All schools	6G	600,000	-	0%
Athletic Equipment: Basketball Goals, Track	6H	100,000	15,500	16%
Phase 6: Estimated Total		\$ 3,905,000	\$ 114,300	

<b>Phase 7: Summer 2023</b>				
Theater Chairs	7A	402,000	-	0%
Library Renovations	7B	2,000,000	-	0%
Career Center Facility Upgrades (inc. Radio Station)	7C	300,000	3,093	1%
Phase 7: Estimated Total		\$ 2,702,000	\$ 3,093	

<b>Ongoing Projects through ALL PHASES</b>				
Plumbing/HVAC Upgrades- District wide	OA	\$ 2,000,000		52%
Banneker Elementary			98,859	
Williams Elementary			54,664	
Bailly Elementary			22,474	
Glen Park Academy			31,821	
Gary Middle School			80,439	
West Side Leadership Academy			369,473	
Gary Area Career Center			222,958	
McCullough Elementary			24,072	
Beveridge Elementary			93,521	
Bethune Early Childhood			38,387	
Electrical Upgrades- District wide	OB	1,500,000	152,773	10%
Abatement and Demolition	OC	3,500,000	-	0%
Energy Efficiency Upgrades	OD	500,000	-	0%
ADA Compliance- District wide	OE	1,000,000	4,508	0%
New Doors and locks- District wide	OF	1,500,000	28,705	2%
Architect Fees related to Roofing Projects	OG		512,720	0%
Project Contingencies/Emergency repairs	OH	366,945	71,755	20%
Phase 8: Estimated Total		\$ 10,366,945	\$ 1,807,129	

<b>Grand Total</b>		<b>\$ 26,193,000</b>	<b>\$ 6,397,503</b>	
		New 1065	Expended YTD	

YTD Receipts	\$ 10,005,783
YTD Expenditures	\$ (6,397,503)
Fund Balance	<u>\$ 3,608,281</u>

CLAIMS

1065 School Improvement Fund Claims

Effective Date	Check	Payee Name I	Expenditure	Acct Desc	School	Project ID
9/8/2020	1643	Stan's Painting &	55,400.00	Maintenance of Equipment	Corporation	1C
10/31/2020	1497	Home Depot Inc	735.48	Maintenance of Buildings	Corporation	1C
10/31/2020	1551	Sherwin Williams Co	381.68	Maintenance of Buildings	Corporation	1C
10/31/2020	1585	NWI Print Pro	1,346.73	Maintenance of Buildings	Corporation	1C
11/30/2020	2707	Kidstuff Playsystems Inc	151,055.00	Purchase of Mobile/Fixed Equip	Beveridge	2A
12/8/2020	2803	The Pangere Corporation	55,450.00	Maintenance of Buildings	GACC	1B
12/18/2020	2879	Martin Riley	105,252.52	Professional Services	Corporation	OG
12/18/2020	2879	Martin Riley	88,371.59	Professional Services	Corporation	OG
12/18/2020	2885	Reith-Riley Constr. Co., Inc.	158,415.00	Buld Acq Construction & Impr	Corporation	2F
1/12/2021	2931	Alpha Build Maint Serv., Inc.	5,000.00	Buld Acq Construction & Impr	WSLA	2B
1/12/2021	2931	Alpha Build Maint Serv., Inc.	2,500.00	Buld Acq Construction & Impr	Glen Park	2B
1/26/2021	3074	Martin Riley	43,322.76	Professional Services	Corporation	OG
3/9/2021	3361	Martin Riley	58,777.25	Professional Services	Corporation	OG
4/13/2021	3620	Martin Riley	32,884.89	Professional Services	Corporation	OG
4/13/2021	3618	Korellis Roofing, Inc	1,238.39	Buld Acq Construction & Impr	WSLA	1A
4/13/2021	3618	Korellis Roofing, Inc	734.43	Buld Acq Construction & Impr	Bailly	1A
4/13/2021	3618	Korellis Roofing, Inc	1,317.22	Buld Acq Construction & Impr	WSLA	1A
4/13/2021	3618	Korellis Roofing, Inc	753.48	Buld Acq Construction & Impr	WSLA	1A
5/11/2021	4390	Sherwin Williams Co	252.55	Maintenance of Buildings	Corporation	2B
5/11/2021	4379	Martin Riley	10,110.98	Professional Services	Corporation	OG
6/8/2021	4598	Stan's Painting &	28,600.00	Maintenance of Equipment	WSLA	2E
6/8/2021	4598	Stan's Painting &	25,500.00	Maintenance of Equipment	WSLA	2E
6/8/2021	4578	Korellis Roofing, Inc	2,843.39	Buld Acq Construction & Impr	WSLA	1A
6/8/2021	4578	Korellis Roofing, Inc	334.05	Buld Acq Construction & Impr	WSLA	1A
6/8/2021	4594	Sherwin Williams Co	267.55	Maintenance of Buildings	Corporation	2B
6/8/2021	4583	Martin Riley	11,161.26	Professional Services	Corporation	OG
6/8/2021	4604	Stan's Painting &	5,600.00	Maintenance of Equipment	WSLA	2E
6/22/2021	4669	Curent Surfaces, Inc.	93,080.00	Buld Acq Construction & Impr	WSLA	2F
6/22/2021	4683	Martin Riley	15,211.07	Professional Services	Corporation	OG
6/22/2021	4684	Mechanical Concepts Inc	6,161.50	Buld Acq Construction & Impr	Banneker	OA
6/22/2021	4681	Korellis Roofing, Inc	3,435.00	Buld Acq Construction & Impr	WSLA	1A
7/13/2021	4769	Amerco, Inc	14,146.00	Maintenance of Buildings	Corporation	OH
7/13/2021	4796	Mechanical Concepts Inc	35,795.00	Buld Acq Construction & Impr	Banneker	OA
7/13/2021	4796	Mechanical Concepts Inc	22,328.54	Buld Acq Construction & Impr	Banneker	OA
7/13/2021	4796	Mechanical Concepts Inc	1,050.48	Buld Acq Construction & Impr	Banneker	OA
7/13/2021	4796	Mechanical Concepts Inc	208.5	Buld Acq Construction & Impr	Banneker	OA
7/13/2021	4796	Mechanical Concepts Inc	2,476.52	Buld Acq Construction & Impr	Banneker	OA
7/13/2021	4796	Mechanical Concepts Inc	695	Buld Acq Construction & Impr	Banneker	OA
7/13/2021	4796	Mechanical Concepts Inc	1,920.25	Buld Acq Construction & Impr	Banneker	OA
7/13/2021	4796	Mechanical Concepts Inc	2,518.17	Buld Acq Construction & Impr	Banneker	OA
7/13/2021	4796	Mechanical Concepts Inc	2,395.12	Buld Acq Construction & Impr	Banneker	OA
7/13/2021	4796	Mechanical Concepts Inc	278	Buld Acq Construction & Impr	Banneker	OA
7/13/2021	4796	Mechanical Concepts Inc	1,060.80	Buld Acq Construction & Impr	Banneker	OA
7/13/2021	4796	Mechanical Concepts Inc	3,956.10	Buld Acq Construction & Impr	Banneker	OA
7/27/2021	4920	Whiteco Pool Solutions, LLC	11,250.00	Professional Services	WSLA	3B
7/27/2021	4875	American Eagle Security LLC	25,685.00	Maintenance of Buildings	Beveridge	OG
7/27/2021	4900	Martin Riley	10,876.55	Professional Services	Corporation	OG
7/27/2021	4894	JMD Construction LLC	55,100.00	Purchase of Mobile/Fixed Equip	WSLA	2D
8/10/2021	4994	Leeps Supply Company Inc	20,682.09	Maintenance of Equipment	Corporation	OB
8/10/2021	5006	Safe Environment Corp Of Ind	12,250.00	Maintenance of Equipment	Bethune	OH
8/10/2021	4997	Mechanical Concepts Inc	35,795.00	Buld Acq Construction & Impr	Williams	OA
8/10/2021	4993	Korellis Roofing, Inc	1,611.96	Buld Acq Construction & Impr	WSLA	1A
8/10/2021	4991	Jason Mechanical Corp.	6,300.00	Maintenance of Buildings	Corporation	OB
8/10/2021	5007	Sherwin Williams Co	1,256.51	Maintenance of Buildings	Corporation	2B
8/10/2021	5007	Sherwin Williams Co	396.08	Maintenance of Buildings	Corporation	2B
8/10/2021	5008	Sterling Industrial, LLC	16,490.99	Maintenance of Buildings	Bailly	OA
8/10/2021	5008	Sterling Industrial, LLC	2,984.28	Maintenance of Buildings	Williams	OA
8/10/2021	5008	Sterling Industrial, LLC	207.85	Maintenance of Buildings	Williams	OA
8/10/2021	5008	Sterling Industrial, LLC	7,061.27	Maintenance of Buildings	Glen Park	OA
8/10/2021	5008	Sterling Industrial, LLC	5,513.55	Maintenance of Buildings	Gary Middle	OA
8/10/2021	5008	Sterling Industrial, LLC	5,478.07	Maintenance of Buildings	WSLA	OA
8/10/2021	5008	Sterling Industrial, LLC	1,000.00	Maintenance of Buildings	GACC	OA
8/24/2021	5090	Daktronics, Inc.	21,973.00	Purchase of Mobile/Fixed Equip	WSLA	5E
8/16/2021	5038	Boyd Asphalt, INC	122,623.00	Buld Acq Construction & Impr	WSLA	2C

8/16/2021	5038	Boyd Asphalt, INC	132,086.00	Buld Acq Construction & Impr	WSLA	2C
8/24/2021	5110	Mechanical Concepts Inc	1,985.00	Maintenance of Equipment	Corporation	OB
8/24/2021	5078	Amereco, Inc	9,515.00	Maintenance of Equipment	Bethune	OA
8/24/2021	5071	A.R.E. INC	2,538.75	Maintenance of Equipment	WSLA	OH
8/24/2021	5080	American Structurepoint, INC	1,585.00	Professional Services	WSLA	OH
8/24/2021	5083	Boyd Asphalt, INC	659,529.00	Buld Acq Construction & Impr	WSLA	2C
9/14/2021	5287	Martin Riley	950	Professional Services	Corporation	OG
9/14/2021	5287	Martin Riley	10,699.67	Professional Services	Corporation	OG
9/14/2021	5265	Days Construction, INC	8,466.00	Maintenance of Buildings	Glen Park	OA
9/14/2021	5265	Days Construction, INC	7,877.00	Maintenance of Buildings	Williams	OA
9/14/2021	5265	Days Construction, INC	8,135.00	Maintenance of Buildings	Banneker	OA
9/14/2021	5265	Days Construction, INC	6,899.00	Maintenance of Buildings	McCullough	OA
9/14/2021	5265	Days Construction, INC	1,899.00	Maintenance of Buildings	Bethune	OA
9/28/2021	5402	Victory Fence LLC	28,000.00	Professional Services	WSLA	3B
9/28/2021	5402	Victory Fence LLC	3,300.00	Professional Services	WSLA	3B
9/28/2021	5398	Stan's Painting &	22,780.00	Maintenance of Buildings	Beveridge	3D
9/28/2021	5398	Stan's Painting &	18,500.00	Maintenance of Buildings	Bailey	3D
9/28/2021	5398	Stan's Painting &	16,840.00	Maintenance of Buildings	Bethune	3D
10/6/2021		Team Fitz Graphics	116,357.00	Purchase of Mobile/Fixed Equip	WSLA	5E
10/6/2021		Team Fitz Graphics	20,000.00	Purchase of Mobile/Fixed Equip	WSLA	5E
10/12/2021	5499	Days Construction, INC	7,800.00	Maintenance of Buildings	Banneker	OA
10/12/2021	5499	Days Construction, INC	7,800.00	Maintenance of Buildings	Glen Park	OA
10/12/2021	5499	Days Construction, INC	7,800.00	Maintenance of Buildings	Williams	OA
10/12/2021	5520	Lesman Instrument Company	812.73	Maintenance of Equipment	Corporation	OA
10/12/2021	5496	Clean Indoor Solutions LLC	3,508.00	Maintenance of Buildings	Bailey	OA
10/12/2021	5496	Clean Indoor Solutions LLC	292.8	Maintenance of Buildings	GACC	7C
10/26/2021	5661	Skyway Elevator Repair Co	4,038.26	Maintenance of Buildings	Beveridge	OE
10/26/2021	5661	Skyway Elevator Repair Co	469.35	Maintenance of Buildings	Williams	OE
10/26/2021	5668	Victory Fence LLC	2,500.00	Professional Services	WSLA	3B
10/26/2021	5651	Martin Riley	14,713.21	Professional Services	Corporation	OG
10/26/2021	5642	Gopher-NW5634	8,846.66	Purchase of Mobile/Fixed Equip	WSLA	6H
10/26/2021	5642	Gopher-NW5634	3,505.32	Purchase of Mobile/Fixed Equip	WSLA	6H
10/26/2021	5642	Gopher-NW5634	2,969.46	Purchase of Mobile/Fixed Equip	WSLA	6H
11/9/2021	5784	Team Fitz Graphics	15,000.00	Professional Services	WSLA	5E
11/9/2021	5782	Stan's Painting &	29,600.00	Professional Services	WSLA	4A
11/9/2021	5761	Kidstuff Playsystems Inc	16,734.00	Purchase of Mobile/Fixed Equip	Beveridge	2A
11/9/2021	5762	Korellis Roofing, Inc	50,253.25	Maintenance of Buildings	Bethune	5A
11/9/2021	5766	Martin Riley	1,250.00	Professional Services	Corporation	OG
11/16/2021	5844	Servpro of Eastern Lake County	9,943.47	Professional Services	WSLA	OA
11/16/2021	5840	Magic Salt of Northwest IN	4,730.50	Maintenance of Buildings	Corporation	OA
11/16/2021	5846	Stan's Painting &	19,840.00	Maintenance of Equipment	Corporation	3D
11/16/2021	5846	Stan's Painting &	3,800.00	Maintenance of Equipment	Corporation	3D
11/16/2021	5846	Stan's Painting &	13,075.00	Maintenance of Equipment	Corporation	3D
11/16/2021	5846	Stan's Painting &	4,400.00	Maintenance of Equipment	Corporation	3D
11/16/2021	5838	Jason Mechanical Corp.	22,906.00	Maintenance of Equipment	Gary Middle	OA
11/16/2021	5838	Jason Mechanical Corp.	24,500.00	Maintenance of Equipment	WSLA	OA
11/16/2021	5838	Jason Mechanical Corp.	6,272.00	Maintenance of Equipment	Corporation	OA
11/16/2021	5838	Jason Mechanical Corp.	29,716.00	Maintenance of Equipment	Bethune	3F
11/16/2021	5838	Jason Mechanical Corp.	25,355.00	Maintenance of Equipment	Bethune	3F
11/16/2021	5838	Jason Mechanical Corp.	23,230.00	Maintenance of Equipment	Bethune	3F
11/16/2021	5838	Jason Mechanical Corp.	15,100.00	Maintenance of Equipment	Bethune	3F
11/16/2021	5838	Jason Mechanical Corp.	5,183.00	Maintenance of Equipment	Bethune	3F
11/16/2021	5846	Stan's Painting &	20,136.00	Professional Services	WSLA	3D
12/14/2021	6026	Hufcor INC	3,938.00	Theatre & Music High School	WSLA	OA
12/14/2021	6041	Martin Riley	11,023.56	Professional Services	Corporation	OG
12/14/2021	6034	K.L.F. Enterprises INC.	296,922.60	Buld Acq Construction & Impr	Corporation	2G
12/14/2021	6034	K.L.F. Enterprises INC.	103,950.00	Buld Acq Construction & Impr	Corporation	2G
12/14/2021	6054	Retailworks INC	4,150.00	Professional Services	WSLA	OA
12/14/2021	6065	T M C Contractors Inc	10,280.00	Maintenance of Buildings	Beveridge	OA
12/14/2021	6010	Clean Indoor Solutions LLC	2,800.00	Maintenance of Buildings	GACC	7C
12/14/2021	5995	Amereco, Inc	867.5	Maintenance of Equipment	Bethune	3F
12/14/2021	6033	JMD Constuction LLC	17,800.00	Professional Services	WSLA	2D
12/14/2021	6033	JMD Constuction LLC	10,375.00	Professional Services	WSLA	2D
12/14/2021	6041	Martin Riley	23,540.73	Professional Services	Corporation	OG
12/14/2021	6041	Martin Riley	9,297.32	Professional Services	Corporation	OG

12/14/2021	6041	Martin Riley	8,984.30	Professional Services	Corporation	OG
12/14/2021	6018	EDI-2 INC	30,675.00	Professional Services	WSLA	5F
12/17/2021	6111	Gatlin Plumbing & Heating INC	19,000.00	Maintenance of Equipment	Bethune	3F
12/17/2021	6122	Sices Material Products Inc	6,384.00	Maintenance of Equipment	Corporation	OB
12/17/2021	6117	Leeps Supply Company Inc	1,916.39	Maintenance of Equipment	Corporation	OB
12/17/2021	6117	Leeps Supply Company Inc	522.34	Maintenance of Equipment	Corporation	OB
12/17/2021	6116	Jason Mechanical Corp.	6,543.00	Maintenance of Equipment	GACC	OA
12/17/2021	6116	Jason Mechanical Corp.	11,356.00	Maintenance of Equipment	WSLA	OA
12/17/2021	6116	Jason Mechanical Corp.	4,334.00	Maintenance of Equipment	Glen Park	OA
12/17/2021	6116	Jason Mechanical Corp.	1,142.00	Maintenance of Equipment	Bailly	OA
12/17/2021	6116	Jason Mechanical Corp.	1,608.00	Maintenance of Equipment	WSLA	OA
12/17/2021	6106	Built Insights LLC	17,000.00	Maintenance of Buildings	Corporation	OB
1/11/2022	6209	Gopher-NW5634	178.64	Purchase of Mobile/Fixed Equip	WSLA	6H
1/11/2022	6219	Mechanical Concepts Inc	5,810.00	Maintenance of Equipment	Corporation	OB
1/11/2022	6219	Mechanical Concepts Inc	11,485.00	Maintenance of Equipment	Corporation	OB
1/11/2022	6219	Mechanical Concepts Inc	11,485.00	Maintenance of Equipment	Corporation	OB
1/11/2022	6219	Mechanical Concepts Inc	11,485.00	Maintenance of Equipment	Corporation	OB
1/11/2022	6218	Leeps Supply Company Inc	1,258.88	Maintenance of Equipment	Corporation	OB
1/11/2022	6218	Leeps Supply Company Inc	67.32	Maintenance of Equipment	Corporation	OB
1/11/2022	6218	Leeps Supply Company Inc	2,950.79	Maintenance of Equipment	Corporation	OB
1/11/2022	6218	Leeps Supply Company Inc	323.2	Maintenance of Equipment	Corporation	OB
1/11/2022	6218	Leeps Supply Company Inc	187.74	Maintenance of Equipment	Corporation	OB
1/11/2022	6237	Victory Fence LLC	4,500.00	Professional Services	WSLA	6B
1/11/2022	6237	Victory Fence LLC	11,000.00	Professional Services	Corporation	6B
1/11/2022	6237	Victory Fence LLC	14,200.00	Professional Services	Corporation	6B
1/11/2022	6237	Victory Fence LLC	7,300.00	Professional Services	Beveridge	6B
1/11/2022	6214	Korellis Roofing, Inc	20,000.00	Maintenance of Buildings	Banneker	5A
1/11/2022	6233	T M C Contractors Inc	6,480.00	Maintenance of Buildings	Bethune	OA
1/13/2022	6261	K.L.F. Enterprises INC.	689,589.90	Land Acquisition & Development	Corporation	2G
1/25/2022	6340	RS Integration Solutions LLC	19,350.00	Professional Services	WSLA	5E
1/25/2022	6340	RS Integration Solutions LLC	29,556.00	Professional Services	WSLA	5E
1/25/2022	6296	Area Sheet Metal Inc	8,920.00	Maintenance of Equipment	Corporation	OH
1/25/2022	6296	Area Sheet Metal Inc	12,470.00	Maintenance of Buildings	WSLA	OH
1/25/2022	6325	Martin Riley	2,375.00	Maintenance of Equipment	Corporation	OG
1/25/2022	6348	Stan's Painting &	20,640.00	Professional Services	Beveridge	3D
1/25/2022	6348	Stan's Painting &	35,100.00	Professional Services	WSLA	3D
1/25/2022	6320	Jason Mechanical Corp.	16,143.00	Maintenance of Equipment	Bethune	OA
1/25/2022	6320	Jason Mechanical Corp.	1,040.00	Maintenance of Equipment	Beveridge	OA
1/25/2022	6320	Jason Mechanical Corp.	2,600.00	Maintenance of Equipment	Glen Park	OA
1/25/2022	6320	Jason Mechanical Corp.	27,751.00	Maintenance of Equipment	Corporation	OA
1/25/2022	6320	Jason Mechanical Corp.	520	Maintenance of Equipment	McCullough	OA
1/25/2022	6320	Jason Mechanical Corp.	4,350.00	Maintenance of Equipment	Bethune	OA
1/25/2022	6320	Jason Mechanical Corp.	11,524.00	Maintenance of Equipment	McCullough	OA
1/25/2022	6328	Moss Audio Corporation	19,435.23	Buld Acq Construction & Impr	WSLA	5E
02/08/2022	006464	Stan's Painting &	16,840.00	Maintenance of Buildings	Bethune	2B
02/08/2022	006471	Tri-electronics	20,938.00	Maintenance of Buildings	Bailly	OB
02/08/2022	006439	K.L.F. Enterprises INC.	306,000.00	Maintenance of Equipment	Corporation	2G
02/08/2022	006436	Jason Mechanical Corp.	2,080.00	Maintenance of Equipment	Banneker	OA
02/08/2022	006436	Jason Mechanical Corp.	4,625.00	Maintenance of Equipment	WSLA	OA
02/08/2022	006436	Jason Mechanical Corp.	28,930.00	Maintenance of Equipment	WSLA	OA
02/08/2022	006436	Jason Mechanical Corp.	11,120.00	Maintenance of Equipment	WSLA	OA
02/08/2022	006436	Jason Mechanical Corp.	28,850.00	Maintenance of Equipment	WSLA	OA
02/08/2022	006436	Jason Mechanical Corp.	29,958.00	Maintenance of Equipment	WSLA	OA
02/08/2022	006436	Jason Mechanical Corp.	77,335.00	Maintenance of Equipment	WSLA	OA
02/08/2022	006430	Gopher-NW5634	4,711.84	Purchase of Mobile/Fixed Equip	WSLA	5E
02/22/2022	006582	Team Fitz Graphics	12,525.00	Buld Acq Construction & Impr	WSLA	5E
02/22/2022	006563	Lazzaro Companies, Inc	6,700.00	Maintenance of Buildings	Beveridge	OA
02/22/2022	006588	Victory Fence LLC	28,000.00	Professional Services	WSLA	6B
02/22/2022	006576	Servpro of Eastern Lake County	5,141.27	Professional Services	McCullough	OH
02/22/2022	006561	Jason Mechanical Corp.	21,100.00	Maintenance of Buildings	GMS	OA
02/22/2022	006561	Jason Mechanical Corp.	3,094.00	Maintenance of Buildings	GMS	OA
02/22/2022	006561	Jason Mechanical Corp.	22,033.00	Maintenance of Buildings	Career Center	OA
02/22/2022	006551	Clean Indoor Solutions LLC	14,600.00	Maintenance of Buildings	Career Center	OA
02/22/2022	006565	Martin Riley	11,764.28	Professional Services	Corporation	OG
02/22/2022	006565	Martin Riley	3,800.00	Professional Services	Corporation	OG
02/22/2022	006565	Martin Riley	13,730.30	Professional Services	Corporation	OG
02/22/2022	006565	Martin Riley	2,863.65	Professional Services	Corporation	OG
02/22/2022	006565	Martin Riley	3,020.10	Professional Services	Corporation	OG

03/08/2022	006687	Foster Specialty Floor	74,805.92	Buld Acq Construction & Impr	WSLA	3A
03/08/2022	006686	FieldTurf USA, Inc.	45,117.65	Purchase of Mobile/Fixed Equip	WSLA	3C
03/08/2022	006710	Martin Riley	7,454.46	Professional Services	Corporation	OG
03/08/2022	006700	Jason Mechanical Corp.	15,720.00	Maintenance of Buildings	Career Center	OA
03/08/2022	006700	Jason Mechanical Corp.	19,700.00	Maintenance of Buildings	WSLA	OA
03/08/2022	006700	Jason Mechanical Corp.	17,286.00	Maintenance of Buildings	WSLA	OA
03/08/2022	006728	Servpro of Eastern Lake County	3,004.03	Professional Services	McCullough	OH
03/08/2022	006702	K.L.F. Enterprises INC.	139,500.00	Maintenance of Equipment	Corporation	2G
03/08/2022	006671	Amereco, Inc	9,500.00	Maintenance of Equipment	Beveridge	OA
03/08/2022	006700	Jason Mechanical Corp.	13,946.00	Maintenance of Equipment	WSLA	OA
03/08/2022	006700	Jason Mechanical Corp.	1,560.00	Maintenance of Equipment	Glen Park	OA
03/08/2022	006700	Jason Mechanical Corp.	2,600.00	Maintenance of Equipment	WSLA	OA
03/22/2022	006842	T M C Contractors Inc	485.00	Maintenance of Buildings	WSLA	OB
03/22/2022	006817	Jason Mechanical Corp.	2,194.00	Maintenance of Equipment	WSLA	OA
03/22/2022	006817	Jason Mechanical Corp.	520.00	Maintenance of Equipment	Bailly	OA
03/22/2022	006794	Area Sheet Metal Inc	2,640.00	Maintenance of Equipment	Corporation	OB
03/22/2022	006823	Master Tile Carpet One	23,608.80	Maintenance of Equipment	Corporation	3A
03/22/2022	006827	Overdoors of Illinois, INC	3,020.00	Maintenance of Buildings	Career Center	OF
03/22/2022	006818	K.L.F. Enterprises INC.	135,000.00	Maintenance of Equipment	Corporation	2G
04/12/2022	006978	Built Insights LLC	10,500.00	Maintenance of Buildings	Corporation	OB
04/12/2022	007026	Tri-electronics	5,119.00	Maintenance of Buildings	Bailly Middle	OB
04/12/2022	006982	Continental Electric Co, Inc	5,645.00	Maintenance of Buildings	Gary Career Center	OB
04/12/2022	006996	Jason Mechanical Corp.	2,529.00	Maintenance of Equipment	Mcullough	OA
04/12/2022	006996	Jason Mechanical Corp.	2,600.00	Maintenance of Equipment	Mcullough	OA
04/12/2022	006996	Jason Mechanical Corp.	12,854.75	Maintenance of Equipment	Gary Career Center	OA
04/12/2022	006996	Jason Mechanical Corp.	29,293.00	Maintenance of Equipment	Gary Career Center	OA
04/12/2022	006996	Jason Mechanical Corp.	16,376.00	Maintenance of Equipment	Gary Career Center	OA
04/12/2022	006996	Jason Mechanical Corp.	13,520.00	Maintenance of Equipment	Gary Career Center	OA
04/12/2022	006996	Jason Mechanical Corp.	19,040.00	Maintenance of Equipment	West Side	OA
04/12/2022	007022	Stan's Painting &	18,560.00	Maintenance of Equipment	West Side	3D
04/12/2022	007022	Stan's Painting &	18,560.00	Maintenance of Equipment	West Side	3D
04/26/2022	007146	Mechanical Concepts Inc	38,250.00	Maintenance of Buildings	Beveridge	OA
04/26/2022	007141	Lazzaro Companies, Inc	25,900.00	Maintenance of Buildings	Gary Career Center	OA
04/26/2022	007135	Joe's Discount Tree & Stump	3,200.00	Maintenance of Grounds	Corporation	OH
04/26/2022	007135	Joe's Discount Tree & Stump	8,500.00	Maintenance of Grounds	Bethune	OH
04/26/2022	007134	Jason Mechanical Corp.	10,109.54	Maintenance of Equipment	Gary Middle	OA
04/26/2022	007134	Jason Mechanical Corp.	26,307.00	Maintenance of Equipment	Gary Career Center	OA
04/26/2022	007134	Jason Mechanical Corp.	20,530.00	Maintenance of Equipment	Gary Career Center	OA
04/26/2022	007134	Jason Mechanical Corp.	12,009.59	Maintenance of Equipment	Gary Career Center	OA
04/26/2022	007134	Jason Mechanical Corp.	24,363.00	Maintenance of Equipment	West Side	OA
04/26/2022	007134	Jason Mechanical Corp.	31,424.96	Maintenance of Equipment	West Side	OA
04/26/2022	007136	K.L.F. Enterprises INC.	216,136.00	Maintenance of Equipment	Corporation	2G
04/26/2022	007136	K.L.F. Enterprises INC.	2,390.82	Maintenance of Equipment	Corporation	2G
04/26/2022	007145	Martin Riley	11,284.70	Professional Services	Corporation	OG
04/26/2022	007174	Whiteco Pool Solutions, LLC	11,250.00	Professional Services	West Side	3B
04/26/2022	007148	Moss Audio Corporation	67,466.20	Buld Acq Construction & Impr	West Side	5E
04/26/2022	007146	Mechanical Concepts Inc	17,715.62	Buld Acq Construction & Impr	Gary Middle	OH
04/26/2022	007138	Korellis Roofing, Inc	1,283.01	Buld Acq Construction & Impr	West Side	5A
			6,397,502.81			

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## 4.0 TRANSPORTATION CONTRACT

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### GARY COMMUNITY SCHOOL CORPORATION TRANSPORTATION CONTRACT Addendum

This Transportation Contract Addendum (“Contract”) is entered into this \_\_\_ day of May, 2022, by and between North America Central School Bus, LLC d/b/a Illinois Central School Bus (the “Contractor”) and the Gary Community School Corporation (the “District”).

#### Parties to the Contract and Notices

The parties to the Contract are the District and the Contractor.

All notices to be sent to the District pursuant to this Contract shall be mailed by overnight mail with proof of delivery or certified mail, return receipt requested, to:

Dr. Paige McNulty, Emergency Manager  
Gary Community School Corporation  
900 Gerry Street  
Gary, Indiana 46406

and

Robert Garcia, Director of Transportation  
Gary Community School Corporation  
900 Gerry Street  
Gary, Indiana 46406

The individual with authority to sign on behalf of the District is Dr. Paige McNulty, Emergency Manager.

All notices to be sent to the Contractor pursuant to this Contract shall be mailed by overnight mail with proof of delivery or certified mail, return receipt requested, to:

Attn: Director of Contracts and Revenue Management  
North America Central School Bus, LLC d/b/a Illinois Central School Bus  
3033 W. Jefferson Street, Suite 220  
Joliet, Illinois 60435

**Witnesseth**

Whereas the District and the Contractor have an agreement entered into on May 14<sup>th</sup> 2018 (“Transportation Contract”), regarding the terms and provisions of a contract whereby the Contractor will provide transportation services to the District; and

Whereas the parties hereto desire to extend their agreement regarding this contract for the upcoming 2022-2023 School Year, 2023-2024 School Year, and 2024-2025 School Year.

Now, therefore, intending that they be legally bound, and in further consideration of the terms and conditions of this Contract, the parties agree as follows:

**1. Description of Services**

Contractor agrees to provide bus transportation services to the District, pursuant to the terms and conditions set forth herein.

Unless terminated early in accordance with this Contract, then this Contract shall govern the Contractor providing bus transportation services to the District for the following school years:

School Year 2022-2023, School Year 2023-2024, and School Year 2024-2025

**2. Pricing Terms of Contract**

This Contract covers the period beginning August 1, 2022 and ending July 31, 2025. For the periods of August 1, 2023 and ending July 31, 2024, and August 1, 2024 and ending July 31, 2025, pricing shall be based upon CPI-U all items May to May % change minimum 2% maximum 5%. Contractor will bill District monthly based on the actual buses used and will provide invoices monthly detailing the amounts billed for buses used.

The District shall identify the pricing schedule to be used for the School Years identified here based on the schools, enrollment and other factors regarding transportation. Upon approval by the District’s Director of Transportation and other District Staff, on a case-by-case basis, the District will provide and or allow Contractor to add and invoice District for additional bus monitors/aides to the general education transportation program in order to allow for an improved student discipline program. District will guarantee Contractor one hundred and eighty days (180) payment of transportation services during the regular school year. Contractor will in turn guarantee one hundred and eighty days (180) payment to school bus drivers. The terms of the Contract for School Year 2022-2023 are as follows:

**A. General Education Pricing with or without High School**

The total price based on estimated volume listed below for the 2022-2023 School Year is:

General Education Pricing with High School 2022-2023	Single Bus Rate	Number of Buses	Total Daily Cost
Single Route Per Day	\$ 357.27	5	\$ 1,786.35
Double Route Per Day	\$419.03	18	\$ 7,542.54
Triple Route Per Day	\$ 441.08	0	\$0.00



Total Daily Cost	\$9,328.89		

**C. Special Education Pricing without Aides**

The total price based on estimated volume listed below is:

If aides are required see aide pricing in section E.

Special Education Pricing without Aides 2022-2023	Single Bus Rate	Number of Buses	Total Daily Cost
Single Route Per Day	\$ 357.27	2	\$ 714.54
Double Route Per Day	\$ 419.03	13	\$ 5,447.39
Triple Route Per Day	\$ 441.08	0	\$0.00
Total Daily Cost	\$6,161.93		

**E. Single Bus Rate**

The Single Bus rates are optional. Any use of the Single Bus rates by the District must be requested and approved in writing by the Transportation Director and/or Chief Financial Officer.

Description	Single Bus Rate
Mid Day Cost Per Bus/Per Day	\$ 99.38
After School Cost Per Bus/Per Day	\$ 79.69
Saturday School Cost Per Bus/Per Day	\$ 441.08

Summer School Cost Per Bus/Per Day	\$ 441.08
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- \*additional routes to be charged per route category
- \*\*number of buses based on current volume
- \*\*\*if mini-van route is required, charge will be \$223.43 (single). Plus monitor cost if required
- \*\*\*\*Charge for monitors: \$98.64 (single), \$120.56 (double), \$142.48 (triple).

**F. Incentive Payments**

The District shall provide the following incentive payments to the Contractor unless the % threshold was not met:

Occurrence	Incentive Payment
95% of routes filled for an entire calendar month	\$5,000 per month payable within 30 calendar days

**3. Additional Terms and Agreements**

- A. The parties mutually agree that any additional costs must be approved by the parties in writing prior to any implementation.
- B. That the parties agree to be bound by all terms and conditions as set forth in the Transportation Contract dated May 14<sup>th</sup>, 2018, except as otherwise provided in this Addendum.
- C. Contractor has based its proposal/Contract on a brand-new fleet (up to 50 buses) for the 2018-2019 school year and that this fleet as provided in 2018 will continue to be utilized throughout the Contract.
- D. The Emergency Manager/Chief Financial Officer/Director of Transportation shall have authority to determine if the District will be in session. The District through its Director of Transportation will communicate with Contractor in cases of extreme weather or other occurrences which requires that the school day be canceled.
- E. In the interpretation of this Contract, the legal relationship between the Contractor and the District shall be construed as being independent, with the Contractor furnishing

transportation only. The Contractor shall not be held or deemed in any way to be an agent, employee, or official of the District. Contractor agrees to hold District harmless and to indemnify and defend District for any liability caused by Contractor, its employees, agents, subsidiaries, etc.

F. Intentionally deleted.

G. The parties will continue to utilize the manual process of documenting buses which are late. Both parties agree to work in good faith towards the achievement of the automation of this process.

H. Additional buses will only be added by written agreement of the parties and must be signed and approved by the Emergency Manager, Director of Transportation or their respective designees.

I. Transportation Contract between the parties dated May 14<sup>th</sup> 2018 is hereby incorporated by reference and made a part of this Addendum, and Contractor shall comply with the provisions. If there is any conflict between the main body of this Addendum and the Contract dated May 14<sup>th</sup> 2018, the provisions of this Addendum shall prevail.

J. Contractor will participate in a Transportation Summit meeting with the District each spring to review the District's transportation policies and programs, to make recommendations for service improvements and efficiencies and to prepare for implementation.

K. Contractor agrees to have representatives available upon request during the registration process of Gary Community School Corporation to ensure that accurate data is obtained and the routes are properly in place at least 7 calendar days before the beginning of the 2022-2023 school year..

L. Contractor shall be financially responsible for the cost of fuel and the risk of any changes in the cost of fuel.

M. The District agrees to 30-day payment terms from electronic receipt of each invoice over the term of the Addendum. Contractor agrees to bill the District monthly with a detailed description of the charges and comply with any billing statement formats required by the District. Both parties agree to abide by laws of State of Indiana regarding Prompt Payment, IC 5-17-5-1.

N. Versatrans: Contractor agrees to collaborate with District to use route sheets that are produced through the Versatrans routing software. The Contractor's drivers shall not alter or veer from designated Versatrans route or route sheet and shall only make stops that have been approved by the District. In the event that deviations need to be made from Versatrans, Contractor shall obtain the approval of the Superintendent and Director of Transportation of the Gary Community School Corporation.

In addition to Versatrans, the parties agree to communicate regarding the routes to ensure that the best and most efficient routing is being utilized.

The Contractor in conjunction with the District shall provide periodic analysis of the transportation. The Contractor shall identify operational efficiencies that will lead to cost reductions in the School District's transportation services.

District, at its sole option, may consider hiring a consultant/3<sup>rd</sup> party organization to help the District get better use of the Versatrans routing system.

District, at its sole option, may consider returning to a 3 tier routing system with 1 hour between tiers similar to how this contract ran for the 2018-2019 through 2020-2021 school years

District, at its sole option, may consider establishing a strict and firm student ridership policy where it is clear that students must present an ID to ride the bus.

O. Arrival and Departure Times: Arrival and Departure times for elementary, middle and high school will be provided to the Contractor by the District. Contractor agrees to abide by the schedule using provided arrival and departure times. Arrival and Departure times are subject to change by the District as new programs may require altered arrival or departure times. Prior to the commencement of school each year, stops and schedules shall be determined by the District and may be modified at the sole discretion of the District. The Contractor shall not deviate from the designated routes except by written consent of the District or in the case of an emergency, shall be reported as promptly as possible in writing (e.g., via email) to the District.

P. GPS and Mobile Radio: Contractor shall provide the District online/login access to their GPS program and system. Contractor shall also provide the District's Director of Transportation with a mobile radio to monitor bus service. Both items shall be immediately provided upon the commencement of the Contract term.

Q. Ridership Data: Contractor also agrees to provide ridership data to District on a monthly basis for each bus and as may be requested by the District from time to time. This information includes but is not limited to the actual ridership per bus (i.e., a head count) and a reconciliation of routes. Said information shall be provided to the District and delivered to the District within 48 hours or two business days of the original request date. The District reserves the right to make adjustments to routes and busing based on actual ridership. Contractor agrees to keep accurate data regarding ridership in order to properly assess and adjust routing information and buses.

R. Video DVR Requests: All DVR requests made by the District shall be fulfilled and delivered to the District within 24 hours or (1) business day of the original request date.

S. Safety: The Contractor shall not allow any driver to play an AM or FM radio when students are present on the bus as the District deems this a safety hazard and may hinder communications between the Contractor's Drivers, the District's Bus Attendants and students. The Contractor shall enforce a policy with its drivers that prohibits the use of communication devices other than a two-way radio. This includes but is not limited to cell phones, smart phones, Bluetooth technology, iPad, etc. Drivers who fail to observe the policy may be subject to immediate termination.

T. Entire Contract. This Contract, including Exhibit A, embody the entire agreement of the parties. Any changes to this agreement must be in writing and agreed to by the parties. Any deviations from the terms and conditions in this Contract do not result in a change of the Contract and the terms and conditions of this Contract are enforceable.

U. Incidents / Vandalism. The Contractor shall report all incidents, including but not limited to student or driver disciplinary incidents, occurring on buses to the District's Director of Transportation no later than 8:00 a.m. of the next morning. The Contractor is solely responsible for all costs related to vandalism. The District will cooperate in the investigation and appropriate disciplinary actions.

V. Late Fees. The parties agree and understand that when children are not picked up or dropped off on time, the District is damaged in ways which may be incalculable. Many families who are dissatisfied with the bus services provided by the District may choose to withdraw students and enroll them in another school that is not part of the District. Therefore, the parties agree that District will be entitled to deduct late fees in calculating the monies due to Contractor.

Late fees shall be applied as follows:

<u>Bus Late</u>	<u>Percent Deducted Per School Route</u>
After 10 Minutes	50%
After 20 Minutes	75%
Failed to Arrive	100%
Unauthorized Bus Stops	\$500 per stop per occurrence

The parties shall calculate the late fees due based on the charges that the District incurs per run for the bus. For example, if Bus 102 is due to arrive at West Side at 8:00 a.m. and arrives at 8:10 a.m., the District will be entitled to deduct 50% of the amount charged for that bus for that specified run.

The parties agree to identify each bus by number and to track the arrival times and departure times of each bus daily. Contractor shall provide detailed records to the District regarding the following information for each bus:

- Bus Number
- Driver
- Expected and Actual Arrival Time and Location
- Expected and Actual Departure Time and Location
- Actual Ridership of Students on the Bus

This information shall be provided to the District by the Contractor on a weekly basis.

If the lateness is beyond the reasonable control of the Contractor as determined by the District, the late fee provision shall not apply. Late fees shall not apply within the following time frames: first two weeks of school or within three days of a route change.

W. Termination Rights. The parties agree and consent that the District and the Contractor have the right to terminate this contract for non performance. To terminate this agreement, party must submit written notice detailing all non compliance to other party. Party receiving notice will have thirty days to cure all detailed non compliance. If non compliance is

not cured the party will have right to terminate this agreement thirty days after the date of the written notice. For breaches of this contract by Contractor that cannot practically be cured (e.g., if Contractor fails to provide timely notice of an incident on a particular day, that breach cannot be cured because the deadline has been missed), Contractor shall have a 30-day cure period to eliminate that type of breach (i.e., failure to provide timely notice of an incident). If the same types of breach occur during that 30-day cure period, those breaches will not start their own 30-day cure period, but instead will be included in the already-pending 30-day cure period.

**All of which is agreed to and accepted this \_\_\_ day of \_\_\_\_\_, 2022.**

North America Central School Bus, LLC  
d/b/a Illinois Central School Bus

Gary Community School Corporation

By: *Dan O'Brien*  
Director of Contracts and Revenue Management

By: \_\_\_\_\_  
Dr. Paige McNulty, Emergency  
Manager



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## 5.0 PROPOSAL FOR PHASE THREE OF MANAGER SERVICES FOR GARY COMMUNITY SCHOOL CORPORATION

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Original

May 26, 2022



Submitted By:

ERIC PARISH

EXECUTIVE VICE PRESIDENT

4320 West Kennedy Blvd., Ste 200

Tampa, FL 33609

720.255.6611

eparish@mgtconsulting.com

# Proposal for Phase Three of Manager Services for Gary Community School Corporation

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**DISTRESSED UNIT APPEAL BOARD**



EXECUTIVE SUMMARY

**DISTRESSED UNIT APPEAL BOARD**

PROPOSAL FOR PHASE THREE OF MANAGER SERVICES FOR GCSC  
MAY 26, 2022

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MGTCONSULTING.COM



EXECUTIVE SUMMARY

May 26, 2022



Mr. Peter Miller  
Executive Director  
Distressed Unit Appeal Board  
IGC-North Room 1058  
Indianapolis, Indiana 46204

Dear Pete:

MGT of America Consulting, LLC (MGT) is pleased to present this proposal to the Distressed Unit Appeal Board (DUAB) to provide Manager services for the Gary Community School Corporation (GCSC).

On behalf of MGT, and the entire Manager Team, we are honored to have served the Gary Community and the State of Indiana for the past almost five years. This proposal highlights the accomplishments realized over that time frame and our vision for the next, and final, two years to lead GCSC out of Distressed Unit Status and transition to a new governance structure.

Several of the significant accomplishments achieved by the Manager Team over the past five years to position GCSC to exit Distressed Unit Status and transition to a new governance structure include the following:

- ◆ Deleted the word “emergency” from the title Emergency Manager recognizing the progress and achievements of the overall turnaround.
- ◆ Realized a fiscal surplus at the end of calendar year 2021.
- ◆ Increased formative assessment growth scores across the district in the 2021-22 school year.
- ◆ Extended the school day by one hour creating approximately 30 more days of instruction a year and almost two additional years of instruction for a student entering kindergarten.
- Stabilized enrollment after more than a decade of an average annual decline of 700 students.
- ◆ Led an overwhelmingly successful operating referendum.
- ◆ Guided the district through the unprecedented pandemic by implementing 1:1 technology for remote learning and a safe return to in-person learning.
- ◆ Created bold plans for Elementary and Secondary School Emergency Relief (ESSER) and School Improvement Fund (SIF) revenue to invest over \$40 million in instruction and over \$40 million in capital that directly enhances instruction.

The Manager Team proposed has been reconfigured to meet the needs of the final two years of Distressed Unit Status while ensuring continuity and building on the accomplishments of the past almost five years.



EXECUTIVE SUMMARY

If you have any questions about this proposal or need additional information, please contact me by telephone 720.255.6611 or by email at [eparish@mgtconsulting.com](mailto:eparish@mgtconsulting.com). Thank you for this opportunity.

Respectfully,



Eric Parish  
Executive Vice President

EXECUTIVE SUMMARY

# Executive Summary

This proposal details a viable two-year plan from MGT of America Consulting LLC (MGT) for the Gary Community School Corporation (GCSC) to increase academic performance, exit Distressed Unit Status, and transition to a new governance structure. This two-year plan is a clear, achievable path for GCSC to not just exit Distressed Unit Status but also to ensure a sustainable future. Moving forward with MGT and the Manager Team provides the best outcomes, in the shortest amount of time, for GCSC, the Gary community, and the State of Indiana.



The progress made by the MGT team in Gary is apparent in several areas. Not only do we celebrate the school corporation's return to solid financial status but applaud the many partnerships they have forged with community organizations that benefit children. At the YWCA of NWI, we are honored to be able to deliver effective afterschool programs for GCSC students thanks to a grant secured with MGT's leadership. We look forward to more successful initiatives as we all want to see our children succeed.

Caren Jones, Executive Director, YWCA of NWI

## THREE PHASES FOR THE GARY COMMUNITY SCHOOLS TURNAROUND

The turnaround of GCSC is mapped in three distinct phases. A phase is a specific measurement of time with a definable start and end. Within each phase are four pillars for success. These four pillars are the areas found within all school districts: academics, engagement, operations, and fiscal.



The first phase of the turnaround spanned three years and covered assessing the condition of the district, stabilizing a rapidly declining organization, and building a foundation for moving forward. The second phase of the turnaround spanned two years and created the fiscal conditions to exit Distress Unit Status, adopted essential engagement and operational processes and practices, and elevated academics. The third and final phase of the turnaround includes increasing academic performance, the exit from Distressed Unit Status, and a transition to a new governance structure.



EXECUTIVE SUMMARY

The first phase of the turnaround began August 1, 2017 and ended in July 30, 2020. The second phase of the turnaround began August 1, 2020 and will end June 30, 2022. The third, and final, phase of the turnaround will begin July 1, 2022 and end June 30, 2024.

This proposal is applicable to the third of the three phases of the GCSC turnaround.

**FOUR PILLARS FOR SUCCESS WITHIN EACH PHASE**

The four pillars for GCSC success are **Academics, Engagement, Operations, and Fiscal**.

The **Academics** pillar focuses on improving academic outcomes for all GCSC students. The **Engagement** pillar focuses on two-way communication with GCSC stakeholders as well as expanding involvement and participation of stakeholders. The **Operations** pillar focuses on continuous improvement across the entire organization with a heavy emphasis on central office, or non-instructional, departments. The **Fiscal** pillar focuses on maintaining fiscal health, the appropriate management of debt and following proper internal controls.



**FOUR PILLARS FOR SUCCESS FOR PHASE ONE**

From August 2017 to June 2020 the Manager Team successfully stabilized and laid the foundation for comprehensive turnaround in each of the four pillars. The significant changes and gains made in phase one are documented in detail in a “before” and “after” format in the next section of this proposal.

**FOUR PILLARS FOR SUCCESS FOR PHASE TWO**

In May 2020, MGT presented to the Distressed Unit Appeal Board (DUAB) a proposal for phase two of district turnaround. The following tables document the proposed actions and the actual accomplishments for phase two. Over 95% of the proposed actions have been accomplished or are nearly accomplished.

**Academics**

Proposed Action	Accomplished
1. Add fifth year cohort and counseling for graduation	✓
2. Add four new CTE strands	✓
3. Implement data dashboards for every classroom	✓
4. Conduct tailored professional development	✓
5. Provide instructional technology training	✓
6. Recruit new teachers including IUN cohort	✓



EXECUTIVE SUMMARY

**Engagement**

Proposed Action	Accomplished
1. Create advisory committee at each school	✓
2. Strengthen partnership with GAPS	✓
3. Build up relations with city/community groups	✓
4. Initiate tech, food and curriculum citizen groups	✓
5. Form ad hoc citizen advisory for School Improvement Fund (1065)	✓
6. Establish student advisory council	✓
7. Complete ongoing social media surveys	In process

**Operations**

Proposed Action	Accomplished
1. Adopt SOPs based on best practices	In progress
2. Institute ongoing training for all staff	✓
3. Sell abandoned and vacant properties	✓
4. Prioritize and manage School Improvement Fund (1065) projects	✓
5. Transfer Roosevelt building for best outcome	--
6. Install safety and security upgrades/processes	✓
7. Complete bi-annual surveys of parents and staff	In progress

**Fiscal**

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



MGT has succeeded in significantly reducing Gary Community Schools' debt, and I'm equally delighted to hear that academics are showing great improvements. We need to keep this momentum going, while maintaining the strong communication between community, local government, parents, and teachers.

William Garard Godwin, Esq.  
 President & Principal Broker  
 Godwin Realty Company, LLC



EXECUTIVE SUMMARY

**FOUR PILLARS FOR SUCCESS FOR PHASE THREE**

Phase three of the turnaround will build on the successes of phase one and phase two and focus on the following actions in the four pillars of success.

Phase three of the **Academics** pillar includes:

- ◆ Enhance differentiated instruction to reach students at different academic levels
- ◆ Integrate more focus on reading blocks, project-based learning
- ◆ Intensify administrator walkthroughs and evidence-based feedback
- ◆ Increase small group instructional time on early literacy
- ◆ Decrease suspensions annually by providing support around Positive Behavioral Interventions with Supports (PBIS)
- ◆ Enhance Academic Action Plan for 2022-23 and 2023-24
- ◆ Develop and Execute Associated Implementation Plan for 2022-23
- ◆ Create a Dashboard of Leading Indicators and Report Out Monthly
- ◆ Activate the "Gary Way Project" for Post Exit and Transition
- ◆ Adopt the Quality School Framework

Phase three of the **Engagement** pillar includes:

- ◆ Execute transition plan to new governing board (training – knowledge transfer)
- ◆ Enhance outreach with new External Affairs position
- ◆ Merge existing advisory committees into Parent Teacher Organizations (PTOs) at each school
- ◆ Enhance citizen tech, curriculum, and food committees
- ◆ Standardize and adopt feedback response processes
- ◆ Realize annual improvement in the community satisfaction survey
- ◆ Realize annual improvement in the parent engagement section of the University of Chicago Five Essentials survey

Phase three of the **Operations** pillar includes:

- ◆ Analyze and adopt model for most efficient legal services
- ◆ Adopt an updated, comprehensive district policy manual
- ◆ Conduct an organization review and adopt recommendations
- ◆ Reduce federal and state audit findings
- ◆ Execute the School Improvement Fund Plan with fidelity
- ◆ Maintain compliance in all federal and state programs

Phase three of the **Fiscal** pillar includes:

- ◆ Build prudent fund balances in all major funds
- ◆ Prepare annual updates of five-year fiscal forecasts
- ◆ Prepare annual updates of capital plan
- ◆ Ensure compliance and fidelity to ESSER Plan
- ◆ Increase enrollment annually
- ◆ Meet or exceed DUAB fiscal indicators metrics

Inherent within all four pillars is building the capacity for GCSC personnel to eventually assume leadership and ongoing functionality of the district.





EXECUTIVE SUMMARY

**MANAGER TEAM**

The MGT Manager Team will leverage prior experience with GCSC, other school districts, and other turnaround experience to continue improving academics, engagement, operations, and fiscal. The Manager Team will also work with GCSC personnel to build the capacity for sustainability after exiting Distressed Unit Status. Additionally, the reconfigured Manager Team allows the Manager to focus heavily on internal activities positioning the district for long-term sustainability after exiting Distressed Unit Status.



As a key representative of Gary's business community, I have witnessed MGT's continued efforts to engage and inform business owners and residents about the progress being made in the Gary Community School Corporation. Further, they have created opportunities for companies to get involved through apprenticeships, internships, scholarships and more. Their presence has energized this community's support of GCSC through vast facility improvements and the implementation of more educational opportunities for young people through academics, trades and athletics. I support the direction in which MGT is headed and hope they are given the opportunity to accomplish the goals they have set for the District.

Chuck Hughes, Executive Director, Gary Chamber of Commerce



## Phase One | Assess, Stabilize, and Build and Phase Two | Create a Sustainable District

The first phase of the GCSC turnaround focused on assessing all aspects of the condition of the district, stabilizing a declining organization, and building a solid foundation for moving forward.

The second phase of the turnaround created the fiscal conditions to exit Distress Unit Status, adopted essential engagement and operational processes and practices and elevated academics. Highlights from each of the four pillars for success include the following.

### Academics

Before MGT August 2017

- ◆ Shortest school day allowable
- ◆ Textbooks had not been refreshed in years
- ◆ Class schedules were not created until after the start of school
- ◆ Very limited technology – devices or infrastructure
- ◆ Special Education designated “High Risk” for nine years
- ◆ No data collection or data driven instruction
- ◆ Curriculum not aligned to state standards
- ◆ Few and outdated CTE pathways
- ◆ Non credentialed instructional staff
- ◆ Teachers and administrator licenses revoked by the state for “testing irregularities”

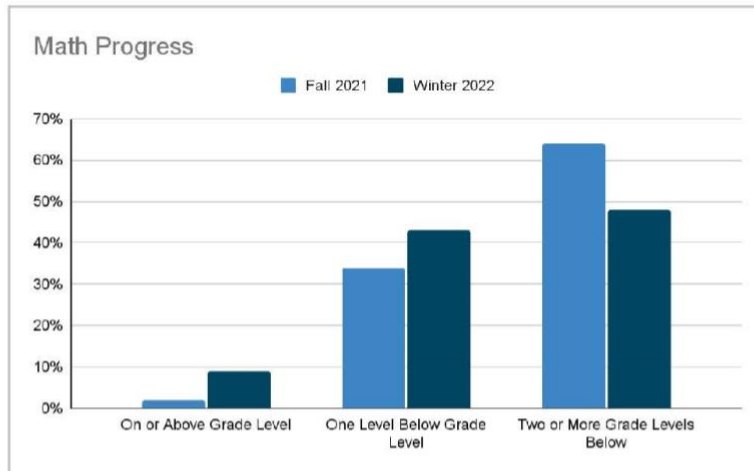
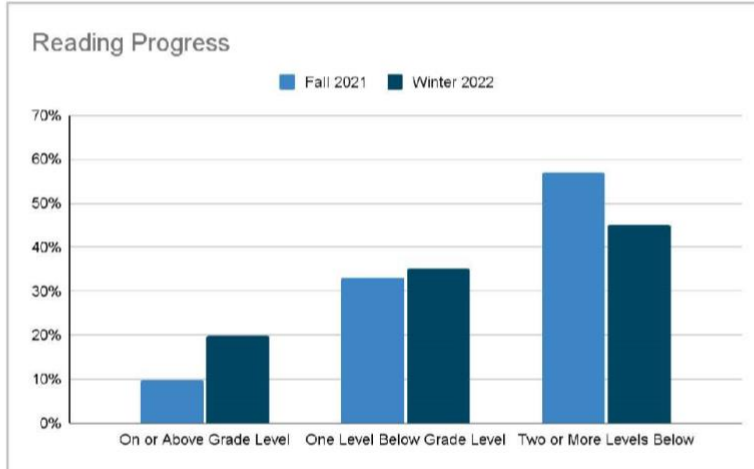
With MGT April 2022

- ◆ Added an hour to the school day – approximately two years of additional instruction time for a kindergarten student
- ◆ Textbooks are refreshed on a typical cycle
- ◆ The following school year class schedules are created in the spring
- ◆ 1:1 technology and robust infrastructure
- ◆ Special Education no longer designated “High Risk”
- ◆ Data collection and data driven instruction
- ◆ Curriculum aligned to state standards
- ◆ Multiple, high impact CTE pathways
- ◆ Only credentialed instructional staff
- ◆ Robust testing procedures in place



PHASE ONE | ASSESS, STABILIZE, AND BUILD AND PHASE TWO | CREATE A SUSTAINABLE DISTRICT

Growth scores based on iReady assessment data have significantly improved.



The overall district letter grade based on state assessments is steady.

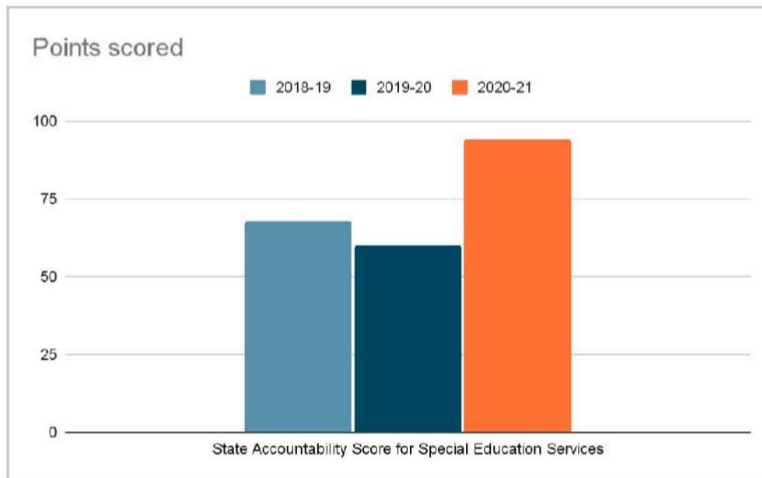
School Year	District Grade for Gary Community School Corporation
2011-12	F
2012-13	F
2013-14	F
2014-15	F (Hold Harmless)
2015-16	F
2016-17	D



PHASE ONE | ASSESS, STABILIZE, AND BUILD AND PHASE TWO | CREATE A SUSTAINABLE DISTRICT

School Year	District Grade for Gary Community School Corporation
2017-18	D
2018-19	D (Hold Harmless)
2019-20	D (Hold Harmless)
2020-21	No grades issued by IDOE

Services for special education students had significantly improved.



## Engagement

Before MGT August 2017

- ◆ Social media and website content dated and underutilized
- ◆ Schools did not have Parent Teacher Organizations (PTO) or Advisory Committees
- ◆ The Student Information System (SIS) was so old it was no longer supported by the vendor and did not even collect parent email addresses
- ◆ Progress reports were not provided to community
- ◆ Outreach and information was filtered through the Board of Trustees


With MGT April 2022

- ◆ Social media and website content updated daily with high engagement
- ◆ Every school has an active Advisory Committee
- ◆ A new Student Information System is in use with a smart phone app and high parent engagement
- ◆ Comprehensive, frequent email newsletters
- ◆ Quarterly Path Forward progress reports
- ◆ Monthly forums in the community



PHASE ONE | ASSESS, STABILIZE, AND BUILD AND PHASE TWO | CREATE A SUSTAINABLE DISTRICT

The Path Forward quarterly report provide a regular update on Academics, Engagement, Operations and Fiscal. Below is a a portion of a Path Forward report.



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


**Quarterly Progress Report – December 2021**

School is in full swing! Students are putting on musical productions and applying for college scholarships. There are more and more ways for the community to engage with the schools, and GCSC is receiving more than \$1 million to expand students' access to technology. Gary Community School Corporation is on the march!

---

**FISCAL**

In November, GCSC received a more than \$1.4 million grant to support technology-related expenses.



**\$1,410,254.32**

This award from the Emergency Connectivity Fund will help students and families stay connected to their academic work.

The Skyward Student Information System connects students, teachers and families and caregivers.



**FAMILY ACCESS**  
 STAY INVOLVED IN YOUR CHILD'S EDUCATION!

**WHAT IS FAMILY ACCESS?**

- ✓ Grades
- ✓ Schedules
- ✓ Upcoming assignments
- ✓ Attendance
- ✓ Communication with teachers, coaches, and staff




PHASE ONE | ASSESS, STABILIZE, AND BUILD AND PHASE TWO | CREATE A SUSTAINABLE DISTRICT

GCSC social media posts connect thousands of community members to district events, activities and information.



PHASE ONE | ASSESS, STABILIZE, AND BUILD AND PHASE TWO | CREATE A SUSTAINABLE DISTRICT

## Operations

Before MGT August 2017

- ◆ Neglected maintenance in every building created an adverse learning environment
- ◆ Fire code violations in every building
- ◆ HR and Finance systems were DOS-based or paper records
- ◆ Schools remained opened far under capacity creating fiscal, operational and instructional deficits
- ◆ Numerous personnel vacancies in key positions including high school math and science teachers and central office staff
- ◆ Approximately 30 abandoned blighted buildings

With MGT April 2022

- ◆ Investing approximately \$43 million for significant repairs, upgrades, and enhancements to every occupied building creating dramatically improved learning environments
- ◆ Complete fire code and safety compliance
- ◆ HR and Finance systems are automated and secure
- ◆ Schools have been reconfigured to best meet student and community needs
- ◆ Well performing personnel in key positions across the district including math and science teachers in secondary grades
- ◆ Only five abandoned buildings

PHASE ONE | ASSESS, STABILIZE, AND BUILD AND PHASE TWO | CREATE A SUSTAINABLE DISTRICT

Capital improvements are in process for every building.

**GARY COMMUNITY SCHOOL CORPORATION  
CAPITAL IMPROVEMENT ESTIMATED SPENDING PLAN  
2021-2025**

Capital Improvements	Bailly	Bethune	Beveridge	GPA	McCullough	Williams	Marquette	GMS	West Side	Career Center	B&G Warehouse	Abandoned	Total
SIF	\$1,220,065	\$3,005,065	\$1,127,065	\$1,027,065	\$1,027,065	\$1,027,065	\$1,027,065	\$1,120,065	\$6,054,799	\$2,205,065	\$1,100,000	\$6,500,000	\$26,440,384
ESSER	\$1,500,000	\$1,355,169	\$1,355,169	\$305,169	\$305,169	\$155,169	\$155,169	\$2,605,169	\$6,466,169	\$2,250,000	\$0	\$0	\$16,452,349
Title	\$7,825	\$7,825	\$7,825	\$7,825	\$7,825	\$7,825	\$7,825	\$7,825	\$7,825	\$7,825	\$0	\$0	\$78,250
Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Estimated Total</b>	<b>\$2,727,890</b>	<b>\$4,368,059</b>	<b>\$2,490,059</b>	<b>\$1,340,059</b>	<b>\$1,340,059</b>	<b>\$1,190,059</b>	<b>\$1,190,059</b>	<b>\$3,733,059</b>	<b>\$12,528,793</b>	<b>\$4,462,890</b>	<b>\$1,100,000</b>	<b>\$6,500,000</b>	<b>\$42,970,983</b>

Over 20 buildings and properties have been sold for redevelopment with other properties demolished removing blight from the community.





## Finance

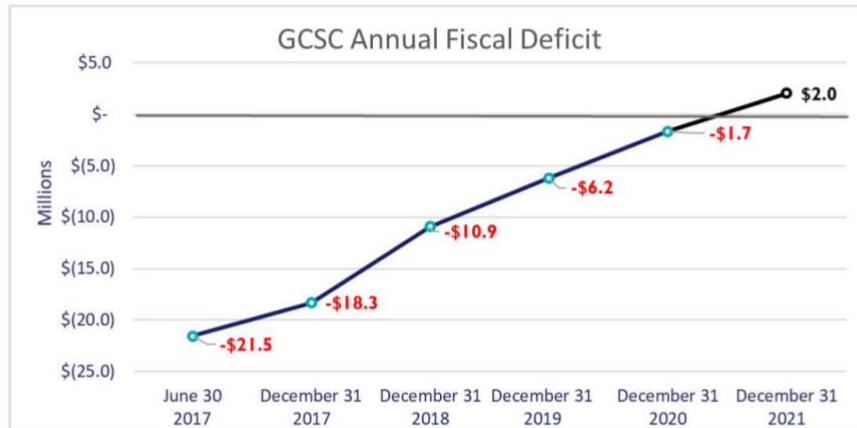
### Before MGT August 2017

- ◆ The annual operating deficit was \$22million
- ◆ The accumulated debt principal, including Common School Loan balances, was \$104 million
- ◆ Common School Loans were used for payroll and daily operations
- ◆ The IRS obligation was approximately \$8.5 million
- ◆ Accounts payable obligations were approximately \$8 million with approximately 20 judgements in place or pending
- ◆ For the ten years prior to state intervention, the average annual enrollment decline was 700 students
- ◆ Teachers had not received a raise in close to ten years
- ◆ The district failed on two referendums

### With MGT April 2022

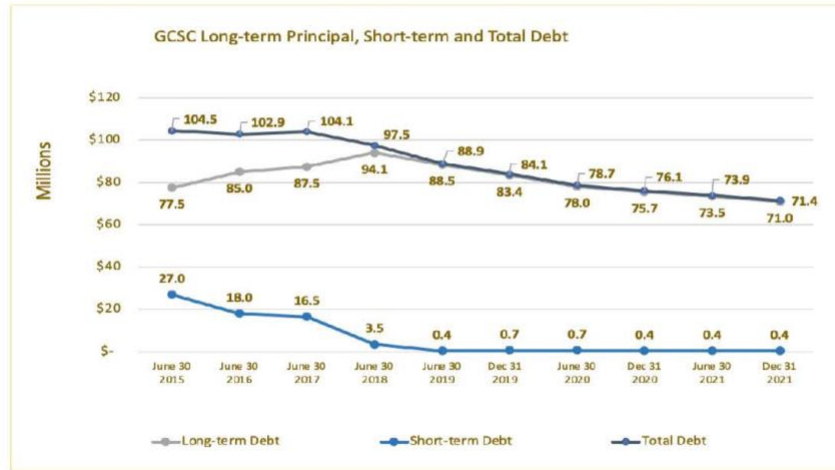
- ◆ Calendar year 2021 ended with a surplus of \$2 million
- ◆ The accumulated debt principal, including Common School Loan balances was \$74 million
- ◆ The last Common School Loan was taken in 2018
- ◆ The IRS obligation has been settled saving the district approximately \$7 million
- ◆ Accounts payable obligations are approximately \$500,000, representing a typical monthly cycle
- ◆ Enrollment is stabilized with the first increase in years
- ◆ Teachers received several raises after more than 10 years without any compensation increase
- ◆ An operating referendum overwhelmingly passed by 60/40 margin

The first surplus in years is the first step to exiting Distressed Unit Status.



PHASE ONE | ASSESS, STABILIZE, AND BUILD AND PHASE TWO | CREATE A SUSTAINABLE DISTRICT

GCSC debt continues to decrease, even reallocating some of the Common School Loan payments to the School Improvement Fund.



### Summary

MGT has led the district and executed in all four pillars to position GCSC to increase academic performance, exit Distressed Unit Status, and transition to a new governance structure. We recognize and acknowledge that every desired outcome within the four pillars has not been achieved in phase one and phase two of the turnaround. These shortfalls are strongly addressed in phase three of the turnaround. Although some outcomes are lagging, the table on the following pages details the depth and breadth of achievement realized in phases one and two of the turnaround.

Gary Schools Recovery (MGT) Progress Report as of April 2022

Pillar	Area	Accomplishments
Academics	Instruction	<ol style="list-style-type: none"> <li>Achieved STEM certification at Bailly Middle School effective for 2022-23.</li> <li>Expanded Career and Technical Education course offerings from five to 10 and broadened access to include 8th-grade students</li> <li>Expanded Pre-K offerings to an additional location allowing for more convenience for parents</li> <li>Extended the school day by one hour each day over the course of the entire school year, resulting in the equivalent of 30 days a year of additional instruction for students, which adds up to nearly two more years of learning time for students over their K-12 educational career</li> <li>Established a Science Technology Engineering Arts and Math (STEAM) lab at a middle school through a grant from Boeing Corporation</li> <li>Introduced computer coding classes in all elementary schools</li> <li>Added a new blended learning opportunity (on-line education with on-site requirements)</li> <li>Partnered with a third-party community nonprofit on dropout recovery services as a way of increasing the graduation rate for the most vulnerable students</li> <li>Created high school student schedules prior to the start of school</li> <li>Updated textbooks and increased classroom technology</li> <li>Implemented Indiana-aligned curriculum maps to meet State standards</li> <li>Implemented a 1:1 technology platform in August 2020 with one Chromebook and hotspot for each student enrolled in GCSC</li> <li>Adopted culturally relevant curriculum</li> <li>Implemented synchronous and asynchronous virtual learning platform for the 2020-2021 school year</li> <li>Adopted a new K-12 ELA curriculum as well as a new math curriculum</li> <li>Introduced a new social-emotional learning program to address mental health challenges students and staff are facing as a result of the pandemic</li> <li>Regained local control of special education services after eight years of special conditions imposed by the Indiana Department of Education</li> </ol>
	Professional Development	<ol style="list-style-type: none"> <li>Providing multiple organized and strategic weeks of professional development beginning in 2018 for teachers and principals for the first time in years</li> </ol>



PHASE ONE | ASSESS, STABILIZE, AND BUILD AND PHASE TWO | CREATE A SUSTAINABLE DISTRICT

Pillar	Area	Accomplishments
Academics (continued)		<ol style="list-style-type: none"> <li>Overhauled the school calendar to embed regular opportunities for teachers to participate in professional development with their teams during the school year</li> <li>Partnered with Purdue Northwest for professional development, needs assessment, and student teachers at Beveridge Elementary, a consistently low-performing school</li> <li>Developed grow your own teacher development partnerships with Indiana University Northwest and Purdue University Northwest to attract and retain new teachers and tutors; dozens of teachers have since participated</li> <li>Began an Indiana University Northwest cohort teacher licensure program in 2020 to help 30 teachers on emergency permit to receive their full teaching licenses</li> <li>Utilized Title dollars to provide professional development through Bloomboard for sessions on Leadership, Cultural Competency, Digital Instruction, Responsive classrooms/schools. These sessions were available to teachers, deans, principals, and assistant principals</li> <li>All principals and assistant principals were trained in PLCs through Solution Tree. They were also trained on the implementation of PBIS as well as Leadership strategies through Learning Sciences International</li> </ol>
	Configuration	<ol style="list-style-type: none"> <li>Created two new middle schools – Gary Middle School for the Visual and Performing Arts and Bailly STEM Academy - to expand families’ choices for education</li> </ol>
	Accountability and Compliance	<ol style="list-style-type: none"> <li>Implemented rigorous oversight and testing procedures and security for state assessments following 2017-18 incidents with “testing irregularities” resulting in numerous teachers and administrators losing licensure</li> <li>Exited high-risk designation for federal special education compliance regulations after being designated high-risk for ten years</li> <li>Improved teacher evaluation process and trained principals on effective evaluations and effective classroom management</li> <li>Implemented formative and summative assessments with associated data and cycle planning</li> <li>Prepared and presented to DUAB and the Community an Academic Plan that outlines incremental actions to be taken to improve academic performance throughout the district</li> <li>Established monthly Data Dashboard reviews with all schools to evaluate student progress and adapt instruction accordingly</li> <li>Added the SCOIR data system to the high school to track postsecondary planning applications and scholarships</li> </ol>



PHASE ONE | ASSESS, STABILIZE, AND BUILD AND PHASE TWO | CREATE A SUSTAINABLE DISTRICT

Pillar	Area	Accomplishments
	<p><b>Students, Parents, and Community</b></p>	<ol style="list-style-type: none"> <li>1. Conducted community focus groups and surveys to better understand the community’s view on what makes a quality school</li> <li>2. Implemented a new student information system to allow for better tracking of student performance and improved parent communication</li> <li>3. Implemented Parchment transcript retention and distribution service</li> <li>4. Established Curriculum, Food Services and Technology committees comprised of parents and community members that meet at least quarterly with district personnel to identify areas of improvement and advance new initiatives</li> <li>5. Established School Advisory committees at every school comprised of parents and community members that meet at least quarterly with district personnel to identify areas of improvement and advance new initiatives</li> <li>6. Significant improvement from June 2020 to January 2021 in results from bi-annual community survey                         <ol style="list-style-type: none"> <li>a. 34% increase for strongly agree and agree responses to awareness of the plan to improve Gary Community Schools</li> <li>b. 138% increase for strongly agree and agree responses to trust of MGT to manage Gary Community Schools</li> <li>c. 89% increase for strongly agree and agree responses to Gary Community Schools are on the right track</li> </ol> </li> <li>7. Significant improvement from June 2020 to January 2021 in results from bi-annual parents survey                         <ol style="list-style-type: none"> <li>a. 40% increase for strongly agree and agree responses to Gary Community Schools are on the right track</li> </ol> </li> <li>8. Launched new high school golf and tennis teams</li> <li>9. Celebrated students who won prestigious Lilly scholarships, received their student pilot licenses, and earned scholarships to play college athletics</li> <li>10. Increased summer school participation by 58 percent by – for the first time – welcoming all Gary students to an expanded program</li> <li>11. Conducted a community survey to get feedback on how best to extend the school day</li> <li>12. Received and accepted invitation to join the Greater South Shore Conference</li> </ol>
		<ol style="list-style-type: none"> <li>1. The Manager hosts monthly community meetings and less structured discussion opportunities throughout the year at schools and in the community</li> </ol>



PHASE ONE | ASSESS, STABILIZE, AND BUILD AND PHASE TWO | CREATE A SUSTAINABLE DISTRICT

Pillar	Area	Accomplishments
Engagement	Community Outreach	<ol style="list-style-type: none"> <li>2. Host many events at each school building to start the school year, including grandparent events, back-to-school nights, and open houses</li> <li>3. Manager and GCSC staff conduct bi-weekly radio shows on WLTH with questions from community members and community leaders serving as special guests</li> <li>4. Established partnership with GAPS (Gary Alumni Pathway to Students) to expand college and career exploration and planning opportunities</li> <li>5. Conduct regular meetings with key community organizations including NAACP, Gary Chamber of Commerce, Urban League, City of Gary City Council, City of Gary Mayor, Gary area state legislative delegation, and numerous faith-based organizations</li> <li>6. Implemented a food service backpack program to provide meals to students on the weekend</li> <li>7. Created opportunities for students and families to receive the COVID vaccine, if desired</li> <li>8. Established a dedicated communication team to continually update students, parents, community, teachers and staff through web, social media, newsletters, e-blasts, radio, TV, and other channels</li> <li>9. Created The Path Forward plan to provide quarterly progress reports and a performance dashboard through presentations and printed and posted online documents for parents, students, teachers, staff, community, and stakeholders</li> <li>10. Post all the questions received by the district along with answers each month</li> <li>11. Delivered 7,000 or more meals per week to families during the pandemic</li> <li>12. Adopted a local hiring and local purchasing policy</li> <li>13. Formed a Referendum Ambassador committee of dozens of community members to meet regularly and monitor and report out on operating referendum revenue and expenditures</li> <li>14. Increased community engagement through preferred social media channels by over 1000%</li> <li>15. Worked with Sodexo to upgrade school food offerings at all school buildings in response to feedback from students and families</li> <li>16. Hosted three-day enrollment fair to attract families to school district</li> <li>17. Transitioned to a new student information system to facilitate greater family involvement and communication between parents and teachers</li> </ol>
	Partnerships and Participation	<ol style="list-style-type: none"> <li>1. Collaborating with the City of Gary on several shared interest and initiatives</li> <li>2. Established partnership with GAPS (Gary Alumni Pathway to Students) to expand college and career exploration and planning opportunities</li> </ol>



PHASE ONE | ASSESS, STABILIZE, AND BUILD AND PHASE TWO | CREATE A SUSTAINABLE DISTRICT

Pillar	Area	Accomplishments
Engagement (continued)	Partnerships and Participation (continued)	<ul style="list-style-type: none"> <li>3. Conducted community focus groups and surveys to gather community feedback on a quality school framework</li> <li>4. Conducting social media surveys to quickly gauge the satisfaction, level of involvement or perception of an event or decision by parents and the Gary community</li> <li>5. Conduct employee survey to measure employee morale and work environment</li> <li>6. Soliciting feedback from across the community and GCSC stakeholders on priorities for the School Improvement Fund</li> </ul>
Operations	Workforce	<ul style="list-style-type: none"> <li>1. Recruited new administrative department heads and principals throughout the district in order to increase performance</li> <li>2. Restored direct deposit for employees after many years of not qualifying for this service due to insufficient cash flow</li> <li>3. Modernized and distributed the employee handbook to better communicate expectations</li> <li>4. Issued teachers a compensation stipend in December 2019, the first compensation increase in over 12 years, followed by two stipends in 2021 in recognition of hardships endured during the pandemic as well as the extended school day</li> <li>5. Created the Northwest Indiana Trust-an employee health insurance pool that provides significantly lower costs with better benefits for employees</li> <li>6. Implemented a 4.5% salary increase for teachers in January 2021, the first salary increase in over 12 years</li> <li>7. Also implemented a 3% salary increase for teachers in December 2021 as well as the opportunity to receive up to \$7,000 if they reach their performance-based incentives and benchmarks related to attendance and retention</li> </ul>
	Safety	<ul style="list-style-type: none"> <li>1. Developed an approved School Safety Plan for the first time since 1997</li> <li>2. Required all principals or principal designee to attend the Indiana School Safety Academy, which will help ensure safety of school communities</li> <li>3. Safety drills are now being completed as required</li> <li>4. Banneker at Marquette implemented its Student Safety Patrol Program with 14 5th-grade students</li> <li>5. Partnered with the Gary Police Department to facilitate collaboration on safety issues</li> <li>6. Resolved fire code violations and compliance after many years of repeated violations</li> <li>7. Installed new security systems and equipment at all schools</li> </ul>



5.0 PROPOSAL FOR PHASE THREE OF MANAGER SERVICES FOR GARY COMMUNITY SCHOOL CORPORATION

PHASE ONE | ASSESS, STABILIZE, AND BUILD AND PHASE TWO | CREATE A SUSTAINABLE DISTRICT

Pillar	Area	Accomplishments
Operations (continued)		<ul style="list-style-type: none"> <li>8. Require all school resource officers and security personnel complete annual de-escalation training in order to keep students in school and learning</li> <li>9. Hired a former Gary police chief to tighten security procedures at each school</li> <li>10. Engaged high school students to brainstorm ways to continue to improve safety measures through regular Cougar Conversations; installed 10 new metal detectors</li> </ul>
	Continuous Improvement	<ul style="list-style-type: none"> <li>1. Conduct regular customer service training, particularly for secretaries and others who are first contacts upon entering a building</li> <li>2. Established monthly Data Dashboard reviews with departments to evaluate performance and progress</li> <li>3. Prepared and submitted to DUAB an analysis of Transportation operation and processes</li> <li>4. Prepared and submitted to DUAB an analysis of Personnel operations and processes</li> <li>5. Executed a second contract for transportation services with significantly better terms</li> <li>6. Maintaining 95% or higher network connectivity for 1:1 technology</li> <li>7. Implemented network security protocols and created network redundancy to ensure continued connectivity</li> <li>8. Implemented regular technology training for students, teachers and parents during the pandemic impacted 2020-2021 school year</li> <li>9. Received a \$1.4 million grant to support technology-related expenses</li> <li>10. Implemented a help desk for students, teachers, and parents during the pandemic 2020-2021 impacted school year</li> </ul>
	Facilities	<ul style="list-style-type: none"> <li>1. Implemented \$25 million School Improvement Plan based on legislation passed in 2020 (1065) to repair occupied buildings and demolish abandoned buildings</li> <li>2. Prepared Facilities Master Plan outlining proposed phases of future facility improvement</li> <li>3. Repairing and updating facilities as funding allows, including cafeteria upgrades partially funded through federal grants</li> <li>4. Partnered with the City of Gary on sale of vacant properties</li> <li>5. Sold 20 vacant and dilapidated properties</li> <li>6. Executed RFP that led to demolition of Lew Wallace High School while engaging community in process from beginning (mailers, press conference) to end (commemorative brick distribution and time capsule opening)</li> </ul>





PHASE ONE | ASSESS, STABILIZE, AND BUILD AND PHASE TWO | CREATE A SUSTAINABLE DISTRICT

Pillar	Area	Accomplishments
Operations (continued)		<ol style="list-style-type: none"> <li>7. Restored track at West Side Leadership Academy, creating new opportunities for community members and allowing high school track team to host meets for the first time in years</li> <li>8. Painted interior and exterior of many school facilities and improved landscaping to boost the learning environment</li> <li>9. Set a summer mowing schedule for all facilities including vacant buildings</li> <li>10. Salvaged property and student records from vacant schools</li> <li>11. Established a schedule of preventative maintenance to minimize risk of closures due to weather or equipment failure</li> <li>12. Instructed custodians to check for toilet paper and soap in the bathrooms at least twice a day</li> <li>13. Patched and tarped roofs to address areas of largest concern</li> <li>14. Fixed elevators in many buildings to allow handicapped students and teachers to access second floors</li> <li>15. Repaired and reopened the high school track after more than 10 years of substantial disrepair which allows for community use, high school track practices and to host track meets</li> </ol>
Fiscal	Deficit Reduction	<ol style="list-style-type: none"> <li>1. Created, implemented and on track executing the Viable Deficit Reduction Plan</li> <li>2. Reduced annual structural deficit from -\$22 million (August 2017) to a \$2 million surplus (December 2021)</li> <li>3. Adopted new property insurance policies reducing costs over \$200,000 while increasing coverages</li> <li>4. Negotiated forgiveness of past due liability of approximately \$1,000,000 for employee health insurance benefits, a reduction in annual costs while preserving the same level of coverage</li> <li>5. Secured new bus contract for annual savings between \$600,000 and \$1,000,000 and a fleet of new school buses</li> <li>6. Competed custodial services for annual savings between \$500,000 and \$1,000,000</li> <li>7. Generated annual utility cost savings between \$200,000 and \$300,000 through repairs and maintenance of facilities</li> <li>8. Consolidated students to one high school building for efficiency and cost savings</li> <li>9. Reduced extra pay through improved management of overtime and supplement pay requests</li> <li>10. Eliminated credit card usage throughout the district to eliminate abuse and address audit findings</li> <li>11. Implemented a travel freeze with any travel subject to review prior to approval</li> <li>12. Negotiated banking agreement to provide interest-earning opportunities</li> <li>13. Changed policy regarding accumulated leave time payout upon separation</li> </ol>



PHASE ONE | ASSESS, STABILIZE, AND BUILD AND PHASE TWO | CREATE A SUSTAINABLE DISTRICT

Pillar	Area	Accomplishments
Fiscal (continued)		<ul style="list-style-type: none"> <li>14. Brought employee pension contributions current after many years being delinquent and paying recurring fines totaling over \$110,000 from 2017 to 2019</li> <li>15. After two defeats prior to GSR management, passed an operating referendum (local property tax increase dedicated to the school district) in November 2020 with over 60% of the vote generating approximately \$8.9 million per year for seven years</li> </ul>
	Debt Reduction	<ul style="list-style-type: none"> <li>1. Decreased debt from \$104 million (August 2017) to \$71 million (December 2021)</li> <li>2. The last Common School Loan was taken out in September 2018 with no additional loans projected in the future</li> <li>3. Settled IRS liability for failure to remit employee withholdings with net savings of approximately \$7,000,000</li> <li>4. Established a formal accounts payable review and approval process to ensure accurate and timely payment to vendors</li> <li>5. Brought accounts payable current through the negotiation of past due liabilities, strict invoice review, and cash management</li> <li>6. Refunded bonds in June 2019 resulting in a cost savings of \$450,000</li> <li>7. Refunded bonds in January 2020 resulting in a cost savings of \$1,100,000</li> <li>8. Refunded bonds in June 2020 resulting in a cost savings of \$730,000</li> </ul>
	Internal Controls	<ul style="list-style-type: none"> <li>1. Developed and continuously implementing an internal controls manual with processes and standard operating procedures to eliminate audit findings and ensure compliance with state accounting practices</li> <li>2. Decreased findings on state and federal audits from 2016-18 to 2018-20 by 21 percent</li> <li>3. Implemented an internal budget as a compliance and reporting document</li> <li>4. Created a line-item budget for detailed revenue and expenditure analysis</li> <li>5. Implemented a monthly budget versus actual expenditure review and analysis</li> <li>6. Adopted a process to track and account for food service maintenance and monitoring activities to accurately charge labor costs to appropriate funding source</li> <li>7. With USDA and IDOE approval eliminated the “state intercept” to pay the third-party vendor allowing GCSC to control the Food Services finances for the first time in years</li> <li>8. Implemented a five-year financial forecast to demonstrate and monitor fiscal sustainability</li> <li>9. Exited from High-Risk Designation for federal programs (Title)</li> </ul>



PHASE ONE | ASSESS, STABILIZE, AND BUILD AND PHASE TWO | CREATE A SUSTAINABLE DISTRICT

Pillar	Area	Accomplishments
Fiscal (continued)	Enrollment	<p>GCSC had averaged an annual enrollment decline of over 700 students for the decade prior to GSR management</p> <ol style="list-style-type: none"> <li>1. Enrollment declined by 97 students for the 2018-2019 school year</li> <li>2. Enrollment declined by 208 students for the 2019-2020 school year, though additional students were added after the official count day</li> <li>3. Enrollment increased by 5 students for the 2020-21 school year as of the September 2020 count date, the first increase in more than a decade and a notable accomplishment during the pandemic when most districts reported enrollment declines</li> <li>4. Enrollment increased by 65 students in the 2020-21 school year between the fall and winter official count dates</li> </ol> <p>Enrollment increased by 41 students (25%) enrolled at the Gary Area Career Center for the 2020-21 school year</p>



PHASE THREE | INCREASE ACADEMIC PERFORMANCE, EXIT DISTRESSED UNIT STATUS, AND TRANSITION TO A NEW GOVERNANCE STRUCTURE

## Phase Three | Increase Academic Performance, Exit Distressed Unit Status, and Transition to a New Governance Structure

MGT enters phase three of the turnaround with the foundation, momentum, and a reconfigured team in place to increase academic performance, transition smoothly into exiting Distressed Unit Status, and adopt a new governance structure. At the end of phase three of the turnaround, projected for June 30, 2024, GCSC will be positioned and strengthened for long term sustainability

Phase three of the turnaround includes, but is not limited to, the following outcomes:

- ◆ An organization positioned for long-term sustainability
- ◆ An effective district-led management team
- ◆ A healthy organizational culture
- ◆ Clear metrics for internal and external accountability
- ◆ **Continuous academic improvement**
- ◆ **Fiscal health**
- ◆ **Robust controls on ESSER and School Improvement Fund spending**
- ◆ Effective Internal Controls
- ◆ Standard Operating Procedures for Operating Departments
- ◆ **Strong community presence and involvement**

The following **Specific Actions** and **Accountability Metrics** will be implemented and executed for each of the four pillars for phase three of the turnaround.

### Academics

The Academics pillar in phase three will focus on increasing state assessment grades, internal assessment scores, and the high school graduation rate by implementing the **Academic Action Plan** and **ESSER Plan** adopted in March 2022. We recognize the importance of building off the foundation in place to boost academic performance across the district. We are committed to academic outcomes that will not only meet but exceed the expectations of the Gary community and GCSC stakeholders.

#### SPECIFIC ACTIONS

The following Specific Actions, taken from the Academic Action Plan and the ESSER Plan are in place, or will be in place, for the 2022-23 school year and beyond.

1. Enhance differentiated instruction to reach students at different academic levels. Differentiated instruction is achieved by implementing regular coaching cycles through instructional coaches and instructional leaders to support differentiation through high-yield strategies that are proven to increase student achievement. Special education, Title, and other staff will support the



PHASE THREE | INCREASE ACADEMIC PERFORMANCE, EXIT DISTRESSED UNIT STATUS, AND TRANSITION TO A NEW GOVERNANCE STRUCTURE

process through small group and co-teaching to support students with additional needs. GCSC has also adopted a high-quality curriculum in English/language arts for 2021-22 and math for 2022-23 that provide accessible tools and instructional frameworks.

2. Integrate more time and focus on reading blocks and project-based learning. Teachers have received training in key areas of early literacy and STEM education to support these areas and GCSC has invested or will invest heavily in instructional tools to support their implementation, including classroom libraries, reading curriculum and software, STEM resources, Project Lead the Way, PBL Works, and Makerspace. GCSC is defining the instructional expectations for what it means to be a teacher in the district, including the standard that lessons are regularly observed and/or recorded for ongoing, job-embedded, and job-specific feedback from a peer, coach, or administrator.
3. Intensify administrator walkthroughs and evidence-based feedback. Research has proven frequent targeted and tailored feedback is essential of raising the effectiveness of instruction and serves as a multiplier effect to the quality of the instruction taking place. Adopting administrator led evidence-based feedback with every teacher in regular cycles will create a system of continuous improvement in instruction. There is value in providing peer and coaching feedback, and the schedule allows for this to occur with follow-up and analysis through the Professional Learning Community (PLC) process.
4. Additional and small group instructional time on early literacy. GCSC's extended day and the addition of an afterschool program has invested millions of dollars to ensure that the time exists to carry out these initiatives with fidelity. Ninety-minute reading blocks are implemented with fidelity at the elementary level, and the secondary level's schedule now allows for double blocks of reading and/or math to support students' needs. Research shows that gaps that occur in the primary grades are extremely difficult to close in later grades. Therefore, GCSC will start children with high quality instruction from highly effective teachers. The partnership with Indian University Northwest has certified dozens of teachers in core subject areas to improve student outcomes. The existence of the Bethune preschool provides an early foundation so that children are Kindergarten ready, and investments provide a value that few communities provide to their student body.
5. Partner with teachers, staff, students, and parents to rebrand the district, especially around academic expectations. The district is rebranding so that "The Gary Way" is one of high rigor, expectations, and achievement. The district has already set performance targets with financial incentives for teachers, and the district will work to define the key leading indicators and performance expectations that will allow the metrics to be met. Parents have received much higher communication from the district through social media and numerous engagement opportunities, and the expansion of Parent Camp in spring 2022 has launched a positive and proactive avenue for schools and families to mutually partner with each other.
6. Decrease suspensions and increase attendance annually by providing support around Positive Behavioral Interventions with Supports (PBIS). All other curricular interventions and improvement of teaching can only make a difference if students are in class and actively learning. A multi-faceted approach to addressing suspensions has occurred through restorative justice training, well-developed behavior plans, and the addition of several social workers and counselors in the district.

PHASE THREE | INCREASE ACADEMIC PERFORMANCE, EXIT DISTRESSED UNIT STATUS, AND TRANSITION TO A NEW GOVERNANCE STRUCTURE

7. Enhance the Academic Action Plan for 2022-23 and 2023-24. Build out in detail the scope and sequence for monthly, quarterly and annual actions, personnel responsible, timelines and metrics of the Academic Action Plan. These enhancements follow evidence-based practices for successful turnaround of low performing schools. Data will be the foundation for all actions.
8. Develop and Execute Associated Implementation Plan for 2022-23. The Implementation Plan takes the Academic Action Plan described in item seven of this section and creates the concrete steps and milestones for executing the Plan with fidelity. The foundation for the Implementation Plan is weekly status report that monitors and documents progress in the key components.
9. Create a Dashboard of Leading Indicators and Report Out Monthly. Lagging indicators such as summative and state assessments are well documented. Leading indicators such as attendance, suspensions, referrals, and formative assessments are the metrics that provide real time feedback on student performance. Combining these metrics into an updatable dashboard allows for course correction before intervention strategies are necessary. The dashboard also is included in regular reports to stakeholders.
10. Activate the “Gary Way Project” for Post Exit and Transition. The Gary Way Project is detailed in item number five in this section.
11. Adopt the Quality School Framework (QSF). The QSF accelerates student success and wellbeing. Each school in the district has a customizable template to create the framework that best fits each unique situation. The five domains of the framework are:
  - A clear and engaging vision
  - Effective resource management
  - Effective structuring of school environment
  - Rigorous and reliable data
  - Establishment of systems and processes

Each domain has specific definitions and metrics for success.

#### ACCOUNTABILITY METRICS

The following Accountability Metrics will be implemented to ensure the Specific Actions taken lead to desired outcomes.

1. State assessment proficiency and growth scores.
2. Internal formative and summative assessment scores.
3. The percentage of high school student’s graduating.
4. The decrease in suspensions.
5. The number of students receiving credentials at the Gary Area Career Center compared to prior years.
6. A percentage of students classified as “model attendees” per Federal regulations and decreases in chronic absenteeism.

PHASE THREE | INCREASE ACADEMIC PERFORMANCE, EXIT DISTRESSED UNIT STATUS, AND TRANSITION TO A NEW GOVERNANCE STRUCTURE

## Engagement

The Engagement pillar in phase three of the turnaround will receive a significant boost in staffing, resources, and attention from MGT and GCSC personnel. We recognize the vital importance of more meaningful engagement with the Gary community and GCSC stakeholders. We are committed to outcomes that will not only meet, but exceed, the expectations of the Gary community and GCSC stakeholders.

### SPECIFIC ACTIONS

The following Specific Actions are in place, or will be in place, for the 2022-23 school year and beyond.

1. Create and execute a transition plan to a new governing board. The transition plan will include significant training for board members and a systematic transfer of knowledge from the Manager Team.
2. Enhance community outreach with a new External Affairs position on the Manager Team. The External Affairs position will serve as a conduit for two-way communication between GCSC and stakeholders. Additionally, the position will actively participate in deliberate outreach initiatives representing the Manager Team.
3. Merge existing advisory committees into highly structured Parent Teacher Organizations (PTOs) at each school. PTOs can build on the foundation of the school advisory committees and expand the significant benefits. The PTO structure and branding will increase parent engagement and raise overall awareness of school activities, events and information.
4. Enhance the existing citizen technology, curriculum, and food and nutrition committees. Build on the foundation of these three committees established and adopted over the past two years to increase not only awareness but also participation in these three domains. Enhanced committee structure will ensure more voices and oversight of each of these three domains.
5. Standardize and adopt feedback response processes. Solidify the response process to inquiries and requests throughout the district by adopting procedures at the school and central office levels. These procedures will ensure every inquiry and request receives a response from an appropriate employee in a timely manner.
6. Realize annual improvement in the community satisfaction survey. Through standardized procedures for responsiveness and additional engagement through External Affairs, community sentiment toward MGT, the Manager Team, and GCSC will improve.
7. Realize annual improvement in the parent engagement section of the University of Chicago Five Essentials survey. The improvement in survey results will be derived from an increased emphasis on engaging with parents. Parent engagement will occur through multiple channels including expanded conference times, higher adoption of the Student Information System and increased mailings, emails, newsletters and social media posts of relevant information.



PHASE THREE | INCREASE ACADEMIC PERFORMANCE, EXIT DISTRESSED UNIT STATUS, AND TRANSITION TO A NEW GOVERNANCE STRUCTURE

**ACCOUNTABILITY METRICS**

The following Accountability Metrics will be implemented to ensure the Specific Actions taken lead to desired outcomes.

1. Execute a detailed transition plan from the start of phase three leading to a new governing board assuming responsibility for the district.
2. Conduct monthly leadership trainings for new governance board members.
3. Update, present, distribute, and post the quarterly Accountability Dashboard and associated Path Forward.
4. Update, present, distribute and post the monthly Frequently Asked Questions.
5. Conduct monthly PTO meetings at every school.
6. Conduct quarterly technology, curriculum, and food and nutrition services committee meetings.
7. Improve community satisfaction as measured by bi-annual surveys.
8. Increase the “involved families” metric in the annual University of Chicago Five Essentials survey.

**Operations**

The Operations pillar in phase three will focus on improvements across all departments, institutionalizing a continuous improvement mindset and preparing for ongoing stand-alone performance. We recognize the importance of establishing not just the systems and processes for sustainability but a culture of performance and accountability to ensure sustainability. We are committed to outcomes that will not only meet but exceed the expectations of the Gary community and GCSC stakeholders.

The following strategies will produce a higher level of operations performance in phase three.

**SPECIFIC ACTIONS**

The following Specific Actions are in place, or will be in place, for the 2022-23 school year and beyond.

1. Prepare a cost benefit analysis to decide the best model for GCSC legal services. Prior to state intervention GCSC relied on a single attorney for legal services. Currently, several law firms are providing legal services to GCSC based on specific expertise. Another consideration is to hire district counsel instead of relying on outside firms. The analysis will determine the best model for ongoing legal services.
2. Adopt an updated, comprehensive district policy manual. GCSC has contracted with a national firm to update and bring current the district policy manual. The updated policies will be customized to GCSC as appropriate. Additionally, a procedure to update the policy manual on an ongoing basis will be implemented so the district does not fall behind and out of compliance with best practices in the future.
3. Conduct an organization review and configuration analysis across the district with an emphasis on the central office. Utilizing expertise from Kitamba consultants a review of the current





PHASE THREE | INCREASE ACADEMIC PERFORMANCE, EXIT DISTRESSED UNIT STATUS, AND TRANSITION TO A NEW GOVERNANCE STRUCTURE

organization model in relation to best practice models across the U.S. will be completed. Adjustments to the GCSC organization model will be adopted as beneficial.

4. Reduce federal and state audit findings. Audit findings have decreased significantly over the past five years. Adherence to internal controls and instating best practice operating procedures will ensure audit findings continue to decline.
5. Execute the School Improvement Fund (SIF) plan with fidelity. The monthly control log and quarterly updates on planned versus actual expenditures of projects will continue through the life of the SIF. Semi-annual updates to the SIF will be presented to DUAB and the Gary community to document progress as well as changes to the plan based on numerous variables.
6. Maintain compliance in all federal and state programs. GCSC has exited high-risk designation in Special Education and Federal Programs and has been granted control over the food and nutrition program in the last five years. Procedures and oversight will continue to be adopted to ensure compliance and good standing will continue into the future.

### ACCOUNTABILITY METRICS

The following Accountability Metrics will be implemented to ensure the Specific Actions taken lead to desired outcomes.

1. Audit findings for federal programs, special education, and food and nutrition services will decrease in each audit. Audit findings from prior audits will be resolved.
2. Audit findings for ADM will fall within a designated range.
3. The School Improvement Fund plan will be monitored and reported at specific intervals.
4. The GCSC policy manual will be updated at specific intervals.
5. GCSC connectivity will exceed a designated percentage.

### Fiscal

The Fiscal pillar in phase three will focus on building fund balances, maintaining an optimal debt level, and meeting fiscal indicator benchmarks. We recognize that creating long-term fiscal health is essential for all dimensions of a successful district including academics. We are committed to achieving fiscal outcomes that will not only meet but exceed the expectations of the Gary community and GCSC stakeholders.

### SPECIFIC ACTIONS

The following Specific Actions are in place, or will be in place, for the 2022-23 school year and beyond.

1. Build prudent fund balances in all major funds. Healthy fund balances will ensure the district can operate through normal economic cycles without sacrificing academics or operations. Adopt and maintain minimum fund balances to serve as a check against excessive spending.
2. Update the five-year fiscal forecasts on an ongoing rolling basis. These mid-term forecasts serve as the analysis for current decision making to ensure long-term fiscal health. Adopt standards and automated triggers for budgets and fund balances.



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3. Update the capital plan on an on-going rolling basis. Similar to the five-year forecasts, the capital plan serves as the analysis for current decision making to ensure long-term fiscal health. Adopt standards and automated triggers for budgets and fund balances.
4. Ensure compliance and strict fidelity to the ESSER Plan. The monthly control log and quarterly updates on planned versus actual expenditures of projects will continue through the life of ESSER. Material updates to the ESSER Plan will be presented to DUAB and the Gary community to document progress as well as changes to the plan based on numerous variables.
5. Increase enrollment annually. Retaining current students and adding new students to the district is essential for long-term sustainability. A year-around enrollment campaign has been adopted and updated continually. Procedures and a month-by-month calendar will be adopted to institutionalize the components of a successful ongoing campaign.
6. Meet or exceed all DUAB fiscal indicators metrics. DUAB has adopted financial metrics that are the best predictors of fiscal health. By managing on these indicators, the district will ensure long-term fiscal health and sustainability.

### ACCOUNTABILITY METRICS

The following Accountability Metrics will be implemented to ensure the Specific Actions taken lead to desired outcomes.

1. An annual balanced budget.
2. Substantial conformance with the Viable Deficit Reduction Plan.
3. Enrollment increase.
4. Enrollment increase at the Gary Area Career Center.
5. Progress toward DUAB's fiscal indicators metrics.

## Communication and Transparency

Communication and transparency are essential for the Gary community to keep informed of the milestones related to increasing academic performance, exiting Distressed Unit Status, and a transition to a new governance structure. The following activities will provide frequent communication and transparency for the Gary community and GCSC stakeholders.

### MANAGER FORUMS

The Phase Three plan will be presented at the June, August, and September Manager Forums with time for questions and answers from the attendees. The objective of these presentations is to provide an opportunity for stakeholders to hear the Phase Three plan, ask relevant questions and receive timely feedback.

### DISTRIBUTION

The Phase Three plan will be distributed throughout the Gary community and to GCSC stakeholders starting in June 2022. The plan will be available on the GCSC website and in paper form at every school. The distribution of paper copies of the plan will continue through September 2022 to coincide with the



PHASE THREE | INCREASE ACADEMIC PERFORMANCE, EXIT DISTRESSED UNIT STATUS, AND TRANSITION TO A NEW GOVERNANCE STRUCTURE

beginning of the 2022-23 school year. The Phase Three plan will remain on the GCSC web site until updated or through June 2024.

**REPORTING**

Progress reports for the Phase Three plan will occur quarterly starting July 2022 and continuing through June 2024. Progress aligned with the Accountability measures in each of the four pillars will be presented in the quarterly Dashboard presented at DUAB meetings and posted on the GCSC website. The Path Forward quarterly update will also be presented at DUAB meeting and posted on the GCSC website. Links to both reports will be posted on all district social media channels. Additionally, these progress reports will be provided to the Advisory Board, the Fiscal Management Board, and eventually the new governance board.

These communication initiatives will increase community engagement and provide transparency on progress and accountability to the Gary community and GCSC stakeholders.

BEYOND EXITING DISTRESSED UNIT STATUS

## Beyond Exiting Distressed Unit Status

### Support Systems and Staffing

A successful exit out of Distressed Unit Status and a transition to a new governance structure will occur by June 30, 2024. However, even with an exit from Distressed Unit Status and a deliberate transition plan and path to sustainability, DUAB may choose to continue partnering with MGT in a reduced Manager role.

One role MGT could assume after phase three is providing organizational and operational support to the district and governance body. This support would gradually taper off based on achieved milestones and benchmarks for academic, engagement, operations and fiscal performance.

Another role MGT could assume after phase three is by executing a District Managed Services Agreement (DMSA). A DMSA would task MGT with maintaining oversight and accountability of the administrative, non-academic departments of the district such as finance, human resources, information technology, buildings and grounds, transportation, food services, and security.

There are two primary advantages of a DMSA for GCSC. The first advantage is district management could focus on academics with laser sharp intensity. Offloading the time intensive and expertise-driven non-instructional department oversight would allow district management significantly more time to devote to the core mission of educating children.

The second primary advantage is the team of subject matter experts with first-hand, timely knowledge of the district would continue to improve all operational aspects of GCSC. Efficiencies, economies of scale, and best practices would continue to be implemented and executed across all operational departments.

The cost of a DMSA would be offset by lower personnel and operating costs within the district.



MGT MANAGER TEAM

# MGT Manager Team

The MGT Manager Team will leverage prior experience with GCSC, other school districts, and other turnaround experience to continue improving academics, engagement, operations, and fiscal. The Manager Team will also work with the new governing board and GCSC personnel to build the capacity for sustainability after exiting Distressed Unit Status. Additionally, the reconfigured Manager Team allows the Manager to focus heavily on internal activities positioning the district for long-term sustainability after exiting Distressed Unit Status.

## Leadership



**Mr. Eric Parish** has almost five years’ experience leading the Manager Team, institutional knowledge of GCSC, key internal and external relationships, a demonstrated ability to advance the interests of the State, the ability to execute the strategy leading to an exit of Distressed Unit Status, and the authority for decision-making. His primary focus is ensuring the overall project is successful.



**Dr. Paige McNulty** has over two years’ experience serving as Manager of GCSC. She will continue managing district-wide initiatives, building the cabinet level team, and executing on daily operations. Her primary focus is running the daily operations of the district.

## ACADEMICS



**Mr. Andre Wright** is joining the Manager Team with proven experience in academic success. He has experience with turnaround schools and providing leadership to a portfolio of schools in an urban school district. He is the former Chief Academic Office for a large urban school district with demonstrated academic improvements. His primary focus is leading academic improvements.



**Mr. Rajeev Bajaj** is one of the nation’s thought leaders in K-12 turnaround. He has served in various executive level roles in New York City schools and New Jersey turnaround schools. He combines a technology background with firsthand experience in classrooms and central offices to drive lasting academic turnaround in under performing schools. His focus is to improve academics through proven strategies and implementation as well as providing advice to the Manager Team.



**Kitamba Consultants** Kitamba is a leading education performance consulting firm recently combined with MGT. Various Kitamba consultants will fill ad hoc roles for academic supports as needed. Consultants can support data collection, data analysis, strategic planning, and program management.



MGT MANAGER TEAM

ENGAGEMENT



**Ms. Denise Dillard** is joining the Manager Team in the role of External Affairs. She brings years of experience working with state and local government and engaging with organizational stakeholders. She is a recognized community leader and is an accomplished spokeswoman. Her primary focus will be an external communication with the community. She is a Gary native, graduate, and resident.



**Ms. Chelsea Whittington** has over three years' experience serving on the Manager Team. She will continue to focus on expanding daily communication and updates as well as relationships with local media and community leaders. She is a Gary native, graduate, and resident.



**Mr. Brendan Lowe** has over two years' experience serving on the Manager Team. His prior experience with the New York City Department of Education and Camden City School District during state takeover adds unique perspective and experience to the final phase of state intervention. His focus is to plan and execute strategic communication. He will also provide council on transitioning to a new governance structure to the project leadership team.



**Mr. Robin Winston** has almost two years' experience serving on the Manager Team. He is recognized in the state and nationally as an engagement expert, strategic advisor, thought leader, and consensus builder in communities. His focus is to plan and execute strategic communication. He will also provide council on transitioning to a new governance structure to the project leadership team.



**Dr. Fred Seamon** has almost five years' experience serving on the Manager Team and institutional knowledge of GCSC having served on the team since August 2017. Although officially retired from MGT, he will continue to build relationships in the Gary community and serve as a conduit for two-way communication between the Manager Team and the Gary community.



MGT MANAGER TEAM

OPERATIONS



**Dr. Mike Raisor** has over two years' experience serving on the Manager Team and over 25 years of educational leadership experience serving as teacher, coach, assistant principal, principal, director of operational excellence, and chief operating officer at school districts. Prior to joining MGT he served Jefferson County Kentucky Public Schools as Chief Operating Officer. His primary role is to provide strategic advice and planning for operational departments.



**Mr. Rob Tanner** has over two years' experience serving on the Manager Team and over 15 years of experience in project management and education solutions. Prior to joining MGT he served as Executive Administrator, Property Management and Maintenance at Jefferson County Public Schools in Louisville, Kentucky, where he provided leadership, direction, and financial planning to multiple departments. His primary role is to apply his experience in specific operational domains such as facilities, transportation, maintenance, and food and nutrition services.

FINANCE



**Mr. Ricardo Cepin** has over four years' experience serving on the Manager Team. He is a licensed CPA with an audit background. He will continue to prepare forecasts and reports and provide detailed financial analysis. His primary role is fiscal analysis and updating the Viable Deficit Reduction Plan.

ADDITIONAL SUPPORT

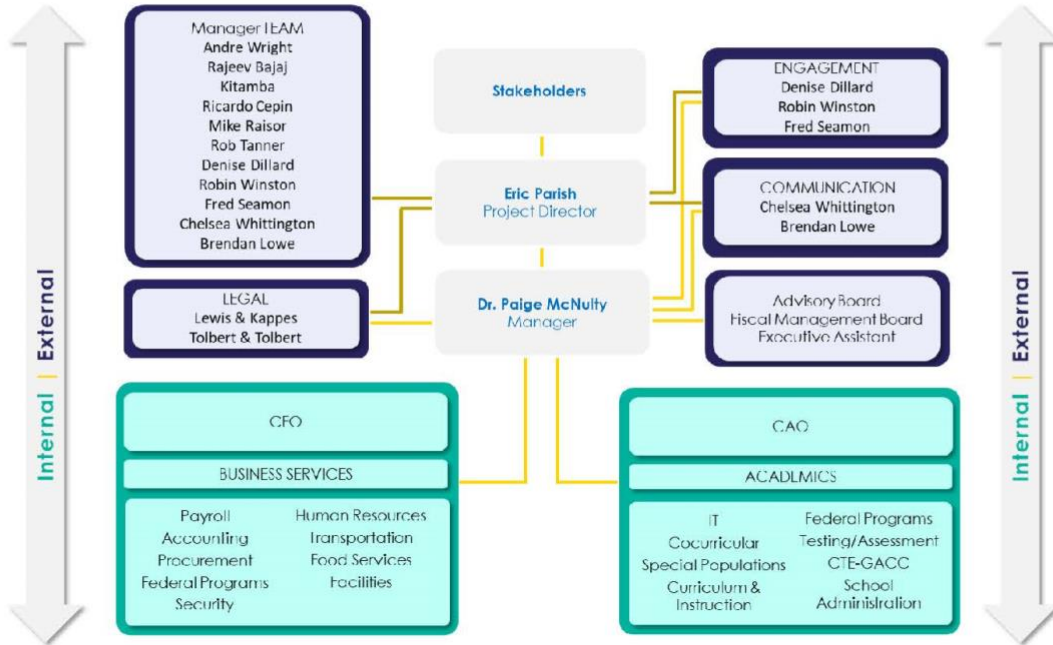
Additional support services may be provided by independent or related entities or individuals to MGT. Services provided by independent or related entities or individuals could be funded through Title or other supplemental revenue sources. MGT can serve as intermediary and connector of this type of support service provider.



MGT MANAGER TEAM

### Organization Chart

Below is an organization chart showing lines of authority and responsibility.





MGT MANAGER TEAM

### RACI Chart

The RACI chart below documents the Manager Team members responsible and accountable for the four pillars of success as well as for overall strategy.

	Strategy	Academics	Engagement	Operations	Fiscal
Parish	A	A	A	A	A
McNulty	C	A	A	A	A
Wright	C	R	I	I	I
Bajaj	R	C	C	C	C
Kitamba	I	C	I	I	I
Dillard	C	I	R	I	I
Whittington	C	I	R	I	I
Lowe	C	I	R	I	I
Winston	C	I	R	I	I
Seamon	C	I	C	I	I
Raisor	C	I	C	I	I
Tanner	I	I	I	R	I
Cepin	I	I	I	I	R

R=Responsible A=Accountable C=Consulted I=Informed

CONCLUSION

## Conclusion

### Sustainability

Exiting phase three of the turnaround, GCSC will have the capacity, infrastructure, and processes to consistently achieve the following outcomes.

#### ACADEMICS

Annual increases in student achievement and performance.

#### ENGAGEMENT

Frequent and meaningful communication and community involvement.

#### OPERATIONS

Continuous improvement and constant refinement of systems and processes.

#### FISCAL

Financial health and a balanced budget.

### Two-Year Plan and Commitment

The shared goals for the Gary Community School Corporation and all GCSC stakeholders is to increase academic performance, create long-term student success, create long-term sustainability for the district and the community, exit Distressed Unit Status, and transition to a new governance structure. By continuing to move forward with the knowledge and experience gained in phases one and two, the capabilities of the newly configured MGT team for phase three, and the support and resources of MGT, this two-year plan from MGT and a two-year commitment from DUAB will achieve these shared goals.

A two-year commitment authentically aligns with the known requirements of the balance of GCSC turnaround, the exit from Distressed Unit Status and a transition to a new governance structure. It ensures the continuity and stability essential to achieving the shared goals. Based on our experience we believe a two-year agreement is warranted for the following reasons:

1. The appropriate time frame for a smooth transition to a new governance structure including a superintendent.
2. The necessary time for knowledge transfer.
3. The unprecedented recovery from the COVID-19 pandemic requires proven leadership, skills, and resources to navigate through a very challenging time.
4. Two years covers almost the entire timeframe to expend ESSER appropriations.

Our two-year plan for increasing academic performance, exiting Distressed Unit Status and transitioning to a new governance structure combined with a two-year commitment provides the continuity and stability along with the flexibility needed to create long-term student success and sustainability for GCSC.

