

Gloucester Public Schools

School Management Audit: Responses

#	Issue	Responsibility	Priority	Action proposed	Due Date	Status
3-1	institute School Committee consent agenda	SC	A	Accept: seldom relevant - implement as appropriate	Continuing	
3-2	institutionalize communications with City Council/Administration	SC	A	Discuss with City Council	11/01/05	
3-3	referendum to introduce staggered four-year terms	CC		Refer to City Council		Complete
3-4	update policy manual	SC	A	Accept: but note that many suggestions are management rather than policy issue Priority: SPED Review best practice	12/01/05 09/01/06	
3-5	publish policy manual on web site	Supt.	B 2	Accept	12/01/05	
3-6	create/complete procedural document/manual	Supt.	B 2	Accept: 1998 manual needs updating UNIFUND implementation is priority to 01/01/06	11/01/06	
3-7	(a) implement reassignment of functions*; (b) Full time Principals/ Asst. Supt/ Director of IT	SC - (b)	B 1	Accept in part: (a) is complete in local context Refer (b) to FY07 budget	04/12/06	Complete
3-8	adopt admin. staffing level formulas; reassign V-Ps	Supt.	B 1	Accept as advisory Recommendation not contextualized		
3-9	one ft principal for each school (including Plum Cove)	SC	B 1	Refer to Planning For Effective Learning Communities and FY07 budget	04/12/06	
3-10	establish School/City shared services committee	SC/CC	A	Discuss with City Council B and F and City O and A?	11/01/05	
3-11	Supts'. Secretary to process e-mails			No action proposed		Complete
3-12	introduce organizational climate survey	Supt.	B 2	Accept as advisory - needs staffing resources		
3-13	create strategic planning committee	SC	B 1	Recommend task force approach rather than new committee; District Coordinating Council?	11/01/05	
3-14	strengthen plan	SC/Supt.	B 1	Accept	Continuing	
3-15	develop budget planning process linked to strategic plan	SC/Supt.	B 1	Review presentation to make connections explicit SIP Plans due prior to budget discussions	03/06 12/05	
4-1	hire reading specialists full time (\$170,650) if grant support ends	SC	B 1	Accept in principle: refer to FY07 budget	04/12/06	
4-2	develop strategic plan for Curriculum, Instruction, Assessment establish Curriculum Committee	Supt. SC/Supt.	B 1 B 1	Accept Accept in part - should also handle assessment and professional development	03/01/06 12/01/05	
4-3	schedule and fund revision of core curriculum guides	SC	B 1	Accept in principle: refer to FY07 budget	04/12/06	
4-4	create SIP evaluation instrument	Supt.	B 1	Accept	10/05	
4-5	district wide lesson plan policy district walkthrough instrument	Supt. Supt.	B 2 B 1	Accept as advisory: Accept: already working on it	12/05	
4-6	research options for reducing failure	Supt.	B 1	Accept - already working on it Should be reflected in strategic plan and SIPs	01/01/06	
4-7	employ 3.5 K-5 librarians and 1 middle school librarian	SC	B 1	Accept in principle (not #s) : refer to FY07 budget	04/12/06	

School Management Audit: Proposed Responses

#	Issue	Responsibility	Priority	Action proposed	Due Date	Status
4-8	create SPED strategic plan	Supt.	B 1	Accept: already working on it: see 03/05 report	01/01/06	
4-9	create policy on inclusion education	SC/Supt.	B 1	Accept - already working on SPED policy	12/05	
4-10	establish criteria/procedures for OOD placement	Supt.		Purpose unclear: IEPs determine placement. We provide within district unless we cannot provide required service/s. No action		
4-11	eliminate two supervising program leader positions**	SC/Supt.	B 1	Impractical in part: accept as advisory for FY07 O'Maley responsibilities now with administration	04/12/06	
4-12	eliminate Director of Pre-School & two assistants***			No action on Director position: report misreports arrangements in other districts Aide positions reviewed annually		Complete
	consider merging with Pathways			No action: we already collaborate with Pathways. DOE CPR Review reports Pre-School program is strong. No reason to outsource.		Complete
4-13	rename Alternative program	GHS	B 1	Accept - already working on it; revise program name	01/01/06	
	combine Alliance and Compass programs	GHS	B 1	No action - audit misinterprets the programs' purposes		Complete
4-14	district-wide consistency in child study/intervention teams	Supt.	B 1	Accept - already working on it. Documentation in draft. Professional development needed	11/05	
4-15	reassign student services to Director of SPED	Supt.	B 1	No action - untimely given SPED issues		Complete
	eliminate Health Coordinator, replace with Ed. Psych.*****			No action - audit misinterprets situation		Complete
4-16	district wide action plan/resources for AYP	Supt.	B 1	Accept as advisory: already working on it Refer to FY07 budget		
4-17	identify and focus on specific Grade 6 & 8 Math strategies	Supt.	B 1	Accept as advisory: already working on it Committee has requested report	10/05	
4-18	train principals in skills needed for data-driven decisions	Supt.	B 1	Review with Principals	11/05	
4-19	establish task force to re-evaluate current local assessments	Supt.	B 1	Accept - already working on it: refer to curriculum committee. Reading assessments currently under review		
5-1	develop formal schedule for implementation of Unifund (-1 clerk)	Supt.	B 1	Accept as advisory: on ASAP track Human resources understaffed; no action on personnel	01/01/06	Complete
5-2	improve information in budget document - including revolving accts			Accept as advisory:see 3-15; revenues already included	03/06	
5-3	develop formal policy on tracking/reporting on audit recommends	SC/Supt	B 1	Accept	12/05	
5-4	ensure invoice #s are entered into Unifund	Supt.	B 2	Complete		Complete
5-5	develop cash receiving guidelines			Accept - already working on it - guidelines need updating	11/05	
5-6	improve payroll controls by developing a balancing process	Supt.	B 1	Accept: develop in context of UNIFUND implementation	01/06	
5-7	CFO to have oversight of fees authorized for collection	Supt.	B 1	No action necessary: CFO does have oversight		Complete
5-8	document Finance Office procedures	Supt.	B 2	Accept: already working on it - needs updating post UNIFUND implementation	12/06	
5-9	develop personnel action form for personnel/payroll changes	Supt.	B 1	Accept: procedures need updating Relate to UNIFUND implementation	12/05	
5-10	monitor and report on revenue and revolving funds to SC	Supt.	B 1	Accept	Continuing	
5-11	assign safety responsibilities to central/school committees			No action: School Committee '08/24/05		Complete

School Management Audit: Proposed Responses

#	Issue	Responsibility	Priority	Action proposed	Due Date	Status
5-12	standard set of student activity fund procedures	Supt.	B 1	Accept - already working on it MASBO guidelines in GHS, wider circulation necessary	10/05	
5-13	develop fixed asset policies and procedures	SC/Supt.	B 1	Accept - as time allows	??	
5-14	conduct complete inventory of assets and track in Unifund system	SC/Supt.	C	Accept - as time allows	??	
5-15	require timely receiving reports to Finance Office	Supt.	B1	Accept	10/05	
5-16	develop purchasing procedures manual	Supt.	B 1	Accept: already working on it - needs updating post UNIFUND. Purchasing Agents issues city-wide guidelines		
5-17	identify allowable Food Service costs and phase costs to service	Supt.	B 1	Accept as advisory - already working on it: suggested savings unachievable without radical change in service and conditions of employment		
5-18	formal financial/operational reports on Food Service program	SC/Supt.	B 1	Accept: already started	Continuing	
5-19	include all revenues in transport budget			Complete: suggested savings illusionary		Complete
5-20	implement cooperative use of bus maintenance facilities **	SC/CC	B 1	Discuss with City Council		
5-21	purchase video cameras for use on school buses	Supt.	B 1	Accept: order in process		Complete
5-22	develop transportation employee handbook	Supt.	C	Accept	??	
5-23	reformat and update job descriptions	Supt.	C	Accept: updates prior to new postings or introduction of new systems - e.g. UNIFUND	Continuing	
5-24	introduce standard employment application form	Supt.	C	Review in the light of service needs and UNIFUND data		
5-25	job descriptions, procedures, vacancies, staff contracts on web site	Supt.	C	Accept	??	
5-26	relocate transport staff personnel files	Supt.	B 1	Accept: main office storage issues	11/05	
5-27	develop general employee handbook	Supt.	C	Accept	??	
5-28	store personnel records in fire rated storage cabinets	Supt.	A	Accept - already working on it	10/05	
5-29	(a) rename to Human Resource Office, (b) cooperate with City			Complete Accept - already working on it	Continuing	Complete
5-30	design professional development for all employees			Accept as advisory: We try to do that	Continuing	
5-31	identify causes of GTA turnover***	Supt.	C	Perception of turnover may not include lay off's/retirements Turnover not seen as a problem. Watching brief	Continuing	
5-32	implement strategies to reduce absenteeism	Supt.	B 2	Accept as advisory Review with Principals and Bargaining Units	Continuing	
5-33	revise all employee evaluation instruments	Supt./SC	A C	Review teacher evaluation system as priority Others require staff time not currently available	11/05	
5-34	establish broad based facilities solutions task force	SC/CC	B 1	Discuss with City Council		
5-35	consolidate Beeman and Plum Cove Schools	SC	B 1	Review in context of Planning For Effective Learning Communities; refer to FY07 budget	04/12/06	
5-36	sell Plum Cove	SC	B 1	Review in context of Planning For Effective Learning Communities; refer to FY07 budget	04/12/06	

School Management Audit: Proposed Responses

#	Issue	Responsibility		Action proposed	Due Date	Status
			Priority			
5-37	develop minor maintenance and preventative maintenance program	Supt.	B 1	Accept - within strategic plan	01/01/06	
5-38	implement an industry standard custodial assignment schedule*****			No action: Audit error		Complete
5-39	require custodial uniform allowance to be spent on uniforms*****	SC/Supt.	B 1	No action required: already in place		Complete
5-40	purchase maintenance management software	SC/Supt.	B 1	Consider	12/05	
5-41	re-convene Technology Advisory Committee	Supt.	C	Accept: Director of technology acting as Principal	2006/07	
5-42	develop timeline for web site completion and update web policy	Supt.	B 1	Accept as advisory: personnel limitations	??	
5-43	all students to complete a keyboarding class	SC/Supt.	B 1	Accept - already working on it	2006/07	

Priority A: Needs attention within next three months - impact on effectiveness and program quality
 Priority B 1: Needs attention during FY06
 Priority B 2: Needs attention as soon as is practical - but has substantial staffing implications
 Priority C: Low level impact on effectiveness and efficiency - FY07

School Committee: September 28, 2005