

IMPLEMENTATION PRIORITIES

SURPLUS/(GAP)	PRIORITY(a)	FUNCTION	RECOMMENDATION
(4)	Highest	Retain highly competent central office administrators and staff	<ul style="list-style-type: none"> ■ Develop and implement strategies to improve retention of senior administrators and other key staff
(3)	High	Provide professional development for staff relating to serving language minority students	<ul style="list-style-type: none"> ■ Provide professional development for administrators, teachers and support service professional to aid them in serving English language learners
(3)	High	Retain highly competent school-based administrators	<ul style="list-style-type: none"> ■ Develop and implement strategies to improve retention of senior administrators and other key staff
(3)	High	Negotiate employee contracts	<ul style="list-style-type: none"> ■ Regain an appropriate balance in the relationship between the bargaining units and the school department ■ Negotiate with labor unions to establish an alternative approach to assigning staff to schools ■ Restructure TAN contract provisions related to class size ■ Negotiate shared services agreements with the City of Newport in the areas of refuse collection, payroll, accounting, budget monitoring, accounts payable, benefits administration, purchasing, building maintenance and custodial services

a). To say a recommendation is of “low” or “lowest” priority should not imply that the recommendation is unimportant, only that its implementation is of a lower priority than other study recommendations

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(3)	High	Implement employee contracts	<ul style="list-style-type: none"> ■ Regain an appropriate balance in the relationship between the bargaining units and the school department ■ Modify and streamline organizational structure at Rogers High School ■ Modify class schedule at Thompson Middle Schools to maximize teacher contact time with students ■ Assign 10 month versus 12 month secretary positions to elementary schools ■ Discontinue summer hours for clerical and support staff ■ Extend the length of the school day by at least one period at Rogers High School and NACTC ■ Modify entry requirements for clerical and administrative positions to reflect the skills needed to make effective use of information technology
(2)	Medium	Ensure compliance with services to English language learners requirements	<ul style="list-style-type: none"> ■ Establish additional positions to ensure compliance with State of Rhode Island mandates regarding English language learners ■ Provide professional development for administrators, teachers and support service professional to aid them in serving English language learners

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(2)	Medium	Provide effective budget management and maintenance	<ul style="list-style-type: none"> ■ Assign responsibility for school department financial management and purchasing to the City of Newport ■ Reduce the number of elementary schools from six to five by taking Underwood School offline ■ Negotiate shared services agreements with the City of Newport in the areas of refuse collection, payroll, accounting, budget monitoring, accounts payable, benefits administration, purchasing, building maintenance and custodial services ■ Determine the true cost of serving students who reside in group homes and lobby to the state to pay the full cost of serving those students ■ Protect resources needed to maintain momentum in improving student performance ■ Increase budget allocations for textbooks, library books and instructional materials ■ Continue to evaluate program models to prevent out-of-district placements and expand local options for students currently placed out-of-district
(2)	Medium	Track and account for the use of department financial resources	<ul style="list-style-type: none"> ■ Ensure that current transportation policies are enforced ■ Assign responsibility for school department financial management and purchasing to the City of Newport ■ Determine the true cost of serving students who reside in group homes and lobby to the state to pay the full cost of serving those students ■ Protect resources needed to maintain momentum in improving student performance ■ Increase budget allocations for textbooks, library books and instructional materials ■ Continue to evaluate program models to prevent out-of-district placements and expand local options for students currently placed out-of-district

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(2)	Medium	Perform preventative maintenance	<ul style="list-style-type: none"> ■ Assign responsibility for facilities maintenance and custodial services to the City of Newport ■ Negotiate shared services agreements with the City of Newport in the areas of refuse collection, payroll, accounting, budget monitoring, accounts payable, benefits administration, purchasing, building maintenance and custodial services ■ Develop information needed to evaluate facility maintenance needs
(2)	Medium	Respond promptly to emergency maintenance needs	<ul style="list-style-type: none"> ■ Assign responsibility for facilities maintenance and custodial services to the City of Newport ■ Negotiate shared services agreements with the City of Newport in the areas of refuse collection, payroll, accounting, budget monitoring, accounts payable, benefits administration, purchasing, building maintenance and custodial services ■ Develop information needed to evaluate facility maintenance needs
(2)	Medium	Responds appropriately to non-emergency maintenance needs	<ul style="list-style-type: none"> ■ Assign responsibility for facilities maintenance and custodial services to the City of Newport ■ Negotiate shared services agreements with the City of Newport in the areas of refuse collection, payroll, accounting, budget monitoring, accounts payable, benefits administration, purchasing, building maintenance and custodial services ■ Develop information needed to evaluate facility maintenance needs ■ Improve the condition of the basements of Sheffield and Cranston-Calvert Schools
(2)	Medium	Develop school boundaries to minimize the need for student bussing	<ul style="list-style-type: none"> ■ Establish elementary school boundaries that assign students to the school closest to their home addresses

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SURPLUS/(GAP)	PRIORITY(a)	FUNCTION	RECOMMENDATION
(1)	Low	Provide effective budget development and documentation	<ul style="list-style-type: none"> ■ Assign responsibility for school department financial management and purchasing to the City of Newport ■ Negotiate shared services agreements with the City of Newport in the areas of refuse collection, payroll, accounting, budget monitoring, accounts payable, benefits administration, purchasing, building maintenance and custodial services ■ Replace assistant superintendent position with a less costly professional position ■ Increase budget allocations for textbooks, library books and instructional materials ■ Reduce the number of elementary schools from six to five by taking Underwood School offline
(1)	Low	Provide effective payroll processing	<ul style="list-style-type: none"> ■ Negotiate shared services agreements with the City of Newport in the areas of refuse collection, payroll, accounting, budget monitoring, accounts payable, benefits administration, purchasing, building maintenance and custodial services
(1)	Low	Provide monthly budget updates to administration and school committee	<ul style="list-style-type: none"> ■ Assign responsibility for school department financial management and purchasing to the City of Newport ■ Negotiate shared services agreements with the City of Newport in the areas of refuse collection, payroll, accounting, budget monitoring, accounts payable, benefits administration, purchasing, building maintenance and custodial services
(1)	Low	Recruit highly competent teachers and other instructional staff	<ul style="list-style-type: none"> ■ Work aggressively to increase minority hiring
(1)	Low	Recruit highly competent school-based administrators	<ul style="list-style-type: none"> ■ Work aggressively to increase minority hiring ■ Develop and implement strategies to improve retention of senior administrators and other key staff

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(1)	Low	Retain highly competent teachers and other instructional staff	<ul style="list-style-type: none"> ■ Develop and implement strategies to improve retention of senior administrators and other key staff ■ Strengthen student discipline at Rogers High School ■ Reexamine the assignment of social workers and psychologists to free the resources needed to provide greater support at the middle school and high school
(1)	Low	Update job descriptions	<ul style="list-style-type: none"> ■ Develop a plan to strengthen human service infrastructure ■ Modify entry requirements for clerical and administrative positions to reflect the skills needed to make effective use of information technology
(1)	Low	Maintain job description database	<ul style="list-style-type: none"> ■ Develop a plan to strengthen human service infrastructure ■ Modify entry requirements for clerical and administrative positions to reflect the skills needed to make effective use of information technology
(1)	Low	Respond promptly to incidents requiring a quick cleaning response	<ul style="list-style-type: none"> ■ Assign responsibility for facilities maintenance and custodial services to the City of Newport ■ Negotiate shared services agreements with the City of Newport in the areas of refuse collection, payroll, accounting, budget monitoring, accounts payable, benefits administration, purchasing, building maintenance and custodial services ■ Adopt a new approach to managing custodial resources
(1)	Low	Keep buildings clean during the school year	<ul style="list-style-type: none"> ■ Assign responsibility for facilities maintenance and custodial services to the City of Newport ■ Negotiate shared services agreements with the City of Newport in the areas of refuse collection, payroll, accounting, budget monitoring, accounts payable, benefits administration, purchasing, building maintenance and custodial services ■ Adopt a new approach to managing custodial resources

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(1)	Low	Conduct “deep” cleaning	<ul style="list-style-type: none"> ■ Assign responsibility for facilities maintenance and custodial services to the City of Newport ■ Negotiate shared services agreements with the City of Newport in the areas of refuse collection, payroll, accounting, budget monitoring, accounts payable, benefits administration, purchasing, building maintenance and custodial services ■ Adopt a new approach to managing custodial resources

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