

Operational and Management Efficiency Study Scorecard

Recommendations (last updated 7/17/2017)

N.B. (1) The Salem Superintendent and EL Superintendent continue to work jointly to evaluate all possibilities to review shared services possibilities and Salem representatives have been included in the new EL Strategic Planning Committee which is working on a five-year plan for their district. **Long Range Educational Planning subcommittee has established a similar committee here in Salem. This committee has been meeting since 9/14/2017 and is on track to complete its work in early 2018.**

(2) After the January Co-Op BOE meeting with EL and Salem it was agreed by both boards that there will be a presentation at the May meeting by the Finance Managers from both districts about possible cooperation on costs with various services and supplies. It was noted that all the Finance/Business Managers within the LEARN Regional Educational Service Center meet as a consortium to bid for services and participate with state led bidding contracts as well. **The May Coop meeting was postponed due to conflicts. However, the LREP committee is continuing to investigate possible shared services as part of the strategic planning process.**

Partnering with East Lyme

	Recommendation	Action	Expected Completion
1	Meet with East Lyme Board of Education and administration to negotiate terms and contracts.	New 20-year contract signed for HS	DONE for HS N/A for MS
2	Assuming East Lyme rate reductions can be achieved, begin transition of 7 th and 8 th grade students to East Lyme; converting Salem School to PreK-6 building over the next 2-3 years.	Presentations, community meetings, aggressively seeking input	Unanimous vote to keep Grades 7 & 8 at Salem School at the December BOE meeting - DONE
3	Keep 5 th and 6 th grade in Salem School.	DONE	DONE
4	Explore opportunities for sharing a Superintendent with East Lyme Public Schools.	Two district Superintendents to review possible shared services and to create a joint committee to review all possibilities	Supr. Newton addressed sharing services at Oct BOE meeting. Currently doesn't see a "combination" at

		This joint committee has not officially met but the Superintendents continue to review possibilities	present. Open to future considerations
5	Explore opportunities for sharing a Special Services Director with East Lyme Public Schools.	See above	Sharing vs. “draw down” of position as enrollment changes as per model for upcoming year; see below

Salem School Operations

	Recommendation	Action	Expected Completion
1	Within two years create a joint Finance Director position for the Town of Salem and School District.	Personnel Comm. and school attorney to investigate	Review by BOE attorney not favorable for this. Will pursue further discussions with other districts
2	Consider sharing technology between the Town and School District in the future (2-5 years).	TBNG approached; Office of First selectman approves; TBNG to meet with FS on 1/11/16.	First Selectman has decided against a contract with TBNG for the Town

Create Stability within the Salem School administration

	Recommendation	Action	Expected Completion
1	Ensure any future hires have intentions of staying with and “growing with” the Salem School.	Ongoing process, Long term desirable situation	Ongoing
2	Migrate the Interim Assistant Principal to Principal.	DONE	DONE
3	Do not immediately backfill the Interim Assistant Principal position (once the Interim Assistant Principal has become Principal).	Admin. Model did not support this. New FTE Assist Principal with credentials in special education admin. recently hired	New contract signed and AP working full time including some DSS duties (allowed for DSS position to be 0.45)

Validate that Salem School staff is compensated competitively

	Recommendation	Action	Expected Completion
1	Perform a Cost Study/Analysis for teachers pay relative to other local districts.	Contract Negotiations Ad Hoc committee	DONE; new three-year contract signed which is in line with state averages; BOF represented by G. Householder/advised subcommittee extensively
2	Review Administration Salaries	Part of Budget process; Dependent upon Admin. Model and scope of duties	New Admin model: 0.45 Supr., 1.0 Princ., 1.0 AP, 0.45 DSS. Will be reviewed in new budget cycle

Stability of School positions

	Recommendation	Action	Expected Completion
1	Make a firm decision about the size and operations of Salem School and maintain this position.	Firm decision not possible apart from annual Budget Cycle. LREP constantly reviewing enrollment projections. New Strategic Planning Committee reviewing all figures and projections	Will currently maintain Pre K through 8 school. Constantly reviewing enrollment projections. Admin and BOE considering all factors including current enrollment and budget status
2	The District should attempt to keep teachers in the same position for as long as possible.	“	DONE Constant review of needs and enrollment informs this decision
3	Eliminate job shifting where possible.	“	DONE See above

Curriculum

	Recommendation	Action	Expected Completion
1	Consider sharing a curriculum person with East Lyme School District.	Actively participating with EL curriculum committee, keeping curriculum manager in current job descriptions	DONE by virtue of extensive participation in Curriculum Council at EL. NO Added costs for salaries etc.
2	Ensure that technology curriculum is provided.	DONE	DONE

Location of School Business Office

	Recommendation	Action	Expected Completion
1	Consider relocating the Superintendent, Executive Assistant to the Superintendent and joint Finance Director to Town Hall or another Town building.	School Admin. at school – a necessity Finance Dir. TBD	DONE and as per BOE attorney's advice re: joint finance director

Technology

	Recommendation	Action	Expected Completion
1	<p>Realign IT organizational structure to enhance the oversight, coordination and direction for IT initiatives and services.</p> <p>a) Evaluate current job descriptions to ensure alignment with School District needs and broadcast technology staff roles to the rest of the School Staff so they are aware of resources.</p>	<p>-New Support via TBNG</p> <p>-Tech Curriculum in place</p> <p>-IT steering comm.</p> <p>-New job descriptions</p> <p>- investigation of possible shared services with EL or other district/RESC</p>	DONE but changes may occur pending research on shared services.
2	<p>Develop roles, responsibilities and performance metrics for all personnel responsible for technology (IT specialist, library media aide, technology teacher).</p>	<p>New job descriptions or all positions</p> <p>Investigation of shared services to reduce cost</p>	DONE but changes may occur pending research on shared services.
3	<p>Create IT steering committee.</p>	DONE	DONE
4	<p>Implement structured training program.</p> <p>a) Develop a regular training program for all major software systems.</p> <p>b) Update new employee orientation to include training.</p> <p>c) Consider using outside and/or web based training classes.</p> <p>d) Attend software user groups and user conference.</p> <p>e) Implement training plan for IT staff.</p>	<p>Increased Professional Development for teachers this year.</p>	DONE – all recommendations followed

Communication

	Recommendation	Action	Expected Completion
1	<p>Establish a communications committee</p>	DONE	DONE
2	<p>Continue to hold and promote regular informational parents' meetings.</p>	<p>DONE. Continuing with parent meetings, CR subcommittee, newsletters /outreach</p>	DONE
3	<p>Consider broadcasting Board of Education meetings on television.</p>	<p>Work in progress</p>	
4	<p>Advertise the Board of Education meetings online throughout the Town and School.</p>	DONE	DONE
5	<p>Continue the outreach and work of the Board of Education Community Relations sub-committee.</p>	DONE	DONE
6	<p>Present the budget with clear line item descriptions for the School administration costs and capital costs.</p>	DONE/ will continue	DONE

