

## IMPLEMENTATION PLAN

Priority(a)	Recommendation	Responsibility	Begin Implementation	Complete Implementation
<b>EDUCATIONAL SERVICES</b>				
<i>Instructional Management</i>				
Medium	<ul style="list-style-type: none"> <li>■ Protect resources needed to maintain momentum in improving student performance</li> </ul>	<ul style="list-style-type: none"> <li>■ School Committee</li> <li>■ Superintendent</li> </ul>	Immediately	Ongoing
<i>Class Size</i>				
High	<ul style="list-style-type: none"> <li>■ Restructure TAN contract provisions related to class size</li> </ul>	<ul style="list-style-type: none"> <li>■ School Committee</li> </ul>	Immediately	15 Months
<i>High School Operations</i>				
Low	<ul style="list-style-type: none"> <li>■ Develop a ninth grade academy at Rogers High School</li> </ul>	<ul style="list-style-type: none"> <li>■ Superintendent</li> <li>■ High School Principal</li> </ul>	Immediately	One Year
Low	<ul style="list-style-type: none"> <li>■ Develop an alternative school-within-a-school model at Rogers High School</li> </ul>	<ul style="list-style-type: none"> <li>■ School Committee</li> <li>■ Superintendent</li> <li>■ High School Principal</li> </ul>	Three Months	15 Months
High	<ul style="list-style-type: none"> <li>■ Modify and streamline organizational structure at Rogers High School</li> </ul>	<ul style="list-style-type: none"> <li>■ School Committee</li> <li>■ Superintendent</li> <li>■ High School Principal</li> </ul>	Immediately	Three Months
Medium	<ul style="list-style-type: none"> <li>■ Strengthen student discipline at Rogers High School</li> </ul>	<ul style="list-style-type: none"> <li>■ High School Principal</li> </ul>	Immediately	Ongoing
Low	<ul style="list-style-type: none"> <li>■ Develop a comprehensive guidance program at Rogers High School</li> </ul>	<ul style="list-style-type: none"> <li>■ High School Principal</li> <li>■ Director of Special Education</li> </ul>	Immediately	One Year
Low	<ul style="list-style-type: none"> <li>■ Eliminate general level of classes at Rogers High School</li> </ul>	<ul style="list-style-type: none"> <li>■ High School Principal</li> </ul>	Six Months	One Year
Medium	<ul style="list-style-type: none"> <li>■ Extend the length of the school day by at least one period at Rogers High School and NACTC</li> </ul>	<ul style="list-style-type: none"> <li>■ School Committee</li> <li>■ Superintendent</li> <li>■ High School Principal</li> </ul>	Six Months	One Year
Low	<ul style="list-style-type: none"> <li>■ Expand advanced placement course offerings and support student in taking advanced placement examinations</li> </ul>	<ul style="list-style-type: none"> <li>■ High School Principal</li> <li>■ Director of Teaching, Learning and Professional Development</li> </ul>	Immediately	Ongoing
<i>Middle School Operations</i>				
High	<ul style="list-style-type: none"> <li>■ Modify class schedule at Thompson Middle Schools to maximize teacher contact time with students</li> </ul>	<ul style="list-style-type: none"> <li>■ Middle School Principal</li> </ul>	Immediately	Ongoing
<i>Textbooks and Instructional Materials</i>				
Medium	<ul style="list-style-type: none"> <li>■ Increase budget allocations for textbooks, library books and instructional materials</li> </ul>	<ul style="list-style-type: none"> <li>■ School Committee</li> <li>■ Superintendent</li> </ul>	Immediately	15 Months

## IMPLEMENTATION PLAN

Priority(a)	Recommendation	Responsibility	Begin Implementation	Complete Implementation
	<i>Special Education</i>			
Low	<ul style="list-style-type: none"> <li>■ Reexamine the assignment of social workers and psychologists to free the resources needed to provide greater support at the middle school and high school</li> </ul>	<ul style="list-style-type: none"> <li>■ Director of Special Education</li> </ul>	Immediately	Two Months
Medium	<ul style="list-style-type: none"> <li>■ Continue to evaluate program models to prevent out-of-district placements and expand local options for students currently placed out-of-district</li> </ul>	<ul style="list-style-type: none"> <li>■ Director of Special Education</li> </ul>	Immediately	Ongoing
Medium	<ul style="list-style-type: none"> <li>■ 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</li> </ul>	<ul style="list-style-type: none"> <li>■ School Committee</li> <li>■ Superintendent</li> <li>■ Director of Special Education</li> </ul>	Immediately	Six Months
	<i>Service to English Language Learners</i>			
Medium	<ul style="list-style-type: none"> <li>■ Establish additional positions to ensure compliance with State of Rhode Island mandates regarding English language learners</li> </ul>	<ul style="list-style-type: none"> <li>■ School Committee</li> <li>■ Superintendent</li> </ul>	Immediately	Two Months
High	<ul style="list-style-type: none"> <li>■ Provide professional development for administrators, teachers and support service professional to aid them in serving English language learners</li> </ul>	<ul style="list-style-type: none"> <li>■ Director of Teaching, Learning and Professional Development</li> </ul>	Immediately	Ongoing
	<b>Non-Instructional Operations</b>			
	<i>Organization</i>			
Low	<ul style="list-style-type: none"> <li>■ Replace assistant superintendent position with a less costly professional position</li> </ul>	<ul style="list-style-type: none"> <li>■ School Committee</li> <li>■ Superintendent</li> </ul>	Immediately	Two Months
	<i>Facilities Management</i>			
Medium	<ul style="list-style-type: none"> <li>■ Assign responsibility for facilities maintenance and custodial services to the City of Newport</li> </ul>	<ul style="list-style-type: none"> <li>■ School Committee</li> <li>■ City Council</li> </ul>	Immediately	One Year
Medium	<ul style="list-style-type: none"> <li>■ Develop information needed to evaluate facility maintenance needs</li> </ul>	<ul style="list-style-type: none"> <li>■ Administrative Service Director</li> </ul>	Three Months	One Year
Medium	<ul style="list-style-type: none"> <li>■ Adopt a new approach to managing custodial resources</li> </ul>	<ul style="list-style-type: none"> <li>■ Administrative Service Director</li> </ul>	Three Months	One Year
	<i>Financial Management</i>			
Medium	<ul style="list-style-type: none"> <li>■ Assign responsibility for school department financial management and purchasing to the City of Newport</li> </ul>	<ul style="list-style-type: none"> <li>■ School Committee</li> <li>■ City Council</li> </ul>	Immediately	One year
	<i>Human Resource Management</i>			
Low	<ul style="list-style-type: none"> <li>■ Develop a plan to strengthen human service infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>■ Superintendent</li> <li>■ Assistant to the Superintendent</li> </ul>	Immediately	One Year

## IMPLEMENTATION PLAN

Priority(a)	Recommendation	Responsibility	Begin Implementation	Complete Implementation
High	<ul style="list-style-type: none"> <li>■ Modify entry requirements for clerical and administrative positions to reflect the skills needed to make effective use of information technology</li> </ul>	<ul style="list-style-type: none"> <li>■ Assistant to the Superintendent</li> <li>■ Human Resources Coordinator</li> </ul>		
High	<ul style="list-style-type: none"> <li>■ Negotiate with labor unions to establish an alternative approach to assigning staff to schools</li> </ul>	<ul style="list-style-type: none"> <li>■ School Committee</li> <li>■ Superintendent</li> </ul>	Immediately	One Year
Low	<ul style="list-style-type: none"> <li>■ Work aggressively to increase minority hiring</li> </ul>	<ul style="list-style-type: none"> <li>■ Superintendent</li> </ul>	Immediately	Ongoing
Highest	<ul style="list-style-type: none"> <li>■ Develop and implement strategies to improve retention of senior administrators and other key staff</li> </ul>	<ul style="list-style-type: none"> <li>■ School Committee</li> <li>■ Superintendent</li> </ul>	Immediately	Ongoing
High	<ul style="list-style-type: none"> <li>■ Discontinue summer hours for clerical and support staff</li> </ul>	<ul style="list-style-type: none"> <li>■ School Committee</li> <li>■ Superintendent</li> </ul>	Immediately	10 Months
High	<ul style="list-style-type: none"> <li>■ Assign 10 month versus 12 month secretary positions to elementary schools</li> </ul>	<ul style="list-style-type: none"> <li>■ Superintendent</li> </ul>	Immediately	10 Months
Medium	<p><i>Transportation</i></p> <ul style="list-style-type: none"> <li>■ Establish elementary school boundaries that assign students to the school closest to their home addresses</li> </ul>	<ul style="list-style-type: none"> <li>■ School Committee</li> <li>■ Superintendent</li> </ul>	Immediately	Six Months
Medium	<ul style="list-style-type: none"> <li>■ Ensure that current transportation policies are enforced</li> </ul>	<ul style="list-style-type: none"> <li>■ Superintendent</li> <li>■ Assistant to the Superintendent</li> </ul>	Immediately	Ongoing
High	<p><i>Labor Relations</i></p> <ul style="list-style-type: none"> <li>■ Regain an appropriate balance in the relationship between the bargaining units and the school department</li> </ul>	<ul style="list-style-type: none"> <li>■ School Committee</li> <li>■ Superintendent</li> </ul>	Immediately	Ongoing
Medium	<p><b>Facilities</b></p> <ul style="list-style-type: none"> <li>■ Improve the condition of the basements of Sheffield and Cranston-Calvert Schools</li> </ul>	<ul style="list-style-type: none"> <li>■ School Committee</li> <li>■ Superintendent</li> <li>■ City Council</li> </ul>	Immediately	Six Months
High	<ul style="list-style-type: none"> <li>■ Reduce the number of elementary schools from six to five by taking Underwood School offline</li> </ul>	<ul style="list-style-type: none"> <li>■ School Committee</li> </ul>	Immediately	14 Months

## IMPLEMENTATION PLAN

Priority(a)	Recommendation	Responsibility	Begin Implementation	Complete Implementation
High	<ul style="list-style-type: none"> <li>■ Implement a long range facilities plan that includes the construction of three new elementary schools</li> </ul>	<ul style="list-style-type: none"> <li>■ School Committee</li> <li>■ City Council</li> <li>■ Superintendent</li> </ul>	Immediately	Three Years
High	<ul style="list-style-type: none"> <li>■ Determine the feasibility of either massive renovations at Rogers or the construction of a new Rogers High School</li> </ul>	<ul style="list-style-type: none"> <li>■ School Committee</li> <li>■ City Council</li> <li>■ Superintendent</li> </ul>	Immediately	Six Months
High	<ul style="list-style-type: none"> <li>■ Consider public-private partnerships as a means of financing the school department's long term facilities plan</li> </ul>	<ul style="list-style-type: none"> <li>■ School Committee</li> <li>■ City Council</li> </ul>	Immediately	Six Months
Medium	<p><b>Shared Services</b></p> <ul style="list-style-type: none"> <li>■ 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</li> </ul>	<ul style="list-style-type: none"> <li>■ School Committee</li> <li>■ City Council</li> <li>■ Superintendent</li> <li>■ City Manager</li> </ul>	Immediately	Six Months
High	<p><b>Implementation</b></p> <ul style="list-style-type: none"> <li>■ Adopt the study recommendations</li> </ul>	<ul style="list-style-type: none"> <li>■ City Council</li> <li>■ School Committee</li> </ul>	Immediately	One Month
High	<ul style="list-style-type: none"> <li>■ Establish implementation task forces</li> </ul>	<ul style="list-style-type: none"> <li>■ School Committee</li> <li>■ City Council</li> </ul>	One Month	--
High	<ul style="list-style-type: none"> <li>■ Clarify the labor and personnel implications of the study recommendations</li> </ul>	<ul style="list-style-type: none"> <li>■ Superintendent</li> <li>■ Assistant to the Superintendent</li> </ul>	One Month	Three Months
High	<ul style="list-style-type: none"> <li>■ Establish an internal and external communications strategy</li> </ul>	<ul style="list-style-type: none"> <li>■ School Committee</li> <li>■ City Council</li> <li>■ Superintendent</li> <li>■ City Manager</li> </ul>	Immediately	Ongoing

(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.