



Gary Community School Corporation

Strong. Resilient. Built for Education.

School Improvement Fund Plan
(HEA 1065)
Revised for 2021-22

June 2021

Prepared by



**Gary
Schools
Recovery, LLC**



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Introduction

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

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

The monthly transfer into the SIF is \$454,808.34. Over this 54-month timeframe, approximately \$24,560,000 could be deposited into the SIF. Money may be expended for the purposes described above as they are received or may grow over time for larger repair and renovation projects as needed.

The SIF Plan for 2020-21 (Year 1) (Appendix B) was established in June of 2020 after considerable stakeholder input regarding what repairs and renovation projects the community would like to see prioritized. The SIF Plan is updated annually to reflect (1) the changing landscape of GCSC and re-prioritize projects based upon those changes and (2) updates to estimated costs.

A significant change that occurred in 2020-21 that has a direct impact on the SIF is the allocation of federal dollars to GCSC for the Elementary and Secondary School Emergency Relief Fund (ESSER). A portion of ESSER revenue will be used for some of the projects that were originally planned in the SIF. Dollars for projects originally planned in the SIF now planned with ESSER will be reallocated to projects that are high value but were not included in the 2020-21 SIF.

2020-21 - Review

The following list provides an overview of the projects completed, in progress, or delayed from the original 2021-21 SIF. Details on specific projects, estimated costs and percent complete are found in the Progress Monitoring section on page 13.

Projects Completed

- Project signage installation
- Beveridge Elementary playground replacement
- Digital Access Control district-wide (a)
- Camera and Video upgrades district-wide (a)
- Westside Leadership Academy Interior painting
- Gary Area Career Center interior painting
- Westside Leadership Academy Locker painting
- Gary Middle School Painting
- Westside Leadership accent graphics and banners
- Westside Leadership track replacement
- Hazardous material survey for Lew Wallace demolition
- Beveridge gym roof replacement (b)
- Gary Area Career Center roof replacement (b)

Projects in Progress

- HVAC upgrades at Bailly, Gary Middle, and Bethune (b)
- Roof replacement at Westside Leadership Academy Phase 1 (b)
- Roof replacement at Bailly (b)
- Roof replacement at Bethune (b)
- RFP for Lew Wallace demolition

Projects Proposed for Completion but Delayed

- Chairlift repair / replace at Beveridge
- Pavement repair
- Tennis Courts at WSLA (b)
- Abatement and demolition

(a) Funded by Title

(b) Moved funding to ESSER

Detailed Funding Changes

The Elementary and Secondary School Educational Relief Fund (ESSER) revenue can be used for certain facility repairs and upgrades. Therefore, funding, for several of the projects originally proposed to be financed from the SIF will now be funded using other available sources including ESSER funds. As a result, additional projects can be added to and funded by the SIF. Below are projects that have been moved out of the SIF as well as projects that have been added to the SIF.

Projects moved out of the SIF:

- Gary Middle School boiler replacement
- Bethune boiler replacement
- Westside Leadership Academy roof replacement
- Camera and video upgrades
- Digital access control
- Bailly Chiller and chiller tower
- Gary Middle School chiller
- Elevator and chairlift repair
- Westside Leadership Academy tennis court renovation
- Westside Leadership Academy football field press box
- Gary Middle School ADA upgrades to bathrooms
- Gary Area Career Center boiler replacement
- Gary Area Career Center roof replacement
- Security Vestibule installations
- Playground upgrades
- Outdoor lighting upgrades
- Fencing upgrades

Projects added to the SIF:

- Westside Leadership Academy turf football field
- Beveridge interior painting
- Bailly interior painting
- Bethune air conditioning project
- Westside Leadership Academy football field and bleacher painting
- Westside Leadership Academy football field scoreboard lighting and sound
- Internet (Fiber connection) to football field press box
- Westside Leadership Academy football field security cameras
- Gary Area Career Center Greenhouse
- Westside Leadership Academy football field bleacher upgrade

- Hall of Fame room and trophy cases
- Digital Signage
- Power washing all buildings
- Outdoor equipment and basketball goal repair
- Westside Leadership Academy Theater Chair replacement
- District-wide Library upgrades
- District-wide energy efficiency upgrades
- Gary Area Career Center upgrades

Four Year Plan

The following tables document the projects funded from the SIF only.

Projects completed are noted in bold.

Projects in-progress are noted in italics.

Projects added to the SIF are noted as underlined.

Phase I

Revised SIF June 2021

Immediate projects (Summer-Fall 2020)

- **Paint- This upgrade will also use other funding opportunities, not the School Improvement Fund. Phase 1 will focus on WSLA interior (lockers, locker rooms and walls) and GACC interior.**
- **Accent graphics at WSLA, including rubber mats with school logo at entry points.**
- **Project signage – sign at each building indicating projects underway and completed. Done in collaboration with Graphic Arts program at Gary Area Career Center.**
- Roof WSLA

Original SIF June 2020

Immediate projects (Summer-Fall 2020)

- Single boiler locations identified as critical (Critical being defined as high likelihood of failure resulting in loss of instruction). Bethune Early Childhood Center and Gary Middle School have a single boiler to heat the building. These boilers are approximately 60 years old and have deteriorated such that replacement is necessary.
- Roof replacement identified as critical. West Side is critical. This replacement will occur in stages, with critical areas completed in Phase 1, and additional roof areas

completed in later phases. For Phase 1 the identified section is above the small gym, at risk during severe weather.

- Digital access control, rekeying of doors followed by key management program. This line item will use other Federal dollars and work will begin prior to July 1, 2020. As a major school improvement, and one considered by community stakeholders, it is included in this plan.
- Paint- This upgrade will also use other funding opportunities, not the School Improvement Fund. Phase 1 will focus on WSLA interior (lockers, locker rooms and walls) and GACC interior.
- Accent graphics at WSLA, including rubber mats with school logo at entry points.
- Project signage – sign at each building indicating projects underway and completed. Done in collaboration with Graphic Arts program at Gary Area Career Center.
- Ongoing abatement and demolition of unused property in collaboration with the Gary Mayor’s Office.

Phase 2

Revised SIF June 2021

2020-21 School Year (Winter-Spring 2021)

- Pavement at WSLA
- Press Box WSLA
- Locker Rooms and Concessions WSLA
- **Playground replacement at Beveridge**
- Painting part 2: interior spaces in both middle school buildings
- **Low Wallace environmental scan in preparation for demolition**

Original SIF June 2020

2020-21 School Year (Winter-Spring 2021)

- Single chiller locations identified as critical. Bailly MS: chiller and chiller tower. Gary Middle chiller.
- ADA improvements: elevator maintenance all schools, chairlift repair/replace at Beveridge, bathroom entrances and stall widths at GMS, water fountain heights.
- Playground replacement at Beveridge.
- Pavement repair and striping: in house pending hiring.
- **Painting part 2: interior spaces in both middle school buildings.**
- Athletic updates: WSLA Football field, track, tennis courts, press box, locker rooms and concessions.
- Ongoing abatement and demolition of unused property in collaboration with the Gary Mayor’s Office.
- Bathroom extensions to comply with ADA regulations at Gary Middle School.

Phase 3

Revised SIF June 2021

Summer 2021 (May – August)

- Pavement repair and striping
- Painting part 3: this phase will focus on the interior of Beveridge, Bailly, Glen Park and Marquette
- **Playground inspections**
- Abatement and Demolition
- Bethune air conditioning
- WSLA athletic updates: turf football field, pool, small gym floor

Original SIF June 2020

Summer 2021 (May – August)

- Boiler replacement phase 2 at GACC and Beveridge.
- Roof repair and replacement phase 2: WSLA, GACC and GMS.
- Pavement repair.
- Painting Phase 3: this phase will focus on the interior of Beveridge, Glen Park and Marquette.
- Playground inspections, repair, and upgrades part 2.
- Athletic updates part 2: WSLA Pool, WSLA gym floor.
- Build or reconfigure security vestibules at the front door such that the door is visible to the main office and requires check in: West Side, Beveridge, Bethune, Bailly, Gary Middle, Career Center.
- Ongoing abatement and demolition of unused property in collaboration with the Gary Mayor's Office.

Phase 4

Revised SIF June 2021

2021-22 School Year

- Plumbing upgrade
- Lighting upgrade
- Demolition of Lew Wallace
- WSLA athletic updates: Paint football field and bleachers

Original SIF June 2020

2021-22 School Year

- Chiller replacement part 2.
- Plumbing upgrade.

- Lighting upgrade.
- Ongoing abatement and demolition of unused property in collaboration with the Gary Mayor's Office.

Phase 5

Revised SIF June 2021

Summer 2022

- Pavement repair
- Athletic field updates – middle schools
- Painting part 3: interior Williams, Bethune and McCullough
- Playground inspections, repair, and upgrades part 3
- Ongoing abatement and demolition of unused property in collaboration with the Gary Mayor's Office
- WSLA scoreboard lighting and sound
- Fiber internet to WSLA press box
- Security Cameras for WSLA football field

Original SIF June 2020

Summer 2022

- Boiler replacement part 3.
- Roof replacement part 3: Bethune, Beveridge, WSLA, Bailly.
- Pavement repair.
- Athletic updates part 3.
- Painting phase 4: interior Williams, Bethune and McCullough.
- Playground inspections, repair, and upgrades part 3.
- Outdoor lighting upgrade.
- Ongoing abatement and demolition of unused property in collaboration with the Gary Mayor's Office.

Phase 6

Revised SIF June 2021

2022-23 School Year

- Ongoing abatement and demolition of unused property in collaboration with the Gary Mayor's Office
- Greenhouse at Career Center
- WSLA bleacher upgrade
- Hall of Fame room and trophy cases
- Power wash buildings

- Digital signage
- Belimo valves (Plumbing)
- Outdoor equipment and basketball goals

Original SIF June 2020

2022-23 School Year

- Ongoing abatement and demolition of unused property in collaboration with the Gary Mayor's Office.
- Add and repair fencing and gates at all buildings.

Phase 7

Revised SIF June 2021

Summer 2023

- Ongoing abatement and demolition of unused property in collaboration with the Gary Mayor's Office
- Asbestos Removal
- Theater chair upgrades
- Library renovations

Original SIF June 2020

Summer 2023

- Roof completion: complete all roofing projects at WLSA (as needed Bailly, GACC, Beveridge and Bethune).
- Ongoing abatement and demolition of unused property in collaboration with the Gary Mayor's Office.

Phase 8

Revised SIF June 2021

Phase 8: Final Projects

- Plumbing upgrades
- Roof at Buildings and Grounds
- Ongoing abatement and demolition of unused property in collaboration with the Gary Mayor's Office
- Career Center upgrades
- Energy Efficiency upgrades

Original SIF June 2020

Phase 8: Final Projects

- Plumbing upgrades.
- Roof at Buildings and Grounds.
- Ongoing abatement and demolition of unused property in collaboration with the Gary Mayor's Office.

Progress Monitoring

The chart on the next page represents progress demonstration that will inform all stakeholders on the GCSC website through regular updates and the website of progress toward completion of each project. A monthly Control Budget will also be available at public meetings

School Improvement Fund Plan

Project	Original Est. Cost	New Allocation	Revised Est. Cost	Actual Cost	Completion
Phase 1 Original Plan: Summer-Fall 2020					
GMS Boiler	200,000	ESSER	-	-	10%
Bethune Boiler	200,000	ESSER	-	-	10%
West Side Roof, Part 1 of 4	2,125,000	ESSER	1,414,734	710,266	25%
Accent Graphics	7,000		-	7,000	100%
Paint, Part 1: Interior GACC, interior WSLA	(30,000)		-	56,034	100%
Camera and Video Upgrades	121,030	ESSER	-	-	100%
Digital Access Control	78,250	TITLE	-	-	100%
External Signage of Progress	-		-	-	10%
Phase 1: Estimated Total	\$2,532,000	(\$1,758,700)	\$1,414,734	\$773,300	

Phase 2: 2020-2021 School Year	Original Est. Cost	New Allocation	Revised Est. Cost	Actual Cost	Completion
Bailly chiller and chiller tower	650,000	ESSER	-	-	10%
Gary Middle chiller	150,000	ESSER	-	-	10%
Elevator and chairlift repair	25,000	ESSER	-	-	10%
Playground at Beveridge	70,000		-	151,055	100%
Paint, Part 2: interior middle schools	30,000		30,000	-	0%
Complete Pavement Resurface at WSLA	50,000		1,000,000	-	0%
Tennis Courts WSLA	100,000	ESSER	-	-	0%
Press Box	150,000		150,000	-	0%
Locker Rooms and Concessions	50,000		50,000	-	0%
Ongoing Abatement and Demolition	1,000,000		1,000,000	-	0%
ADA Bathrooms, GMS	75,000	ESSER	-	-	0%
Phase 2: Estimated Total	\$2,320,000	(\$1,000,000)	\$2,230,000	\$151,055	

Phase 3: Summer 2021	Original Est. Cost	New Allocation	Revised Est. Cost	Actual Cost	Completion
Boiler repair/replace, GACC, Beveridge	400,000	ESSER			0%
WSLA Roof, Part 2	2,125,000	ESSER	-		0%
GACC Roof	335,000	ESSER	-		0%
Gary Middle Roof	40,000	ESSER	-		0%
Pavement Repairs	50,000		250,000		0%
WSLA Small Gym Floor	57,000		57,000		0%
WSLA Pool	400,000		400,000		0%
Security Vestibules	500,000	ESSER	-		0%
Playground Upgrades	280,000	ESSER	-		0%
Ongoing Abatement and Demolition	500,000		1,000,000		0%
WSLA Football Turf	-		940,000		0%
Paint, Part 3, Beveridge, Bailly	-		200,000		0%
Bethune Air Conditioning	-		2,000,000		0%
Phase 3: Estimated Total	\$4,687,000	(\$3,680,000)	\$4,847,000	\$0	

Phase 4: 2021-22 School Year	Original Est. Cost	New Allocation	Revised Est. Cost	Actual Cost	Completion
Chiller replacement Part 2	-	ESSER	-		
Plumbing upgrades	2,000,000		2,000,000		0%
Internal Lighting upgrade	250,000		250,000		0%
Ongoing Abatement and Demolition	500,000		1,000,000		0%
Paint WSLA Football Field/Bleachers	-		28,000		0%
Phase 4: Estimated Total	\$2,750,000		\$3,278,000	\$0	

Phase 5: Summer 2022	Original Est. Cost	New Allocation	Revised Est. Cost	Actual Cost	Completion
West Side Roof, Part 3	2,125,000	ESSER	-		0%
Roof replacement, part 3: Elementary	4,139,000	ESSER	-		0%
Pavement repairs	75,000		150,000		0%
Athletic field updates- middle schools	200,000		200,000		0%
Paint Part 3	(30,000)		20,000		0%
Playground Inspections and Repairs	10,000		10,000		0%
Outdoor lighting upgrades	110,000	ESSER	-		0%
Ongoing Abatement and Demolition	500,000		1,000,000		0%
Scoreboard lighting and sound	-		50,000		0%
Fiber and Internet for Press box	-		50,000		0%
Security Cameras for WSLA Football field	-		10,000		0%
Phase 5: Estimated Total	\$7,159,000	(\$6,374,000)	\$1,490,000	\$0	

Phase 6: 2022-23 School Year	Original Est. Cost	New Allocation	Revised Est. Cost	Actual Cost	Completion
Ongoing Abatement and Demolition	500,000		1,000,000		0%
Gates and Fencing	20,000	ESSER	-		0%
Greenhouse at Career Center	-		200,000		0%
WSLA Bleachers	-		500,000		0%
Hall of Fame Room and Trophy Cases	-		150,000		0%
Power wash All School Buildings	-		50,000		0%
Digital Signage	-		600,000		0%
Belimo Valves (Plumbing)	-		300,000		0%
Outdoor Equipment: Basketball Goals	-		100,000		0%
Phase 6: Estimated Total	\$520,000	(\$20,000)	\$2,900,000	\$0	

Phase 7: Summer 2023	Original Est. Cost	New Allocation	Revised Est. Cost	Actual Cost	Completion
WSLA Roof part 4	2,125,000	ESSER	-		0%
Ongoing Abatement and Demolition	500,000		1,000,000		0%
Asbestos Removal	-		500,000		0%
Theater Chairs	-		250,000		0%
Library Renovations	-		3,000,000		0%
Phase 7: Estimated Total	\$2,625,000	(\$2,125,000)	\$4,750,000	\$0	

Phase 8: Final Projects	Original Est. Cost	New Allocation	Revised Est. Cost	Actual Cost	Completion
Plumbing upgrades	2,000,000		2,000,000		0%
Buildings and Grounds Roof	1,100,000		1,100,000		0%
Ongoing Abatement and Demolition	500,000		500,000		0%
Career Center Facility Upgrades	-		1,000,000		0%
Energy Efficiency Upgrades	-		930,645		0%
Phase 8: Estimated Total	\$3,600,000		\$5,530,645	\$0	

Communication and Outreach

Progress toward all projects will be communicated to all community stakeholders using the following methodologies:

- Signs will be placed in the front of each building that will reflect the work in progress and completed in that building. These signs will be updated regularly. Signs will be developed with the assistance of the Construction Trades and the Graphic Imaging programs at Gary Area Career Center.
- The GCSC website will display regular updates on each project, with an indication of progress toward completion and total expenditure for each project.
- Regular meetings of the Emergency Manager, the Advisory Board and the Fiscal Advisory Board will include a status report on projects and expenditures.
- GCSC will develop School Improvement Fund cadre of advisors, led by the Emergency Manager or designee. These advisors will be asked to provide insights on community viewpoints around the work supported by the Fund.
- The Emergency Management team will meet with the Mayor of Gary on a regular basis to share progress on each project.
- The Communications team will share periodic updates on all GCSC social media channels, newsletters, website and via media interviews.

Appendix A – Capital Projects Tables

The following table identifies the type of capital project by building

Capital Projects Tables

Capital Project Categories

GCSC CAPITAL PROJECT CATEGORIES	Bailly	Bethune	Beveridge	GPA	McCullough	Williams	Marquette	GMS	West Side	Career Center	B&G Warehouse	Abandoned
Roofing	No	No	No	No	No	No	No	No	Yes	No	Yes	No
Boiler	No	No	No	No	No	No	No	No	No	No	No	No
Pavement/Parking Lots	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	No	No
Chiller	No	No	No	No	No	No	No	No	No	No	No	No
Control Systems	No	No	No	No	No	No	No	No	No	No	No	No
Security Enhancements	No	No	No	No	No	No	No	No	Yes	No	No	No
Lighting Upgrade: LED everywhere	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	No
Locker repairs: missing flashings, paint, repair	No	No	No	No	No	No	No	No	Yes	No	No	No
Outdoor Sports Area	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	No	No
Swimming Pool	No	No	No	No	No	No	No	No	Yes	No	No	No
Painting: interior	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	No
Painting Exterior	No	No	No	No	No	No	No	No	No	No	No	No
Asbestos removal: have to remove tiles when leaks. Classrooms unusable without abatement	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	No
Plumbing upgrades: regular maintenance and repair. Old buildings have original galvanized pipes. Pipe replace	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	No
Handicap lift repair/ accessibility	No	No	No	No	No	No	No	No	No	No	No	No
Bldg/Classroom lock retrofit: intruder locks that meet compliance; add security vestibules	No	No	No	No	No	No	No	No	No	Yes	No	No
Signage Indoor/Outdoor: all doors, marquees, parking, information signs	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	No
Gym Floor repairs: sand and resurface	No	No	No	No	No	No	No	No	Yes	No	No	No
Structural repairs	No	No	No	No	No	No	No	No	No	No	No	No
Bell/Clocks/PA systems: all need to be digitized	No	No	No	No	No	No	No	No	No	No	No	No
New Gates or Fencing	No	No	No	No	No	No	No	No	No	No	No	No

GCSG CAPITAL PROJECT CATEGORIES	Bailly	Bethune	Beveridge	GPA	McCullough	Williams	Marquette	GMS	West Side	Career Center	B&G Warehouse	Abandoned
Playground Equipment	No	No	Yes	Yes	Yes	Yes	Yes	No	No	No	No	No
Energy Leadership: building considerations for savings - windows, utility usage, insulation, etc.	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	No
Abatement and Demolition	No	No	No	No	No	No	No	No	No	No	No	Yes
WSLA Pre Box	No	No	No	No	No	No	No	No	Yes	No	No	No
Bethune Air Conditioning	No	Yes	No	No	No	No	No	No	No	No	No	No
Lighting Exterior	No	No	No	No	No	No	No	No	No	No	No	No
Greenhouse at Career Center	No	No	No	No	No	No	No	No	No	Yes	No	No
Hall of Fame Room and Trophy Cases	No	No	No	No	No	No	No	No	Yes	No	No	No
Exterior Enhancements (Power wash all school buildings)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	No
Theater Chairs	No	No	No	No	No	No	No	No	Yes	No	No	No
Library Renovations	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	No

Capital Project Estimated Costs by Buildings

Phase 1	Phase 2	Phase 3	Phase 4	Phase 5	Phase 6	Phase 7	Phase 8
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GCSC CAPITAL PROJECT ESTIMATED COSTS BY BUILDING	Bailly	Bethune	Beveridge	GPA	McCullough	Williams	Marquette	GMS	West Side	Career Center	B&G Warehouse	Abandoned	Total
Roofing													\$2,514,734
SIF									1,414,734		1,100,000		
ESSER													
Title													
Other													
Boiler													\$0
SIF													
ESSER													
Title													
Other													
Pavement/Parking Lots													\$1,400,000
SIF	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	1,040,000	40,000			
ESSER													
Title													
Other													
Chiller													\$0
SIF													
ESSER													
Title													
Other													
Control Systems													\$0
SIF													
ESSER													
Title													
Other													
Security Enhancements													\$10,000
SIF									10,000				
ESSER													
Title													
Other													
Lighting Upgrade: LED everywhere													\$250,000
SIF	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000			
ESSER													
Title													
Other													

Phase 1	Phase 2	Phase 3	Phase 4	Phase 5	Phase 6	Phase 7	Phase 8
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GCSC CAPITAL PROJECT ESTIMATED COSTS BY BUILDING	Bailly	Bethune	Beveridge	GPA	McCullough	Williams	Marquette	GMS	West Side	Career Center	B&G Warehouse	Abandoned	Total
Locker Repairs: missing flashings, paint, repair									50,000				\$50,000
SIF									50,000				
ESSER													
Title													
Other													
Outdoor Sports Area									1,518,000				\$1,818,000
SIF	100,000		20,000	20,000	20,000	20,000	20,000	100,000	1,518,000				
ESSER													
Title													
Other													
Swimming Pool									400,000				\$400,000
SIF									400,000				
ESSER													
Title													
Other													
Painting Interior													\$250,000
SIF	117,000	\$2,000	102,000	\$2,000	\$2,000	\$2,000	\$2,000	17,000	2,000	2,000			
ESSER													
Title													
Other													
Painting Exterior													\$0
SIF													
ESSER													
Title													
Other													
Asbestos Removal													\$500,000
SIF	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000			
ESSER													
Title													
Other													
Plumbing Upgrade													\$4,300,000
SIF	430,000	430,000	430,000	430,000	430,000	430,000	430,000	430,000	430,000	430,000			
ESSER													
Title													
Other													

Phase 1	Phase 2	Phase 3	Phase 4	Phase 5	Phase 6	Phase 7	Phase 8
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GCSC CAPITAL PROJECT ESTIMATED COSTS BY BUILDING	Bailly	Bethune	Beveridge	GPA	McCullough	Williams	Marquette	GMS	West Side	Career Center	B&G Warehouse	Abandoned	Total
Handicap Lift Repair/ Accessibility													\$0
SIF													
ESSER													
Title													
Other													
Bldg/Classroom Lock Retrofit													\$1,000,000
SIF										1,000,000			
ESSER													
Title													
Other													
Signage Indoor/Outdoor: all doors, marquees, parking, information signs													\$600,000
SIF	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000			
ESSER													
Title													
Other													
Gym Floor Repairs: sand and resurface													\$57,000
SIF									57,000				
ESSER													
Title													
Other													
Structural Repairs													\$0
SIF													
ESSER													
Title													
Other													
Bell/Clocks/PA systems: all need to be digitized													\$0
SIF													
ESSER													
Title													
Other													
New Gates or Fencing													\$0
SIF													
ESSER													
Title													
Other													

Phase 1	Phase 2	Phase 3	Phase 4	Phase 5	Phase 6	Phase 7	Phase 8
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GCSC CAPITAL PROJECT ESTIMATED COSTS BY BUILDING	Bailly	Bethune	Beveridge	GPA	McCullough	Williams	Marquette	GMS	West Side	Career Center	B&G Warehouse	Abandoned	Total
Playground Equipment													\$10,000
SIF			2,000	2,000	2,000	2,000	2,000						
ESSER													
Title													
Other													
Energy Leadership													\$930,645
SIF	93,065	93,065	93,065	93,065	93,065	93,065	93,065	93,065	93,065	93,065			
ESSER													
Title													
Other													
Abetment and Demolition													\$6,500,000
SIF												6,500,000	
ESSER													
Title													
Other													
WSLA Pre Box													\$200,000
SIF									200,000				
ESSER													
Title													
Other													
Bethune Air Conditioning													\$2,000,000
SIF		2,000,000											
ESSER													
Title													
Other													
Lighting Exterior													\$0
SIF													
ESSER													
Title													
Other													
Greenhouse at Career Center													\$200,000
SIF										200,000			
ESSER													
Title													
Other													

Phase 1	Phase 2	Phase 3	Phase 4	Phase 5	Phase 6	Phase 7	Phase 8
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GCSC CAPITAL PROJECT ESTIMATED COSTS BY BUILDING	Bailly	Bethune	Beveridge	GPA	McCullough	Williams	Marquette	GMS	West Side	Career Center	B&G Warehouse	Abandoned	Total
Hall of Fame Room and Trophy Cases									150,000				\$150,000
SIF													
ESSER													
Title													
Other													
Exterior Enhancements													
SIF	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000			\$50,000
ESSER													
Title													
Other													
Theater Chairs									250,000				\$250,000
SIF													
ESSER													
Title													
Other													
Library Renovations													\$3,000,000
SIF	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000			
ESSER													
Title													
Other													
Estimated Total	\$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	\$26,440,379

Appendix B – School Improvement plan 2020



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

SCHOOL IMPROVEMENT FUND PLAN

June 26, 2020

Prepared by



School Improvement Fund Plan

Prepared by Gary Schools Recovery, LLC

June 26, 2020

INTRODUCTION

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

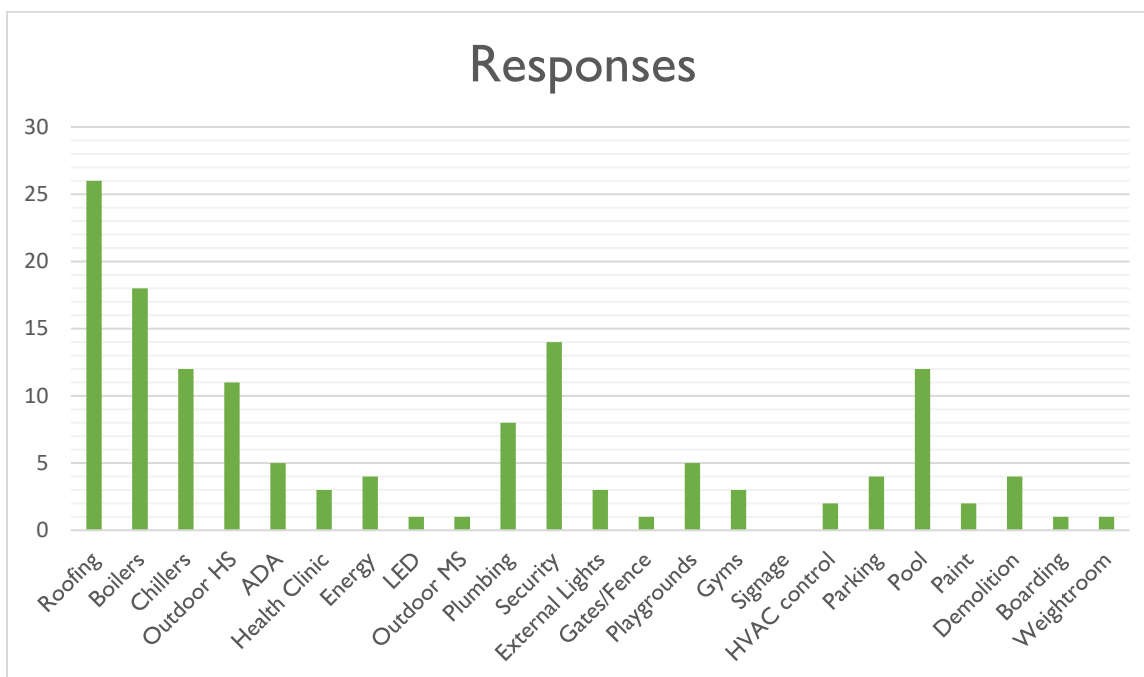
All expenditures from a School Improvement Fund must be approved by the DUAB. The opportunity to suspend payments and transfer funds from the Common School Fund into School Improvement Fund begins July 1, 2020 and expires January 1, 2025.

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

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

Outreach to GCSC Stakeholders yielded the responses shown in the graph below, Exhibit 1. Responses reflect the top 4 priorities shared by each person who provided input. Not included in the table was a reflection from several Stakeholders to focus efforts with these funds on West Side Leadership Academy (WSLA). The narrative shared a number of times was that WSLA is the flagship building, used for performances and athletics across all grade bands and by the community at large. Also not included in the table was the representation to distribute funds across both structural and beautification improvements. Consistently stakeholders shared a need to serve both existing students and attract new or returning students.

Exhibit I: Responses from GCSC Stakeholders



FOUR YEAR PLAN

GCSC has broad facility needs, therefore projects considered are diverse in location, size, and area. Diversification of projects impacts the largest number of students and would have visual impact in a broad range of areas of the community. While this diversification is a leading consideration, this plan also engages the community focus points detailed in the graph above as well as on the concentration of efforts on West Side Leadership Academy.

Major facility systems are important, and failure of those systems poses the highest risk to loss of instruction. Major facility systems will be replaced in phases. This will allow for smaller less expensive projects to be completed at the same time and start a replacement cycle for the future. Facility systems with the highest need are designated in the earliest phases of this plan; lower need projects that do not impact instruction are noted in later phases of the plan.

Aesthetical considerations are important as well. Painting, floors, landscaping, paving, playgrounds, and athletic facilities are important to provide stimulating learning environments in addition to providing an opportunity for student, staff, and community pride. The maintenance and appearance of each building impacts staff and student morale. These aesthetic improvements intend to help with increased enrollment, student and parent satisfaction and academic performance.

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

Phases also consider the deposits made in the Fund over time. Work to be done must reflect what funds are available at that time.

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

Projects and phase detail are subject to modification based on cost estimate changes and project completions. GCSC anticipates that each phase will evolve as work is completed. Modified phases will be presented to DUAB and all stakeholders throughout the duration of the Fund.

Several items reviewed and considered by community stakeholders are not included in the phases outlined in this plan. These items received little or no support from stakeholders. However, these may be pursued in the coming years using other funding options as available to GCSC.

Phase 1: Immediate projects (Summer-Fall 2020)

- Single boiler locations identified as critical (Critical being defined as high likelihood of failure resulting in loss of instruction). Bethune Early Childhood Center and Gary Middle School have a single boiler to heat the building. These boilers are approximately 60 years old and have deteriorated such that replacement is necessary.
- Roof replacement identified as critical. West Side is critical. This replacement will occur in stages, with critical areas completed in Phase 1, and additional roof areas completed in later phases. For Phase 1 the identified section is above the small gym, at risk during severe weather.
- Digital access control, rekeying of doors followed by key management program. This line item will use other Federal dollars and work will begin prior to July 1, 2020. As a major school improvement, and one considered by community stakeholders, it is included in this plan.
- Paint- This upgrade will also use other funding opportunities, not the School Improvement Fund. Phase 1 will focus on WSLA interior (lockers, locker rooms and walls) and GACC interior.
- Accent graphics at WSLA, including rubber mats with school logo at entry points.
- Project signage – sign at each building indicating projects underway and completed. Done in collaboration with Graphic Arts program at Gary Area Career Center.
- Ongoing abatement and demolition of unused property in collaboration with the Gary Mayor's Office.

Phase 2: 2020-21 School Year (Winter-Spring 2021)

- Single chiller locations identified as critical. Bailly MS: chiller and chiller tower. Gary Middle chiller.
- ADA improvements: elevator maintenance all schools, chairlift repair/replace at Beveridge, bathroom entrances and stall widths at GMS, water fountain heights.
- Playground replacement at Beveridge.
- Pavement repair and striping: in house pending hiring.
- Painting part 2: interior spaces in both middle school buildings.
- Athletic updates: WSLA Football field, track, tennis courts, press box, locker rooms and concessions.
- Ongoing abatement and demolition of unused property in collaboration with the Gary Mayor's Office.
- Bathroom extensions to comply with ADA regulations at Gary Middle School.

Phase 3: Summer 2021 (May – August)

- Boiler replacement phase 2 at GACC and Beveridge.
- Roof repair and replacement phase 2: WSLA, GACC and GMS.
- Pavement repair.
- Painting Phase 3: this phase will focus on the interior of Beveridge, Glen Park and Marquette.
- Playground inspections, repair, and upgrades part 2.
- Athletic updates part 2: WSLA Pool, WSLA gym floor.
- Build or reconfigure security vestibules at the front door such that the door is visible to the main office and requires check in: *West Side, Beveridge, Bethune, Bailly, Gary Middle, Career Center.*
- Ongoing abatement and demolition of unused property in collaboration with the Gary Mayor's Office.

Phase 4: 2021-22 School Year

- Chiller replacement part 2.
- Plumbing upgrade.
- Lighting upgrade.
- Ongoing abatement and demolition of unused property in collaboration with the Gary Mayor's Office.

Phase 5: Summer 2022

- Boiler replacement part 3.
- Roof replacement part 3: Bethune, Beveridge, WSLA, Bailly.

- Pavement repair.
- Athletic updates part 3.
- Painting phase 4: interior Williams, Bethune and McCullough.
- Playground inspections, repair, and upgrades part 3.
- Outdoor lighting upgrade.
- Ongoing abatement and demolition of unused property in collaboration with the Gary Mayor's Office.

Phase 6: 2022-23 School Year

- Ongoing abatement and demolition of unused property in collaboration with the Gary Mayor's Office.
- Add and repair fencing and gates at all buildings.

Phase 7: Summer 2023

- Roof completion: complete all roofing projects at WLSA (as needed Bailly, GACC, Beveridge and Bethune).
- Ongoing abatement and demolition of unused property in collaboration with the Gary Mayor's Office.

Phase 8: Final Projects

- Plumbing upgrades.
- Roof at Buildings and Grounds.
- Ongoing abatement and demolition of unused property in collaboration with the Gary Mayor's Office.

PROGRESS MONITORING

The chart below represents progress demonstration that will inform all stakeholders on the GCSC website through regular updates and the website of progress toward completion of each project. A monthly Control Budget will also be available at public meetings.

PROJECT	Estimated Cost	Progress toward Completion (sample)
Phase I: Summer - Fall 2020		
GMS Boiler	200,000	0%
Bethune Boiler	200,000	0%
West Side Roof, Part 1 of 4	2,125,000	0%
Accent graphics	7,000	10%
Paint, Part I: Interior GACC, interior WSLA	(30,000)	10%
Camera and video upgrades	(121,030)	10%
Digital Access Control	(78,250)	10%
External Signage of Progress	0	10%
<i>Phase I Estimated Total</i>	<i>2,532,000</i>	
Phase 2: 2020-21 School Year (Winter – Spring)		
Bailly chiller and chiller tower	650,000	0%
Gary Middle chiller	150,000	0%
Elevator and chairlift repair	25,000	0%
Playground replacement Beveridge	70,000	0%

Paint, Part 2: interior middle schools	(30,000)	0%
Pavement repair I	50,000	0%
Tennis Courts at WS	100,000	0%
Press Box, Locker Rooms, Concessions	200,000	0%
Ongoing Abatement and Demolition allocation	1,000,000	0%
ADA Bathroom extensions, GMS	75,000	0%
<i>Phase 2 Estimated Total</i>	<i>2,320,000</i>	
Phase 3: Summer 2021		
Boiler repair/replacement, GACC, Beveridge	400,000	0%
West Side Roof, Part 2	2,125,000	0%
GACC Roof	335,000	0%
Gary Middle roof	40,000	0%
Pavement repair part 2	50,000	0%
West Side gym floor	57,000	0%
West Side Pool	400,000	0%
Add security vestibules	500,000	0%
Playground upgrades Glen Park, Williams, Bethune, McCullough	280,000	0%
Ongoing abatement and demolition allocation	500,000	0%
<i>Phase 3 Estimated Total</i>	<i>4,687,000</i>	
Phase 4: 2021-22 School Year		

Chiller replacement Part 2	Cost included in phase 2	0%
Plumbing upgrades	2,000,000	0%
Internal Lighting upgrade	250,000	0%
Ongoing Abatement and Demolition allocation	500,000	0%
<i>Phase 4 Estimated Total</i>	<i>2,750,000</i>	
Phase 5: Summer 2022		
West Side Roof, Part 3	2,125,000	0%
Roof replacement, part 3: Bethune, Beveridge, Bailly, GACC	4,139,000	0%
Pavement repair Part 2	75,000	0%
Athletic field updates – middle schools	200,000	0%
Painting Part 3	(30,000)	0%
Playground inspections and repair	10,000	0%
Outdoor lighting upgrade	110,000	0%
Ongoing abatement and demolition allocation	500,000	0%
<i>Phase 5 Estimated Total</i>	<i>7,159,000</i>	
Phase 6: 2022-23 School Year		
Ongoing Abatement and Demolition allocation	500,000	0%
Gates and Fencing	20,000	0%
<i>Phase 6 Estimated Total</i>	<i>520,000</i>	
Phase 7: Summer 2023		

West Side Roof part 4	2,125,000	0%
Ongoing abatement and demolition allocation	500,000	0%
<i>Phase 7 Estimated Total</i>	<i>2,625,000</i>	
Phase 8: Final Projects		
Plumbing upgrades	2,000,000	0%
Buildings and Grounds Roof	1,100,000	0%
Ongoing abatement and demolition allocation	500,000	0%
<i>Phase 8 Estimated Total</i>	<i>3,600,000</i>	

COMMUNICATION AND OUTREACH

Progress toward all projects will be communicated to all community stakeholders using the following methodologies:

- Signs will be placed in the front of each building that will reflect the work in progress and completed in that building. These signs will be updated regularly. Signs will be developed with the assistance of the Construction Trades and the Graphic Imaging programs at Gary Area Career Center.
- The GCSC website will display regular updates on each project, with an indication of progress toward completion and total expenditure for each project.
- Regular meetings of the Emergency Manager, the Advisory Board and the Fiscal Advisory Board will include a status report on projects and expenditures.
- GCSC will develop School Improvement Fund cadre of advisors, led by the Emergency Manager or designee. These advisors will be asked to provide insights on community viewpoints around the work supported by the Fund.
- The Emergency Management team will meet with the Mayor of Gary on a regular basis to share progress on each project.
- The Communications team will share periodic updates on all GCSC social media channels, newsletters, website and via media interviews.

