

BWRSD - Operational Review Summary
Action Items

Document Category	Highlights/ Issues	Actionable Item	Comments	Action Item Open/Closed	Completion Date
II. Finance Department	Chief Financial Officer - Critical Position needed	CFO position job search outsourced to Robert Half & Greysmith Corp			
II. Finance Department	Additional staffing needs Controller or Assistant Controller				
II. Finance Department	Interim Business Manager title change to Senior Accountant or Account Manager				
II. Finance Department	CFO analyze to determine experience level, staffing needs				
II. Finance Department	Payroll Function move back to the Financial Department				
II. Finance Department	Encumbrances are not accurate and not updated consistently	Develop a Process to ensure current financial information is received and accurately accounted for. This process needs to include the Finance Department, Department Heads, Principals, Special Ed, IT, Athletics, Facilities			
II. Finance Department	Cash Projections are not done and excess cash is not transferred to investment accounts to earn interest income.	Develop a Process for projecting cash flow needs and the transfer to and from investment accounts			
II. Finance Department	Cash Projections are not done and excess cash is not transferred to investment accounts to earn interest income.	In the Absence of a CFO the Superintendent should approve transfers to and from investment accounts and ensure timely reconciliation of all cash accounts to ensure a separation of duties and high level approval / Oversight			
II. Finance Department	District is in need of an approval for expenditures including appropriate procurement and bidding where applicable	Develop a Process with Finance, Department Heads, Principals, Directors to ensure purchases are thoroughly reviewed and approved prior to commitment for all goods and services			
II. Finance Department	Lack of timely, consistent and accurate Financial reporting	Develop standard financial reports and date to be distributed			
III. Procurement and Contract Administration	Lack of a formal process for procurement of Goods and services	Develop an Request for Proposal Process on all bidding of goods and services over \$5K. All Request for proposals should be formulated by the Department, principle and Director requesting the goods or services. Finance Department needs to review all RFP Bids, and acceptances. Financial Department to open all RFPs.			
III. Procurement and Contract Administration	Lack of a formal process for procurement of on going contract administration	Develop a Process that includes all requests for a Contracted Administration and/or Consultant should be formulated by the Department, principle and/or Director requesting the service. Then sent to the School committee Attorney for approval and sent to the Full School Committee final approval.			
IV. Grant Administration	Grant Funding lacks financial and Management oversight	What Steps are we taking in providing Fiscal and Operational Oversight			
IV. Grant Administration	Enterprise Funding lacks financial and Management oversight	What Steps are we taking in providing Fiscal and Operational Oversight			
V. CO2 (Child Opportunity Zone)	CO2 (Child Opportunity Zone) in a large deficit for FY21 and is not receiving Fiscal or Operational Oversight	What Steps are we taking in providing Fiscal and Operational Oversight			Recommend moving \$684K from Fund Balance back to CO2I Will add to the Budget/Facilities Meeting 4/14
VI. Food Service	Food Service in a large deficit for FY21 and is not receiving Fiscal or Operational Oversight. Recommend program fully reviewed prior to 21/22 school year. Currently the District is out of RIDE Compliance .	Immediate action required District is out of RIDE compliance, fund balance is in excess of RIDE regulations to not exceed an accumulated 3 mos. average monthly expenses.			
VI. Food Service	Food Service in a large deficit for FY21 and is not receiving Fiscal or Operational Oversight. Recommend program fully reviewed prior to 21/22 school year. Currently the District is out of RIDE Compliance .	Set up Qrtly meetings with Chartwells to understand the direction and financial status of the program.			
VI. Food Service	Food Service in a large deficit for FY21 and is not receiving Fiscal or Operational Oversight. Recommend program fully reviewed prior to 21/22 school year. Currently the District is out of RIDE Compliance .	Review Chartwells contract and at renewal discuss bottom line minimum surplus.			
VI. Food Service	Food Service in a large deficit for FY21 and is not receiving Fiscal or Operational Oversight. Recommend program fully reviewed prior to 21/22 school year. Currently the District is out of RIDE Compliance .	Review net cash resources form required by RIDE be reviewed and submitted timely.			
VII. Transportation	Transportation not receiving Fiscal or Operational Oversight	Recommended the District Conducts an outside service to do a utilization analysis to ensure efficiency and cost effectiveness.			
VII. Transportation	Transportation not receiving Fiscal or Operational Oversight	Assign in-district personnel who will be responsible for the fiscal and operational oversight of this contract in terms of reviewing routes, financial oversight, contract review etc.			
VIII. Facilities	Director of Facilities	Required Certification needed per RIDE guidelines			
VIII. Facilities	District Facilities lack a strategic plan for routine on-going maintenance and capital projects	Create a solid preventative maintenance program			
VIII. Facilities	District Facilities lack a strategic plan for routine on-going maintenance and capital projects	Review Asset Management System			
VIII. Facilities	District Facilities lack a strategic plan for routine on-going maintenance and capital projects	Develop proceed for bidding and routine contract renewals			
VIII. Facilities	District Facilities lack a strategic plan for routine on-going maintenance and capital projects	Clerical support needed			
VIII. Facilities	District Facilities lack a strategic plan for routine on-going maintenance and capital projects	Create Building Committee based on RIDE Requirements and set up a meeting ASAP			
VIII. Facilities	Necessity of Construction Plan (NOC) - will expire 6/30/22.	Create RFP for Architectural and Engineering Services	RFPs - went out and are due back 4/13		
VIII. Facilities	Educational Facilities Master Plan (FMP) RIDE Funding expires 12/31/21.	Create RFP Commissioning Agent Services and Owners Project Management Services	RFPs - went out and are due back 4/13		
VIII. Facilities	Necessity of Construction Plan (NOC) - will expire 6/30/22. District currently has \$5M of approved projects on NOC must be completed by 6/30/22 or housing Aid reimbursement could be lost on those project. RIDE will approve an extension to complete those approved projects but unlikely to approve an extension for more than a year.	Owners Project Management Service to establish a path forward			
VIII. Facilities	NOC Approved Project - KMS Ventilation , Bid package for rooftop units completed not finalized	Status on Equipment Lead time Hire a Commissioning agent (can be a subcontractor of the OPM) to ensure the HVAC system is operating the way the project planned			
VIII. Facilities	NOC Approved Projects - MHHS Ventilation , rooftop unit replacement needed for one currently not functional	Status on Equipment Lead time Hire a Commissioning agent (can be a subcontractor of the OPM) to ensure the HVAC system is operating the way the project planned			

VIII. Facilities	Educational Facilities Master Plan (FMP) RIDE Funding expires 12/31/21. Stage I and Stage II Due to be approved by RI Board of Education by May22	Generate a Bid for services of an Educational Facility Master Planner			
VIII. Facilities	Necessity of Construction (NOC) District Lacks a consistent, reliable capital investment funding source outside of housing aid reimbursement and yearly surpluses	Cash Flow projection analysis for the years covered under NOC			This is to ensure approvals will not exceed anticipated available cash flow
IX. Capital Investment Program	District Lacks a consistent, reliable capital investment funding source outside of housing aid reimbursement and yearly surpluses	Capital Investment plan is needed for future infrastructure needs			
IX. Capital Investment Program	District Lacks a consistent, reliable capital investment funding source outside of housing aid reimbursement and yearly surpluses	5-10 Year asset plan and secure a consistent, identifiable source of funding for the protection of School buildings			
IX. Capital Investment Program	District Lacks a consistent, reliable capital investment funding source outside of housing aid reimbursement and yearly surpluses	BWRSD School Committee work with local officials to determine an affordable source of funding for future years			
X. Human Resources	The District Lacks a High Level Human Resources Manager/Director	Open Requisition for HR Manager/Director	Position Filled	Start Date 4/26	Closed
X. Human Resources	The District Lacks a High Level Human Resources Manager/Director	Review Job Description and qualification of the HR Clerk currently responsible for benefits administration should be completed			3/26/2021
XI. PPS/Special Education	The PPS Department does not exercise fiscal oversight and revenues and	Establish a tracking system complete with Financial data in terms of out of district placements, students existing the district, other student related special education services, Medicaid revenue projections			
XI. PPS/Special Education	Medicaid Revenues and expenses need further oversight and review	Create a process to determine reimbursement criteria, follow up on parent data, required time and effort tracking			
XI. PPS/Special Education	Staffing Positions are not inline with department need	Review current positions and structure within Special Education Department. Add an Assistant Director of PPS vs resources intervention			
XII. Information Technology	Information Technology purchases need a Long-Term Capital Funding Source	5 Year Plan for items that will be purchased thru capital funding			
XII. Information Technology	Staffing Positions are not inline with department need	Review all job descriptions and duties			
XII. Information Technology	Information Technology purchases need a Long-Term Capital Funding Source	Need to asses the financial benefits and viability of a lease versus purchase			
XII. Information Technology	Information Technology purchases need a Long-Term Capital Funding Source	Review Asset Management System			
XII. Information Technology	Information Technology purchases need a Long-Term Capital Funding Source	Create an enterprise fund to maintain Chromebook repair per RIDE UCOA standards			
XII. Information Technology	Data Manager job description needs to be defined	Recommending instruction software, RIDE requirements and ensure consistent, uniform, enrolment policies and procedures and monitor residency issues.			
XII. Information Technology	Data Manager job description needs to be defined	Data Manager to set up a process to review student enrollment projections and enrollment data			
XII. Information Technology	Network Manager position	Review the 2 consultants that were hired look at cost, technology need versus hiring an employee			
XIII. Other Operation Processes /Information	The District does not provide consistent, timely financial reports to the school committee and for community transparency	Yearly Presentation on Food Service, Information Technology , Facilities, Other District Educational perspectives			
XIII. Other Operation Processes /Information	The District does not provide consistent, timely financial reports to the school committee and for community transparency	Consistent communication regarding CTE/pathways program progress, test scores, data reviews, high quality curriculum learning standards progress, student enrollment reports by school			
XIII. Other Operation Processes /Information	School Committee Policies are outdated	Need to review and update all policies			
XIII. Other Operation Processes /Information	Cross Training / Procedures manuals - Key District process lack cross training and written procedures for critical responsibilities	Develop a process due to lack of cross training			
XIII. Other Operation Processes /Information	Cross Training / Procedures manuals - Key District process lack cross training and written procedures for critical responsibilities	Develop a written procedures for critical responsibilities			
XIII. Other Operation Processes /Information	Fund Balance is used for general operating expenses, creating a structural deficit	Review Fund Balance procedures and usage of fund balance			