

Roger Williams University

DOCS@RWU

East Providence Documents

East Bay/RWU Information Collaborative

February 2008

East Providence report: executive summary

RWU Institute for Public Policy
Roger Williams University

Follow this and additional works at: https://docs.rwu.edu/east_providence_doc

Recommended Citation

Institute for Public Policy, RWU, "East Providence report: executive summary" (2008). *East Providence Documents*. 1.

https://docs.rwu.edu/east_providence_doc/1

This Article is brought to you for free and open access by the East Bay/RWU Information Collaborative at DOCS@RWU. It has been accepted for inclusion in East Providence Documents by an authorized administrator of DOCS@RWU. For more information, please contact mwu@rwu.edu.

East Providence Report
Executive Summary

The Context

The confluence of state and local tax caps, level funding of State aid to education, the State's current and projected budget deficits, and potential tax collection fall-offs related to difficulties in the mortgage and lending markets, have made it imperative that municipalities and their school departments work together to find ways to create efficiencies, reduce costs, and maintain adequate levels of service to residents. Discussions to this end are occurring in a growing number of Rhode Island's cities and towns

The Roger Williams University/Institute for Public Policy has been asked to look at ways for the City of East Providence to reduce expenditures, with a focus on exploring the possibility of consolidating municipal functions with similar non-instructional functions currently conducted by the East Providence School Department.

Through a process involving interviews, site visits and review of a variety of budget and related documents, the Roger Williams University team has drawn some conclusions and is prepared to make some recommendations.

The Interviews

Nearly 60 individuals were interviewed. The people who were interviewed included elected and appointed City and School officials and employees from municipal and school departments. The team found the interviewees to be quite forthcoming in their thoughts, and is grateful to those interviewees for their openness.

Patterns emerged in the interview process. There was strong sentiment to explore consolidation of municipal and non-instructional school functions. There was an awareness that, without some action, the only viable options available to the municipal and school leaders would be layoffs and reductions in services. There was a consistent plea for technology and process improvements. There was an acknowledgment that municipal staff does not know a lot about what their counterparts in the school department do, and vice-versa.

Potential obstacles cited to tackle these problems included union jurisdictions, contract language, various Federal and State mandates, local political and power considerations, parental and neighborhood pressures and views, and the very short period of time available to address current and projected deficits.

The Vision

The transformation of the City Government into one that is responsible for all non-instructional services; one that is technologically adept; one that is able to streamline processes; and one that is able to reduce the cost of government without degrading services. People will come to think of East Providence as a city that functions well; is user-friendly both for the people who run the city and for people who live in the city; and is dedicated to continuous improvement.

The Recommendations

Consolidation

- Consolidate all non-instructional services into municipal departments
- Make provision for “school specialists” within consolidated units
- Phase out custodial and maintenance staff over a five-year period; with shift supervision to be performed by the consolidated municipal/school staff and service to be performed by vendors selected on a bid basis
- Use the RI Manufacturing Extension Service to conduct Lean Office training for consolidated units
- Facilitated meetings between municipal units and their school department counterparts to prepare for consolidation
- Review all contracts with the view of creating opportunities for cooperation

Technology

- After Lean Office training, and once processes have been value mapped, conduct a technology audit to determine what it would cost to acquire and maintain the hardware and software needed to make city services function better

Purchasing

- Make the Purchasing Agent the Purchasing Director, with upgraded responsibility for bulk purchasing for all units of municipal government and the school department
- Streamline the purchasing system
- Reduce the number of units authorized to make purchasing decisions

East Bay Educational Collaborative

- Make full use of the services of the East Bay Educational Collaborative

Fiscal Year

- Study the desirability of changing the current non-standard fiscal year

Waivers

- Where necessary, seek waivers or other forms of relief from the Federal and State government

Buildings and Grounds

- Review all municipal and school buildings and property to determine whether there is potential to sell buildings and properties

Personnel

- Consider personnel actions that may need to be in reserve in the event that funding sources continue to deteriorate

The Conclusion

There needs to be an upgrade in technology, a streamlining of processes, and a willingness to enter into partnerships that can save the city money. Without some additional preliminary work along these lines, it will be difficult to estimate investment costs that can ultimately lead to savings. Without this type of preliminary work commencing soon, the only recourse will be layoffs and the reduction or elimination of some services.

Contract settlements that strain the capacities of taxpayers cannot be sustained. Administrative practices that ignore technology and process improvements will not serve the city well.

We hope this will be the first step in a process of dialogue, compromise and change, putting East Providence back on a firm financial footing.

The Report

The materials included in the report provide background for how the Roger Williams University/Institute for Public Policy was engaged; trace the process used by the Roger Williams University team; review demographic and budget numbers; and elaborate on the list of Recommendations shown in the body of this Executive Summary.

Our Thanks

The members of the Roger Williams University team wish to express deepest thanks to all the elected and appointed officials, and employees, associated with the City of East Providence and the East Providence School Department. We thank City Manager Richard Brown and Superintendent of Schools Dr. Jacqueline Forbes for their willingness to work one with another, and to make their staffs available for interviews.

We know that these are difficult times. We know that there are not a lot of easy choices. We know there is no magic answer or single solution. We also know that the leadership and cooperation displayed by Manager Brown and Superintendent Forbes is one of the few hopeful signs in this severe current economic climate. Working together, and believing in the maxim that “none of us is as smart as all of us,” we will seek solutions.

Project Process

In July, 2007 the Roger Williams University Institute for Public Policy and the City of East Providence entered into a one year agreement to undertake a feasibility study to explore options to look for administrative efficiencies in city government and the school department while maintaining a sufficient level of quality services.

This action was taken in response to a growing 2.9 – 3.7 million dollar deficit forecasted at the end of this fiscal year under current budgetary conditions.

With School and City officials unable to demonstrate good progress in their discussions to resolve these financial problems, it became apparent that an objective third party with relevant public service expertise would be better suited to explore cost saving opportunities.

Once all parties (Roger Williams University, East Providence City Manager, and East Providence School Superintendent) signed off on this agreement, the process of interviewing and fact finding began in earnest.

The Roger Williams University team was led by Dr. Lee Arnold, President of the Arnold Group, LLC, a workforce development firm in Rhode Island. Dr. Arnold is also an IPP Board Member and a Roger Williams University Adjunct Faculty Member. He was assisted by Mr. Robert Palumbo, MBA, Vice President of the Arnold Group, LLC and an Adjunct Faculty Member of Roger Williams University.

The research director for this project was Dr. Michael Hall, Director of the University's MPA Program and Chair for the Department of Public Administration and Professional Studies. He was assisted by Ms. Meghan Grady and Ms. Dawn Richmond, graduate students in the University's Master of Public Administration Program.

The project administrator was Mr. Arthur Greenwood, the University's Executive Director, Center for Professional Development and an IPP Board Member. He was supported by Ms. Anne Wolff Lawson, Program Administrator, RWU IPP and MPA Program.

Ms. Lori Ann Fox, Director of Information Technology for the City of East Providence and the East Providence School District served as point person for the City and the East Providence School Department.

An initial meeting was held in July, 2007 with Mr. Richard Brown, East Providence City Manager and the members of the Roger Williams University team to identify issues and set out working parameters for the city side of this project.

Dr Arnold, Mr. Palumbo and Dr. Hall met with East Providence School Superintendent Ms Jacqueline Forbes and School Committee Chairwoman Ms. Mildred Morris on August 15, 2007 to discuss school side issues and working parameters.

At the conclusion of both meetings, it was agreed that individuals to be interviewed in this project would be identified by the school superintendent and the city manager and that support for this project was imperative. It was also agreed that it was vitally important to share project information with city and school employees who were to be interviewed and to respond to any concerns or questions.

On September 12, 2007, briefings were held for both city and school personnel. City employees were briefed in the morning at City Hall Chambers, 145 Taunton Avenue and school staffs were briefed in the afternoon at the School Administration Building, 80 Burnside Avenue. During these briefings, Dr. Arnold, Mr. Palumbo and Dr. Hall explained the current fiscal environment, the project's purpose, and the process to be utilized to gather information.

An interview instrument (See Appendix I) was developed by the Arnold Group for this project which was easy to understand, gave interviewees an opportunity to expound on their answers and gave them anonymity. It was formatted in such a way to allow Roger Williams University's research team the opportunity to utilize its software program which looks for trends in responses and assists in drawing conclusions. This interview instrument was distributed at the employee briefings on September 12th and explained thoroughly.

Between September 13 and December 31, 2007, over fifty interviews were conducted by the Roger Williams team - twenty-nine by Dr. Arnold and Mr. Palumbo and the balance by Dr. Hall, Ms. Grady and Ms. Richmond. Those interviewed represented all levels of city and school employees and included School Committee and City Council members. All questionnaires were typed, compiled and received by the research team for coding purposes in the computer software application. The results of these interviews helped form the basis of this report.

In addition to conducting interviews during this time frame, the Roger Williams University team spent a considerable amount of time gathering other information which would be helpful in developing strong recommendations. Previous reports concerning consolidation efforts were reviewed; budget information from ten years prior to today was compiled and analyzed; and a compilation of East Providence demographics was identified and studied. When responses to questionnaires led to other questions, the team sought answers to those questions as well. Additionally, in order to become more informed, Dr. Arnold and Mr. Palumbo interviewed officials from other communities who face similar financial problems; and also, met with officials of the RI League of Cities and Towns to gather more insight.

Much effort by many individuals has been expended in this project so that recommendations derived from this research are based on fact and objective analysis.

At the same time, many of these recommendations come from those who are on the front lines in delivering services to East Providence residents. Hopefully, real change will allow East Providence to grow and prosper.

The Recommendations

Consolidation

1. Consolidate all non-instructional services into municipal departments
2. Make provision for “school specialists” within consolidated units

Throughout the entire interview process conducted with East Providence city and school employees, the need for consolidation of services and a major upgrading in technology were prevalent themes. This section will address consolidation issues.

In our opinion, the East Providence school department non instructional services can no longer stand alone and be separate from similar functions on the municipal side. There are insufficient resources to continue in this mode of operation. Additionally, given the dire financial outlook for the Rhode Island State budget and the impact of the looming national recession on the Federal side, East Providence finances will remain in peril for the foreseeable future.

We applaud the improvements in the level of educational attainment by students in the East Providence school system. This is a tribute to the Superintendent, her staff, and certainly East Providence school teachers and students. We do not question this side of the school department equation.

We do however recommend that all non instructional services consolidate into municipal departments. We believe that services offered will be more efficient and that cost savings will be realized. At the outset, there is no need to have two department heads for Human Resources, Finance, Purchasing, and Public Works (including maintenance and building and grounds) to name the most obvious functions. This is not to say that there are no differences in the work performed by each department. Each department has some unique aspects to its function, and for that reason, we recommend that “school specialists” are identified within each consolidated unit. The school department can ill afford to lose its expertise in these administrative functions. This is especially relevant in the areas of Human Resources, Finance and Information Technology. Open lines of communication between the school department and city administration is critical to any consolidation effort.

Through our research there are many examples of how consolidation could affect cost savings and efficiencies:

- A consolidated and effective Purchasing system (more detail will follow) will allow for better prices and a more efficient vendor control system.
- Consolidating accounts payable and payroll between school and city will mean using only one accounting system rather than the two current separate systems.
- Consolidating Human Resources offers an opportunity for the schools to enjoy the same professional and objective hiring process currently used for municipal agencies
- For comments on Building and Maintenance, see recommendation number three.
- Through a consolidated Central Garage, maintenance and scheduling of vehicles will be better served. Utilizing the city's larger vehicles to remove snow from school parking lots will take less time and money. More information on this item is provided below.

These are but a handful of examples of potential opportunities which can be realized through consolidation. A more detailed study of consolidation possibilities will be necessary, however, to accurately identify actual cost savings.

As stated, there are other issues associated with consolidation recommendations; they must be vetted before a final analysis of cost savings can be completed. While we recommend consolidation of units and/or departments, consolidation by itself is not necessarily effective unless it is performed properly. Consolidation efforts must include input from those who will be affected and the process must be well thought out.

In our opinion, it is imperative to conduct facilitated meetings between municipal units and their school department counterparts to prepare for consolidation. As we interviewed employees from both the school department and city administration, it became quite apparent that neither side clearly understood the duties and responsibilities of the other. Without this knowledge, it would be impossible to consolidate properly. Learning about each other's work will pave the way for a smoother and more effective transition.

We strongly recommend that East Providence utilize the RI Manufacturing Extension Services to conduct Lean Office Training. After spending several months speaking with city and school employees and reviewing their duties, it was obvious that many administrative processes were cumbersome, inefficient and outdated. While the lack of technology is partly to blame for these issues, work flow is very problematic. If you follow the path of a purchase requisition from beginning to end, this insight will immediately become obvious. Lean

Office Training where all processes are value mapped is a worthwhile and important instrument in making city government more efficient and therefore less expensive.

We are quite aware that there are obstacles which can derail consolidation efforts.

Union issues are extremely relevant and should be approached in an open and transparent manner. All contracts should be reviewed with a view of creating opportunities for cooperation. There are disparities in pay between unions and a distinction of bargaining unit work. In our opinion constructive negotiation with union leadership is the best option for creating success for both union and management agendas. If this approach fails, some consolidation efforts may fail. The result will be more layoffs and a further reduction in services.

School Committee and City Council members must also buy into consolidation of services if this effort is to be successful. In our meetings with School Committee and City Council members who agreed to speak with us, they demonstrated a strong commitment to do whatever is just and necessary to solve the city's financial woes. Several School Committee members stated that the school department is in the business of teaching kids and that all non-instructional functions should be under the jurisdiction of the city administration. One member suggested only some functions should be consolidated with the city. We cannot speak to the positions of those Committee members who did not wish to speak with us.

As noted in the Executive Summary, part of the mission given to the Roger Williams University Team was to determine whether savings could be realized through the consolidation of non-instructional functions with similar municipal departments. With most consolidations, the normal early savings come from the elimination of duplicate positions. Because there are significant numbers of teachers and other employees supported by units within the School Department, there will likely be a need for "school specialists" to be designated within consolidated municipal departments. There may, however, be opportunities for a reduction in the numbers of directors or other administrative executives as part of consolidation activities. Over time, with the adoption of process and technology improvements, further personnel reductions may be possible. Factors such as the expiration of individual contracts, retirements, and other forms of attrition should be viewed as opportunities to accelerate consolidation. The Roger Williams University Team was aware of the November 1996 report done by the Galileo Quality Institute, and was not unmindful of the caveat stated in that report with respect to consolidation of custodial services and automotive maintenance functions: "*Consolidation will require the city to incur substantial expenses to obtain parity in work week definition, salary structure, and benefits package*" (page 44 of cited report). The Team acknowledges the challenges related to consolidation but urges the City and its School Department to find ways to

streamline functions through consolidation; the absence of such effort will likely lead to greater hardships within the municipal and school departments.

Vehicle maintenance represents a unique situation. There is a central garage, but the school vehicles and the municipal vehicles are handled separately. It is possible that oversight over both municipal and school vehicles can be unified, but there may not be opportunities for personnel reductions. As pointed out in the November 1996 study performed by the Galileo Quality Institute, *“only scheduling problems appear to prevent the city from plowing school yards, parking lots and drives, (this was the practice prior to 1980), allowing the school department to retire a significant number of old vehicles. **The city and school department should explore the development of joint work schedules that permit the cross-utilization of equipment and resources**”* (emphasis present in the original report, as found on page 48 of cited report).

3. Phase out custodial and maintenance staff over a five-year period; with shift supervision to be performed by the consolidated municipal/school staff and service to be performed by vendors selected on a bid basis

Municipal agencies receive the services of the city custodians. The city custodians currently perform duties as runners for the libraries, as well as keep city buildings clean during the week. The custodian unit does not include an electrician, plumber or carpenter, which reduces the unit’s ability to provide full service to city buildings and costs the city money when such specialists must be called in to respond to a problem. The school custodian and maintenance unit is a more full service unit, but is hard-pressed to service all of the school buildings due to personnel constraints. If these two units, represented by different bargaining units, could find a way to work together to complement work schedules and specialties, buildings would be cleaner and money could be saved. Over time, with budget pressures not diminishing, we recommend phasing out the current approach to cleaning and maintaining buildings, and creating opportunities for existing custodian and maintenance personnel to bid on supervisory positions which would then be responsible for overseeing work performed on a bid basis for all municipal and school buildings. A five-year phase-out would permit this process to proceed in an orderly fashion and give existing personnel the chance to consider their options.

4. Use the Rhode Island Manufacturing Extension Service to conduct Lean Office training for consolidated units

The Rhode Island Manufacturing Extension Service is affiliated with the Rhode Island Economic Development Corporation. It has been involved in assisting Rhode Island manufacturers with Lean Manufacturing concepts for a number of years. In the past few years it has also assisted companies in the health and

services sectors to use similar techniques using a parallel approach called Lean Office. Lean office helps non-manufacturing entities find ways to identify and eliminate waste and to create efficiencies in their processes. Lean Office and Value Stream Mapping techniques can help smooth out the travel of documents and forms throughout the system, eliminating redundant or unnecessary steps and relieving staff of non-value-added activity. Such efficiencies can save money, speed up activity, and over time make it possible for attrition to occur without placing unreasonable additional burdens on remaining staff.

5. Facilitated meetings between municipal units and their school department counterparts to prepare for consolidation

During the interviews it became apparent that municipal staffers do not know much about what their counterparts in the School Department do; the same was true of School Department personnel with respect to their municipal counterparts. For consolidation to happen without causing major disruptions, municipal and school counterparts should convene in facilitated meetings to understand the range of functions and activities performed. This discovery and learning process is the precursor to workable consolidation plans by unit. It may also lead to cooperation among and between municipal and school units, such that efficiencies can be realized even if consolidation is deemed unworkable in some areas.

One important aspect of such joint facilitated meetings is the potential discovery of other areas for savings. As an example, a conversation can look at the premium-based approach vs. the self-funded approach for health coverage, to determine whether a change in approach can mean savings without lessening coverage provisions.

6. Review all contracts with the view of creating opportunities for cooperation

Individual contracts and bargaining unit contracts should be reviewed with the goal of striving to find ways for subsequent contracts to be amenable to cooperation with cost reduction and efficiency improvement efforts.

Technology

7. After Lean Office training, and once processes have been value mapped, conduct a technology audit to determine what it would cost to acquire and maintain the hardware and software needed to make city services function better

The absence of up-to-date technology is both astounding and distressing. The Team was shown rooms filled with file boxes; typewriters prevalent; electronic storage and retrieval rare; telephones without “hold” buttons or a call-forwarding feature; computer systems tied to old proprietary programs, making some units totally dependent upon outside vendors; internal forms that have to be retyped once they leave the originator’s office; and incompatible computer systems. The Team also found extensive use of paper copying, even when there are many units and elected officials who have e-mail availability that would preclude the need for paper copies and would speed up communications.

Once municipal staff and their School Department counterparts convene in joint facilitated meetings to share information and to receive training in Lean Office and Value Stream Mapping concepts, the next logical step would be determine what technology – both hardware and software – would be needed to increase efficiencies and productivity. This process could well lead to the recommendation of a technology bond issue to make it possible for the necessary equipment and software to be acquired to make improvements possible. As an example of new technology that is worth exploring, Voice over Internet Protocol (VoIP) is a relatively new innovation in telephone technology that may hold promise for savings and make other technology devices more versatile.

Technology improvements could make possible a number of innovations: on-line record keeping; self-mailing system and sealer of checks; electronic payment of checks; and on-line payments for citizens, for taxes, licenses and fees.

Purchasing

8. Make the Purchasing Agent the Purchasing Director, with upgraded responsibility for bulk purchasing for all units of municipal government and the school department
9. Streamline the purchasing system
- 10 Reduce the number of units authorized to make purchasing decisions

Economies of scale can be achieved only when all possible buyers band together to get the best price. Many purchasing decisions are currently decentralized and disconnected. The purchasing request system can be streamlined, as can the process which authorizes purchases. The City Purchasing Agent shared an estimate of over a half million dollars that could be saved by centralizing, streamlining, and computerizing the purchasing process and the instruments used to acquire goods and services.

East Bay Educational Collaborative

11. Make full use of the services of the East Bay Educational Collaborative

In discussion with Rhode Island Commissioner for Elementary and Secondary Education, Peter McWalters, the Team has learned that the Northern Rhode Island Collaborative has found ways for its participating community school departments to realize savings in the expensive Special Education account. The Team encourages School Department leaders to meet with representatives of the Northern Rhode Island Collaborative to determine how that is possible, and to meet with the East Bay Collaborative to commence discussion for replication. The Team also encourages School Department leaders to converse with East Bay Educational Collaborative staff and representatives of participating community school departments to explore all the ways that the East Bay Collaborative can help the East Providence School Department save money.

Fiscal Year

12. Study the feasibility of changing the current non-standard fiscal year

This item is included in the recommendations section even though it is not a dimension of consolidation. It is included here because it was mentioned by City and School interviews during the interview process, and involves a significant amount of money.

The fiscal year for the City of East Providence starts on November 1st of one year and ends on October 31st of the following year. Because this twelve month period is not synchronous with the tax collection cycle, the City must borrow money in anticipation of receiving those tax monies. For fiscal year 2006 the City borrowed \$25 million, and paid \$447,891 in interest for the privilege of borrowing that money in anticipation of taxes. For fiscal year 2007 the City borrowed \$25 million, and paid \$415,096 in interest. For fiscal year 2008, the City has borrowed \$25 million and has earmarked \$387,500 for interest payments. The three year average that the City paid in interest on Tax Anticipation Notes is \$416,829.

The state's fiscal year starts on July 1st and ends the following June 30th. If the City of East Providence were on this same fiscal year cycle, the City and School Department could avoid the time-consuming accounting tasks involved in double books closing and avoid the need to borrow money in anticipation of taxes.

A January 2006 report prepared for the City of East Providence by B&E Consulting addressed this matter in a section on "Turn Over Allowance" (page 5 of work cited). That report said,

“East Providence is unique among Rhode Island School Districts given its October 31st year end. This year end causes numerous difficulties for the District. First, the District must fill all of its annual reports to the State Department of Education on a June 30th fiscal year, and then, close its books every October 31st for the City’s fiscal year. Two closings each year is a significant amount of extra work for the District’s accounting department.”

“The problems are even greater when the District prepares its budget. Because of the complexity of budgeting across two State fiscal years the School District ignores in its budget many of the appropriate adjustments that should be made for the last four months of the City’s fiscal year.”

The City of Warwick confronted a similar issue of a non-standard fiscal year, and heavy interest payments on Tax Anticipation Notes, nearly thirty years ago. The Team recommends discussions between East Providence City and School officials and their counterparts from the City of Warwick to determine whether the Warwick experience can be instructive to East Providence officials.

City officials need to determine the projected costs in making such a transition. If no change is made, at current interest rates the city faces nearly \$4 million in interest on Tax Anticipation Notes over the next ten years.

Waivers

13. Where necessary, seek waivers or other forms of relief from the Federal and State government

School Department officials acquainted the Team with the rising expenses associated with Special Education. State Education Commissioner Peter McWalters shared with Team members the decision by the State Board of Regents for Elementary and Secondary Education to relieve city and town school departments of any funding requirements associated with Special Education that exceed Federal requirements. The Team recommends continuing dialogue with Commissioner McWalters and others from the Commissioner’s office to determine whether there might be other areas of potential savings which could emanate from waivers of certain requirements.

Buildings and Grounds

14. Review all municipal and school buildings and property to determine whether there is potential to sell buildings and properties

City and school budgets in Rhode Island are so stressed that a number of communities are seriously considering closing or selling buildings and properties. The Team understands the emotions and reactions associated with proposals to close buildings, especially school buildings, and to sell properties. In a perfect world, with no budget constraints, such discussions would not be necessary. In the current context, however, such discussions are necessary. With declining student enrollments, level school funding from the State, and the prospect of a diminishing level of revenue sharing coming to cities and towns perhaps even before the end of the current fiscal year, it is not prudent to ignore options. Final decisions will still be a function of community deliberations, but the discussions need to take place.

In some communities, former school buildings have been converted to condominiums. In other communities, grade alignment changes are being considered that would effectively lead to the closing of middle schools or junior high schools. While not suggesting that such changes will or will not have a detrimental impact on the quality of education, these are all signs of the time. Thoughts about closing aging middle schools and replacing them with a new, single middle school that would serve all parts of the City may not be well received by parents, but it is this kind of brainstorming that must be permitted given the context and reality of tax caps and declining State support.

Personnel

15. Consider personnel actions that may need to be in reserve in the event that funding sources continue to deteriorate

The State budget is in distress. When such circumstances have prevailed in the past, a variety of personnel actions that went beyond mergers were used: early retirement incentives, furlough days, hiring freezes, wage freezes, and co-pays (new or increased) for health insurance. As onerous as some of these actions may have seemed, these actions helped the State government weather difficult times. Many of those options may resurface in view of the current State budget crisis.

Since some revenue streams coming in to the City of East Providence, and the East Providence School District, originate from the State budget, such thinking about options should occur.

APPENDIX

1. Feasibility Study Interview Instrument
2. Sept 12, 2007 agenda
3. Lean Office materials from the Rhode Island Manufacturing Extension Services
4. Voice over Internet Protocol description from the Federal Communications Commission
5. City of East Providence Organization Chart
6. East Providence School Department Organization Chart
7. Galileo Quality Institute report, 15 November 1996: Consolidation of School Department and City Automotive Maintenance and Custodial Departments Final Report
8. Review of East Providence School District's Fiscal Year End October 31st 2006 Budget, Prepared for the City of East Providence by B&E Consulting, January 2006
9. Rhode Island Economic Development Corporation Profile: City of East Providence
10. US Census Bureau information
11. Rhode Island Department of Education, In\$ite reports
12. Rhode Island Department of Education, Information Works materials