



<p>RCS D counsel serving as Parliamentarian Documentation of Violations of Robert's Rule of Law by Commissioners</p>					
<p>The Board shall incorporate racial bias training into the onboarding process for new Board Commissioners and the professional development plan for all Board Commissioners. <b>Recommendation #4</b></p> <p>Included in the Standard Operating procedures for onboarding new Board Commissioners by January 31, 2021.</p>	<ul style="list-style-type: none"> <li>The Board will establish an agreed curriculum and designate an appropriate trainer to conduct the Racial Bias Training</li> <li>The Racial Bias Training will be folded into the Board's Onboarding Standards of Operating Procedure (SOP)</li> </ul>	<p><b>Green</b></p>	<p>This training is still in development—so that it can be methodically included in the SOP. This action item is a little more complex than anticipated to establish what such a program would look like and secure a consultant to provide this training. The Board met in its Community and Intergovernmental Relations (CIGR) Committee on 1/26 and brainstormed a draft curriculum for the training.</p> <p>Board Staff has been exploring options with Board partners (NYSSBA, MCSBA and the Big 5), as well as external entities (The United Way etc.). Several potential vendors have been identified however, Board staff met with the Purchasing Dept. and will be putting out an RFP by mid-February (requires completion of RFP form to ensure formal submission from current options and consideration of a wider vendor pool as well. This process is intended to be completed by June 2021 with Summer training for all Board Members during the Board's July and August Retreats.</p>	<p>See attached 1/26 CIGR Committee Agenda <a href="#">CIGR HR Committee Meeting Agenda- January 2021.pdf</a></p> <p>and the Racial Bias Training "curriculum brainstorm" <a href="#">CIGR Racial Bias PD Brainstorm updated 2-1-21.pdf</a></p>	<p><b>1/31/2021</b></p>
<p>The Board Policy Committee shall be held responsible for jointly developing a process for regularly reviewing and updating RCS D Board policies <b>Recommendation #5</b></p> <p><i>1. The Policy Committee Chair shall present a protocol for reviewing Board policies during a Policy COW scheduled no later than December 30, 2020.</i></p> <p><i>2. Policies shall be presented as action items monthly at the Policy COW meetings beginning March 1, 2021.</i></p>	<ul style="list-style-type: none"> <li>The Policy Committee Chair will work with Board Staff and the remainder of the Board to establish a process for the regular update of Board Policies</li> <li>A Policy Update Committee will be formulated to conduct an overhaul of the Board's Policies</li> <li>Policy Agendas will be drafted with a focus on regular policy review</li> </ul>	<p><b>Blue</b></p>	<p>The 12-3-20 Policy Committee Meeting featured a presentation on the policy manual update protocol. The Board agreed to move forward with this protocol, which started formally on 1-13-21. Once the policies have been through this process, the Board will review in accordance with the Formulation, adoption and amendment of Policies Policy (Policy 2410) and the Policy Review and Evaluation Policy (Policy 2460)</p>	<p>See the attached Policy Manual Update Proposal Presentation (conducted on 12-3-20) <a href="#">Policy Update Proposal Presentation.pdf</a></p> <p>Policy Review Process Master Calendar <a href="#">Policy Review Process Master Calendar.pdf</a></p> <p>Policy Manual Update Projected Calendar <a href="#">Policy Manual Update Projected Calendar.pdf</a> and the Criteria for policy analysis <a href="#">CRITERIA FOR POLICY ANALYSIS.pdf</a></p> <p>These documents are being utilized to facilitate Policy Update Process.</p> <p>Additionally, please see the Policy Agendas for the past 3 months showing that policies are being reviewed regularly at Committee meetings:</p> <p>December Policy Committee Meeting <a href="#">December 2020 Policy-Governance Committee Meeting Agenda.pdf</a></p> <p>January Policy Committee Meeting <a href="#">January 2021 Policy-Governance Committee Meeting Agenda.pdf</a></p> <p>February Policy Committee Meeting <a href="#">February 2021 Policy-Governance Committee Meeting Agenda.pdf</a></p>	<p><b>12/30/2020</b></p> <p><b>3/1/2021</b></p>
<p>All Board Goals shall be SMART: specific, measurable, attainable, relevant and time-based <b>Recommendation #6</b></p> <ol style="list-style-type: none"> <li>SMART goals shall be posted on the District website beginning no later than January 1, 2021.</li> <li>The Board goals shall remain current on the District website at all times and updated yearly.</li> <li>The Board goals shall be available in the languages most frequently spoken in the District.</li> </ol> <p>The Board goals shall be posted prominently throughout the District, including the Board room at the central office</p>	<ul style="list-style-type: none"> <li>Post Board Goals to the website and fulfill all stated requirements for public access</li> <li>Provide updates on the Board goals at Committee Meetings</li> <li>Disseminate Board goals to the schools and programs</li> </ul>	<p><b>Blue</b></p>	<p>SMART Goals were posted to the District website on 1/ 8/21 and posted in full text to allow for language translation of the page by Google to all who visit (not just English and Spanish, but to all languages that Google facilitates). Board staff has also incorporated this process into the master calendar, so that the goals will be updated on the website annually once adopted by the Board (Board discussion/vote slated for August annually) and will be updated annually in September each year. Board Staff worked with the Communications Department to have the Goals shared as a screensaver for all live streamed Board meetings (while virtual) starting with the 1-21-21 Business Meeting. Additionally, Board Staff worked with the District print shop to have the Board goals and metrics appropriately posted in Central Office Board &amp; Conference Rooms, and in each school and program across the District. These will be disseminated to the schools and programs on 2/15 now that schools have reopened.</p>	<p>Goals may be accessed on the District website here: <a href="https://www.rcsdk12.org/domain/14370">https://www.rcsdk12.org/domain/14370</a></p> <p>The Board goals went live as a screensaver for Board Meetings starting on 1-21-21 and are evidenced in the archives of each meeting on the District's website here: <a href="https://www.rcsdk12.org/boemeetings">https://www.rcsdk12.org/boemeetings</a></p>	<p><b>1/1/2021</b></p>
<p>A multi-year Executive Leadership Professional Learning Plan to be implemented beginning with the 2021-2022 school year. <b>Recommendation #7</b></p>	<ul style="list-style-type: none"> <li>Executive Cabinet members will set annual goals and will be evaluated. These goals will connect to district, department and personal goals.</li> <li>Multi-year plan developed for individuals and the executive cabinet as a whole.</li> </ul>	<p><b>Green</b></p>	<p>A new evaluation system has been established for the Executive Cabinet and is focused on goal development.</p> <p>A professional development plan will be developed this spring and will focus on individual goals, needs and the District's need for turnaround leadership.</p>	<p>The Executive Cabinet was provided professional development on the Turnaround Leadership Actions and Competencies. Please find professional development that was provided to the Executive Cabinet on turnaround instructional leadership. Including readings and a slide deck of activities.</p> <p>A strategic planning group will convene in March and focus on the development of turnaround professional development for school building leaders in our Receivership Schools. Chief Miller is partnering with the Executive Director of School Innovation, Daniel Hurley and others to plan for this work and deliver beginning this spring and continuing throughout the summer and the 2021-2022 school year.</p> <p>Grant funds have been obtained to fund a new Director of Staff and Educator Effectiveness to start on July 1, 2021. The individual hired into this position will help ensure the advancement of turnaround</p>	<p><b>5/15/2021</b></p> <p><b>Yearly</b></p>

				leadership development across the district and at the Executive Cabinet level. Please find a reorganization plan for the Office of Human Capital which was presented to the Board of Education on January 26.  <a href="#">Turnaround Leadership Intro</a> <a href="#">Turnaround Leadership Actions</a> <a href="#">Turnaround Leader Competencies</a> <a href="#">Turnaround Leadership Self-Assessment</a> <a href="#">Turnaround Leadership Personal Plan</a> <a href="#">Turnaround Leadership Guide</a> <a href="#">Turnaround Leadership Exec Cabinet Slide Deck</a> <a href="#">Director of Staff &amp; Educator Effectiveness Job Description</a>		
Development of the Superintendent's evaluation process by The Board shall be completed and submitted to the State Monitor on or before <b>September 30, 2021, and by September 30 annually thereafter.</b> The Board shall begin evaluating the Superintendent immediately upon completion <b>Recommendation #8</b>  <i>A copy of the standard operating procedure for Superintendent evaluation provided to the State Monitor on or before September 1st of each school year.</i>		N/A				9/30/2021  9/1/2021 Annually
Superintendent evaluation should be initiated no later than 30 days following the first day of school each year. <b>Recommendation #9</b>		N/A				10/10/2021 or 30 days after beginning of school
<b>YEAR TWO</b>						
Although work has been done to reduce the number of Board meetings, during the month of September 2020 the RCSD Board conducted 10 Board meetings. The volume and frequency of the various Board meetings justify the full utilization of BoardDocs. This will allow the Board to: 1. Record votes 2. Enter meeting minutes 3. Display meeting information to an audience during board meetings 4. Load agenda items using advanced document workflow technology <b>Recommendation #10</b>  <i>5. Board shall begin utilizing more components of Board Docs with full implementation of all components by August 30, 2021.</i> <i>6. Board shall reduce the number of monthly executive sessions compared to the previous year, beginning September 1, 2021</i> An additional service extension (additional cost required) called BoardDocs Plus would allow the Board to manage separate meetings for multiple boards or committees		N/A				8/30/2021  9/1/2021
<b>MULTI-YEAR</b>						
Superintendent should exercise all powers allowed under Education Law 211.f and Commissioner's Regulations 100.19. <b>Recommendation #11</b>		N/A				9/2021

Recommendations for Talent Development Domain						
Recommendation(s)	Benchmarks Summary of the status of the district's attainment of progress benchmarks contained in the Monitor's Report or established by the district.	Current Status	District Action(s) District's self-assessment of the implementation status of the recommendation	Evidence of Action Indicate where evidence can be found of the actions taken by the district.	Other Information	Final Date to Complete/Implement
<b>YEAR ONE</b>						
Establish and maintain current Standard Operating Procedures for each RCSD department to facilitate onboarding, accountability, and supervision throughout the district. <b>Recommendation #1</b>  <i>1. By February 1, 2021, submit to the State Monitor a plan to create and update the SOP of each department in the 4th quarter of every year.</i> <i>2. The first cycle of plans shall be created and submitted for review by cabinet members by June 1, 2021. The cycles shall continue on a quarterly basis.</i>	The administration is behind on its submission to the State Monitor, "a plan to create and update the SOP of each department." <b>Please section C regarding requests for modification.</b>  <b>District Leadership</b> reviewed Standard Operating Procedures for school districts across the country and this is a process that will take several months to develop and have approved by the Board of Education. SOPs have multiple sections and include (but are not limited to) the following sections: <ul style="list-style-type: none"> <li>Internal controls, accounting, budget process, purchasing, accounts payable, payroll,</li> </ul>	Yellow	As of January 31st, the Finance Department Direct Reports have been advised that they are to resurrect SOPs from years past and to begin the update process effective immediately. The attached SOP plan was delivered to the State Monitor in an email format. The SOP deliverable is listed as a standing agenda item on the Direct Report weekly meeting. This endeavor will be very time consuming given that the SOPs for Finance have not been updated since 2015. The first SOP to be completed is the reconciliation of Charter/Private/Parochial School enrollment verification. The CFO will be prepared to deliver the updates by 6/1/21 to Cabinet as indicated.	<a href="#">SOP Plan for Finance Department</a>  <a href="#">SOP Plan for Office of Human Capital</a>  <b>SOP examples used by district leadership:</b> <a href="https://drive.google.com/file/d/1fYc_7lWLsJeVxbxtnlAKr-RTToGemFCxx/view">https://drive.google.com/file/d/1fYc_7lWLsJeVxbxtnlAKr-RTToGemFCxx/view</a>  <a href="https://www.orange.k12.nj.us/cms/lib/NJ01000601/Centricity/Domain/1511/Copy%20of%20Standard%20Operating%20Procedures%20-%20I.C_final.pdf">https://www.orange.k12.nj.us/cms/lib/NJ01000601/Centricity/Domain/1511/Copy%20of%20Standard%20Operating%20Procedures%20-%20I.C_final.pdf</a>		By 2/1/2021  6/1/2021

	human resource management, facilities, risk management, transportation, food service, technology systems, training and management, else well as board operations		The Office of Human Capital will work with each department supervisor to update/review any current SOPs and assist with filling gaps and assist with any that have not been developed.			
<b>YEAR TWO</b>						
<p>Reorganize Office of Human Capital operations by keeping existing titles/positions and moving people through reassignments and transfers and develop a new organization chart to address District priorities as follows:</p> <ul style="list-style-type: none"> <li>▪ Staff Relations</li> <li>▪ Recruitment &amp; Selection</li> <li>▪ Staff &amp; Educator Effectiveness</li> </ul> <p>Create a talent management plan to properly support and develop all staff, with a focus on succession planning, particularly for key leadership roles.</p> <p>Change Chief of Human Resources title to Chief of Human Capital, or Chief Human Capital Officer</p> <p>Clarify, reset and establish a human capital branding, including clarification of the role of the Chief Human Capital Officer (CHCO)</p> <p><b>Recommendation #2</b></p> <p><i>1. Existence of a new RCSD Human Capital website and social media reflecting upgraded branding by June 30, 2021.</i></p> <p><i>2. Organization charts are updated and appear on the district and school websites by August 15 of each year.</i></p> <p><i>3. New talent management plan by July 2021.</i></p> <p><i>4. Implementation of new talent management plan by September 2021.</i></p> <p><i>5. Creation of a reorganized Department of Human Capital</i></p>	<ul style="list-style-type: none"> <li>• Reorganization of the Office of Human Capital</li> </ul>	Green	The new chief of human capital implemented an entry plan to study the current organization.	<p>A reorganization plan was developed, presented to the Board of Education and is currently under implementation in the Office of Human Capital.</p> <p><a href="#">Office of Human Capital Reorganization</a></p>		<p>6/30/2021</p> <p>8/15/2021</p> <p>7//2021</p> <p>9/2021</p>
<p>Develop a standard operating procedure and subsequent training program on progressive discipline of employees. Document an aggregate of all disciplinary actions in a monthly report to the executive cabinet for review and potential Board action.</p> <p><b>Recommendation #3</b></p> <p><i>1. Submit final draft of SOP for progressive discipline to Monitor by April 2021.</i></p> <p><i>2. State Monitor should review a redacted aggregate of employee progressive discipline records on a bi-weekly basis effective July 1, 2021.</i></p>		N/A				<p>4/2021</p> <p>7/1/2021</p>
<p>Update the comprehensive professional development plan, and a companion program evaluation instrument aligned to the new RCSD Strategic Plan, to help central office, teachers, paraprofessionals, and support staff to better meet the needs of students to include:</p> <ul style="list-style-type: none"> <li>▪ Effective leadership and teaching practices</li> <li>▪ Turn Around Leadership Actions and Competencies.</li> <li>▪ Management Skills</li> <li>▪ Data utilization for resource allocation and academic achievement</li> <li>▪ Behavioral support</li> <li>▪ Support for diverse student populations.</li> <li>▪ Change Management</li> <li>▪ Community Outreach and Engagement</li> </ul> <p><b>Recommendation #4</b></p> <p><i>1. Submission of an annually updated systematic professional development plan by May 1 for the subsequent school year.</i></p> <p><i>2. Submission of an annually updated program evaluation instrument by May 1 for the subsequent school year.</i></p> <p><i>3. Implement a protocol whereby all supervisors support, coach, and hold direct reports accountable for progress in meeting academic and department goals. Ensure</i></p>	<p>We have been working on reopening for health and safety for the District, simultaneous instruction and developing the PD Wednesdays structure that offers a variety of PD to Teachers that focuses on simultaneous instruction. We also have worked diligently with RAP to provide PD on technology, instructional platforms, simultaneous instruction, and special education instruction. The current District Professional Development Plan is still being updated to include the current Superintendent's strategic plan.</p> <p>We have identified and selected an evaluation tool for evaluative use. We are hiring two program evaluators to conduct this work.</p> <p><b>Please see Part C regarding requests for modification.</b></p>	Yellow	<p>The Office of Professional Learning (OPL) has been continuously updating PD Wednesdays structure offering a variety of PD to Teachers that focuses on simultaneous instruction.</p> <p>Program Evaluation Indicators have been developed and are being used.</p>	<p>Documents regarding program evaluation can be found <a href="#">here</a>.</p> <p>The RCSD process can be found here: <a href="#">here</a>.</p> <p>PD Wednesday offerings can be found <a href="#">here</a>.</p> <p><a href="#">RAP Professional Learning Opportunities 2020-2021</a></p> <p><a href="#">RCSD Simultaneous Instruction Workshops</a></p> <p><a href="#">December 4 Early Release Day Workshops</a></p> <p><a href="#">October 8 Professional Learning</a></p> <p><a href="#">Superintendent's Conference Days September 8 and 9</a></p> <p>Refer also to Recommendations for Turnaround Leadership Domain, #7 above.</p>		<p>1/1/2021</p> <p>By 5/1 for subsequent school year</p>



			<ul style="list-style-type: none"> <li>Ability to relinquish some control and decision-making authority to candidates; Provide candidates with adequate time for reflection on development;</li> <li>Assess the readiness of the candidate;</li> <li>Create a robust learning opportunity geared toward developing a future colleague; Participate in clarifying goals and structure;</li> <li>Host NYCLA and Bank Street visits for support in designing opportunities for candidates; and</li> <li>Coach candidates on tenets of effective staff supervision, including the skill of providing effective feedback to teachers</li> </ul>			
Develop a clear, rigorous, and turnaround leadership competency-based selection process for administrators, placing final hiring authority with the Superintendent.  Establish a robust central office hiring process to produce the best candidates and select the most competent and qualified candidate based on pre-established criteria. <b>Recommendation #6</b>		N/A				5/30/2021
Full implementation of the Annual Professional Performance review (APPR). <b>Recommendation #7</b>  <i>1. Full adherence to all components of the APPR shall be initiated effective immediately</i> <i>2. Annually, by August 30, each school and department shall submit an evaluation calendar to Human Resources. The calendar shall be made accessible to the State Monitor.</i> <i>3. Annually, by October 1, a randomly selected review of redacted evaluations shall be conducted each month by the State Monitor, CAO and Chiefs of Schools.</i>	Monthly status reports for APPR and adherence to compliance.	Green	The District will follow its approved 3012-d APPR plan.	The District is following its NYSED approved 3012-d APPR plan. The creation of a grant funded Director of Staff and Educator Effectiveness in the Office of Human Capital will monitor and ensure fidelity to process and related improvements, coaching, guidance, support to leaders and other evaluators and mentors.  <a href="#">Director of Staff &amp; Educator Effectiveness Job Description</a>		Effective Immediately  Annually, by 8/30  Annually, by 10/1
Establish Zone Offices led by Chiefs of Schools with staff to support schools within each zone. <b>Recommendation #8</b>  <i>1. By December 30, 2020, Deputy of Teaching and Learning shall establish a task force to study 1) District geographic zone configurations and 2) District school zone configurations.</i> <i>2. By April 15, 2021, the Task Force shall share recommendations for new Zone configurations.</i> <i>3. By May 2023, funding for Phase I of a Board approved implementation plan to change the geographic configuration and the staffing of RCSD Zones shall be included in the district budget.</i>	A Zone Configuration and Managed Choice Taskforce has been established. The Task Force will focus on developing processes and policies related to updating and maintaining the RCSD geographic and school zone configurations.	Blue	In December information about the new Zone Configuration and Managed Choice Task Force was shared with District Leaders and Staff via email and through Leadership Link.  District Leadership and Staff were invited to join the taskforce.  The Inaugural meeting was held on January 28, 2021.	See attached meeting Agendas, Surveys, and recordings <a href="#">here</a> .  The reorganization of the Office of Human Capital, aligned resources to support each School Chief, creating a team consistent with Zone Offices.  <a href="#">Office of Human Capital Reorganization</a>		<b>12/30/2020</b>  By 4/1/2021  By 5/2023
Establish a biweekly meeting with an academic district leadership team representing the offices responsible for finance, enrollment, placement, accountability, human capital and institutional technology to discuss staffing allocations and projections. <b>Recommendation #9</b>	The Office of Human Capital meets Biweekly with finance, enrollment, placement, accountability, teaching and learning, student support and institutional technology.	Blue	Weekly Senior Staff meetings are being held. Bi-weekly Accountability meetings have been scheduled and are being held.	Accountability meeting agendas can be found <a href="#">here</a>  <a href="#">Staffing Reduction Plan</a>		Effective Immediately

Recommendations for Instructional Transformation Domain						
Recommendation(s)	Benchmarks Summary of the status of the district's attainment of progress benchmarks contained in the Monitor's Report or established by the district.	Current Status	District Action(s) District's self-assessment of the implementation status of the recommendation	Evidence of Action Indicate where evidence can be found of the actions taken by the district.	Other Information	Final Date to Complete/Implement
<b>YEAR ONE</b>						
The district shall make a good faith effort to remove from collective bargaining agreements constraints on how and when the administration and other instructional leaders can conduct informal and formal observations. <b>Recommendation #1</b>	Monthly status reports for APPR and adherence to compliance.	Green	The District reiterated expectations for APPR and is monitoring those efforts.	The District is planning for this effort as it prepares to engage in collective bargaining.  There are no limitations on when leaders can conduct informal and formal observations.  The creation of a grant funded Director of Staff and Educator Effectiveness in the Office of Human Capital will monitor and ensure fidelity to process and related improvements, coaching, guidance, support to leaders and other evaluators and mentors.  <a href="#">Director of Staff &amp; Educator Effectiveness Job Description</a>		Effective Immediately
Research and evidence-based achievement acceleration strategies (e.g., curriculum	1. School Chiefs received the RTI building level plans from each school on January 29, 2021. The	Green	Below is the process timeline to have RTI plans approved.	On January 20, 2021, the attached memo was sent to the State Monitor from the Office of School Chiefs re: RTI Plan		By 3/1/2021  By 4/1/2021

<p>compacting, reading, and writing across the curriculum, mastery testing) shall be employed to increase successful participation in dual enrollment and other advanced placement course offerings.</p> <p><b>Recommendation #2</b></p> <p>1. Implement approved RTI plans by March 1, 2021</p> <p>2. By April 1, 2021, implement a process, approved by the Deputy for Teaching and Learning, for a monthly report of student performance data for each school to Chiefs and the Monitor.</p> <p>3. Increase the frequency and quality of the cycle of observations and actionable feedback in all classrooms.</p>	<p>plans will be reviewed to identify key components, strengths, and areas of need. School Chiefs will establish a rubric in collaboration with representatives from the departments of Teaching and Learning and Student Support Services. Each plan will be reviewed using the rubric. This will serve as a standard measure to ensure implementation of consistent practices and protocols for RTI/MTSS at each school.</p>		<p>This process timeline has been approved by the State Monitor.</p> <p>Work with Teaching and Learning to develop a Rubric: February 26, 2021</p> <ol style="list-style-type: none"> <li>Evaluate RTI plans against rubric: March 1 – 19, 2021</li> <li>Provide schools written feedback: March 22-26, 2021</li> <li>Provide Professional Development: RTI/MTSS: April 9, 2021</li> <li>Embed RTI/MTSS within 2021-22 School Plans and Schedules: May - June 2021</li> <li>Full implementation of RTI/MTSS: September 2021</li> </ol>	<p>Completion Process.</p> <p><a href="#">RTI Memo Guidance1.pdf</a></p> <p>A copy of each schools RTI plan can be found at the following <a href="#">link</a></p>	
<p>Consolidate Multi-Language Learner (MLL) and English as a New Learner (ENL) into one Department, Bilingual Education, and World Languages. The (BEWL) shall report to the CAO.</p> <p>Include training on special education and BEWL as part of core training for all administrators and teachers. (English Learner Tool Kit, Commissioner’s Regulations Part 154.</p> <p><b>Recommendation #3</b></p> <p>1. By September 2021, create a new Department of BEWL under the supervision of the CAO.</p> <p>2. Starting July 1, 2021, hold all school and district leaders responsible for BEWL and special education student outcomes through a collection of agendas, evaluations, and walkthrough data of special education classrooms as part of an instructional rounds protocol; conducted monthly by Chiefs.</p> <p>3. By September 2021, implement the recommendations from the Judy Elliott Special Education Report submitted to the Board and administration in April 2017.</p>		N/A			<p>By 9/2021</p> <p>Starting 7/1/2021</p> <p>By 9/2021</p>
<p>Create a course of studies that includes an update of policies for curriculum and instruction.</p> <p><b>Recommendation #4</b></p>	<p>On February 3, 2021, the District provided submission of the course catalog document and the required update for the ESA committee to the Board.</p> <p>On February 9, 2021 the District presented to the ESA committee.</p>	Green	<p>On February 3, 2021, the District provided submission of the course catalog document and the required update for the ESA committee to the Board.</p> <p>This was presented to the Executive Cabinet on 2/2/21.</p> <p>On February 9, 2021 the District presented to the ESA committee.</p>	<p>The presentation is here: <a href="#">Link</a></p> <p>Link to Course Catalog: <a href="#">Course Catalog Link</a></p>	By 2/2021
<p>Revamp the RCSD Summer School Program</p> <p><b>Recommendation #5</b></p>	<p>11/20-1/21- Bi weekly meetings of the Summer School Design Team consisting of representation from Office of Grants and Program Accountability, Office of Innovation, Office of Accountability, Instructional Management and Technology, and Teaching and Learning.</p> <p>2/17/2021- Review all MP2 and Common Formative Assessment data to begin identification of students eligible for summer programming</p> <p>2/18/2021- Finalize summer program proposal for submission to Deputy Supt. feedback</p> <p>2/26/2021- Final proposal submitted</p> <p>3/1/2021- Meet with Content directors to begin writing/revising course content</p> <p>4/1/2021- Post summer programming staff applications for identified classes in Peoplesoft and Bulletin Board</p> <p>4/30/2021- Administer summative assessments to all students in identified summer courses to determine standards individual students need to work on during summer to make appropriate progress to pass the class and/or Regents exam</p>	Green	<p><b>Summer School Design Team bi-weekly meetings</b></p> <p>11/9/2020</p> <ul style="list-style-type: none"> <li>Review 2020 Summer Program Data and Budget</li> </ul> <p>11/17/20</p> <ul style="list-style-type: none"> <li>Create project timeline</li> <li>Identify potential funding sources</li> </ul> <p>12/4/20</p> <ul style="list-style-type: none"> <li>Review proposal format</li> <li>Clarify vision from Deputy with Design Team</li> </ul> <p>12/14/20</p> <ul style="list-style-type: none"> <li>Program Proposal #1 developed and shared with Design Team</li> <li>Submit Program Proposal 1</li> </ul> <p>1/11/21</p> <ul style="list-style-type: none"> <li>Review feedback from Proposal 1 with Design Team</li> <li>Request MP1 data from Office of Accountability</li> </ul> <p>1/22/21</p> <ul style="list-style-type: none"> <li>Review breakdown of MP1 data with Design Team</li> </ul> <p>2/11/21</p> <p>Review data and proposal outline with Chief Academic Officer and Independent Monitor</p>		By 3/1/2021

<p>Implement a yearly training for school counselors that includes technical knowledge in the areas of transcript review and development, master scheduling, analysis of foreign transcripts, familiarity with the RCSD Course of Studies, Freshman Academy Design and CTE counseling.</p> <p><b>Recommendation #6</b></p>		N/A			By 7/2021
<b>YEAR TWO</b>					
<p>Restructure the office of the Chief Academic Officer to the extent possible as follows: The four core content areas each have two directors; 1 for elementary and 1 for secondary.</p> <p>The Director of CTE reports to the CAO, no longer reports to a single high school. The Director of BEWL reports to the CAO.</p> <p>The instructional personnel from special education who support instruction will be reassigned to the CAO.</p> <p>The budgets from Bilingual Education and Special Education will be apportioned to the office of the Deputy for Teaching and Learning.</p> <p>Consolidation of the Academy Director position with the existing Director of CTE role and report to CAO.</p> <p>The Director of BEWL will report to the Deputy of Teaching and Learning.</p> <p>Are there any SPED admin roles that will move to T/L along with the instructional personnel in SPED? We should probably specify this in #7</p> <p>All grant funding related to the improvement of student academic outcomes will be approved through the Deputy of Teaching and Learning.</p> <p><b>Recommendation #7</b></p>		N/A			By 8/1/2021
<p>A student is considered chronically absent if they are absent &gt; 10% of enrolled attendance days. During the 2019 school year, RCSD recorded chronic absentee rates between 58% and 68% for high school students and between 35% and 48% for students in grades 1 through 8.</p> <p><b>Recommendation #8</b></p> <p><b>1. By September 1, 2021, all school leadership teams shall be trained on the Power school Student Information System, with a focus on modules for attendance (Including no-show tracking), grading, master scheduling, parent portal, behavior tracking, health, early warning, and graduation tracking.</b></p> <p><b>2. By January 31, 2021, the Superintendent shall initiate a feasibility study to dismantle or modify the RCSD Managed Choice Policy completed October 1, 2021.</b></p> <p><b>3. Superintendent shall complete the transition of elementary schools to the neighborhood community model schools, contingent on recommendations of a feasibility study by September, 2023.</b></p>	<p>The Zone Reconfiguration and Managed Choice Taskforce has been working on a feasibility Study.</p>	Green	<p>In December information about the new Zone Configuration and Managed Choice Taskforce was shared with District Leaders and Staff via email and through Leadership Link.</p> <p>District Leadership and Staff were invited to join the taskforce.</p> <p>The Inaugural meeting was held on January 28, 2021.</p> <p>The Zone Reconfiguration and Managed Choice Taskforce has set up two sub-committees one of which will focus on the feasibility study.</p>	<p>See attached meeting Agendas, Surveys, and recordings <a href="#">here</a>.</p> <p><a href="#">Office of Human Capital Reorganization</a></p>	<p>By 9/1/2021</p> <p><b>By 1/31/2021</b></p> <p>10/1/2021</p> <p>By 9/2023</p>
<p>Establish a comprehensive assessment program to measure levels of proficiency for content standards, English Language acquisition, reading level, and college and career metrics.</p> <p><b>Recommendation #9</b></p> <p><b>1. Approve a RCSD comprehensive assessment program by April 2021.</b></p> <p><b>2. All assessment tools included in the new assessment program shall be included in the 2021-22 RCSD budget.</b></p>		N/A			<p>By 4/2021</p> <p>Included in 2021-22 RCSD Budget</p>
<p>Update all district curriculum materials.</p> <p><b>Recommendation #10</b></p>	<p>A plan and budget to remove dated material has been submitted to the Superintendent.</p>	Green	<p>The Deputy of Teaching and Learning and Chief Academic Officer have submitted a memo to the Superintendent requesting support for funding in order to update the</p>	<p>Memo to Superintendent Dr. Myers-Small can be found <a href="#">here</a>.</p>	<p>By 4/2021</p> <p>By 7/1/2021</p>



<p><b>1. By April 2021, present a multi-year curriculum adoption schedule to the ESSA COW that shall include a cost analysis.</b></p> <p><b>2. By July 1, 2021, present the final adoption schedule as a resolution to the Board</b></p> <p><b>3. By December 30, 2020, the COO and the CAO shall present to the Superintendent a plan and budget for removing all dated curricular materials from schools and storage spaces.</b></p> <p><b>4. Create and implement a curriculum adoption plan to provide students and teachers with updated curriculum materials beginning September 2021 through June 2025</b></p>			<p>district's curriculum and material with a plan of implementation.</p>	<p>Memo containing plan and budget was sent to Superintendent Dr Myers Small on 12/30 <a href="#">here</a></p>	<p><b>By 12/30/2020</b></p> <p>Beginning 9/2021 thru 6/2025</p>
<p>Full implementation of the Annual Professional Performance Review (APPR). <b>Recommendation #11</b></p> <p><b>1. Implementation of the APPR shall begin immediately for the 2020-2021 school year.</b></p> <p><b>2. By August 30, 2021, each school and department shall submit an evaluation calendar.</b></p> <p><b>3. Beginning no later than October 1, 2021, a random monthly review of redacted evaluations, ( teacher and principal) shall be conducted by the State Monitor, HCI, CAO, and Chiefs, of Schools to ensure full implementation of the district's APPR plan.</b></p>	<p>Monthly status reports for APPR and adherence to compliance.</p>	<p><b>Green</b></p>	<p>The District reiterated expectations for APPR and is monitoring those efforts.</p>	<p>The District is following its NYSED approved 3012-d APPR plan. The creation of a grant funded Director of Staff and Educator Effectiveness in the Office of Human Capital will monitor and ensure fidelity to process and related improvements, coaching, guidance, support to leaders and other evaluators and mentors.</p> <p><a href="#">Director of Staff &amp; Educator Effectiveness Job Description</a></p>	<p><b>Begin immediately for the 2020-21 School Year</b></p> <p>By 8/30/2021</p> <p>Beginning no later than 10/1/2021</p>
<p>Revamp the high school selection process to:</p> <ol style="list-style-type: none"> <li>1) Become more family and student-friendly</li> <li>2) Include more family and student involvement</li> <li>3) Better align with the budgeting and staffing schedule</li> </ol> <p>Develop a comprehensive, user-friendly, course of studies that clearly outlines all the necessary information for users to chart the instructional pathways offered by the district to ensure successful on-time graduation, resulting in a college and career-ready graduate.</p> <p>Establish a laser-like focus on the Grade 8 to 9 transition, including a freshmen academy structure.</p> <p>Create a portfolio of high school programming based on need, interest, and industry outlooks. Create a year-long Virtual Academy as a school for grade 8 through grade 12 coursework, offering core, enrichment, Career and Technical Education (CTE), and college courses. <b>Recommendation #12</b></p> <p><i>The District administration shall adhere to the following:</i></p> <ol style="list-style-type: none"> <li><b>1. By January 30, 2021, submit the first draft of a revised RCSD high school selection process to the Instructional Council and the Monitor.</b></li> <li><b>2. Submit a second revised draft to the ESA committee by April 2021.</b></li> <li><b>3. By June 2021, submit to the Board for consideration a resolution approving the implementation of a revised high school selection process.</b></li> <li><b>4. Begin to implement the new selection process starting with students who first enter grade 9 in Fall 2022.</b></li> <li><b>5. By November 2021, submit a final draft of a comprehensive RCSD Course of Studies to the Monitor.</b></li> <li><b>6. By November 2021, submit a final draft of the RCSD Course of Studies to the Board for approval for full implementation in fall 2022.</b></li> <li><b>7. By September 2022, establish and submit the core components of a freshmen academy in each high school.</b></li> <li><b>8. Begin establishing a portfolio of school programming by cohorts of schools. Cohort I Completed by August 2021, Cohort II completed by August 2023, Cohort III completed by August 2025.</b></li> <li><b>9. By August 2023, re-establish an upgraded RCSD Virtual Secondary Academy.</b></li> </ol>	<p>Our School/Central Office outreach process will be amended this year in the following ways:</p> <ul style="list-style-type: none"> <li>• Student Equity and Placement will create a dedicated student registration electronic mailbox for parents, who can use the same mailbox to ask School of Choice questions and to send in completed applications.</li> <li>• A phone line will be dedicated to the School of Choice process to answer families' questions. • Tutorial videos will be available on our District website to guide parents through the application process.</li> <li>• The District website will be expanded to include school profiles, banners inviting parents to register, links to our schools' profiles, a contact person from each school, a virtual tour of each secondary school building, a link to the School of Choice application, and downloadable student registration packets for new or returning students</li> <li>• Student Equity and Placement will be interviewed on Radio Poder (local Spanish radio station) regarding the School of Choice process and opportunities and work with other stations to publicize the School of Choice process's urgency.</li> <li>• Student Equity and Placement will participate in district forums such as Bilingual Council, the Fathers' Initiative, and Parent forums to inform and assist parents with the application process.</li> </ul>	<p><b>Green</b></p>	<ul style="list-style-type: none"> <li>• January 30, 2021-first draft of a revised RCSD high school selection process to the Instructional Council and Monitor</li> <li>• April 2021-Second revised draft will be provided to the ESA committee</li> <li>• June 2021-Resolution approving the implementation of a revised high school selection process will be presented to the Board</li> <li>• Fall 2022-Implementation of the new selection process with students entering grade 9</li> </ul>	<p><a href="#">Memo to Dr Jallow</a></p> <p>Presentation to the Instructional Council and additional information <a href="#">here</a>.</p> <p>The presentation was provided to the board. Link to the initial course catalog is here: Link to Course Catalog: <a href="#">Course Catalog Link</a></p>	<p><b>By 1/30/2021</b></p> <p>By 4/2021</p> <p>By 6/2021</p> <p>Fall 2022</p> <p>By 11/2021</p> <p>By 11/2021</p> <p>By 9/2022</p> <p>8/2021; 8/2023 and 8/2025</p> <p>By 8/2023</p> <p>By 8/2023</p>

<p><b>10. By August 2023</b> implement an RCSD portfolio of high school programming.</p>					
<p>All future collective bargaining agreements, including MOAs, MOUs will be negotiated by a team of negotiators led by the CFO, CHR, and Deputy of Teaching and Learning <b>Recommendation #13</b></p>	<p>Negotiations facilitated by a cross-functional team and which is involved in and has knowledge of and input on the development of all agreements.</p>	<p><b>Blue</b></p>	<p>Weekly meetings are facilitated with members of the Executive Cabinet with the Independent Monitor. An approach to negotiations has been developed to comply.</p>	<p>The Office of Human Capital facilitates a Sr. Staff Relations Team weekly to ensure this work. <a href="#">Sr. Staff Relations Agendas &amp; Minutes</a> <a href="#">Negotiations Approach in RCSD</a></p>	<p><b>By 10/15 of every year</b></p>
<p>Restructure Central Office by reducing staff and reassigning key staff positions to schools and zone offices. This will provide greater resources in better alignment with school needs. This will also improve the timeliness of responses to school needs. This will help to alleviate reported frustration from school level teachers and administrators regarding the support received from the Central Office. Zone offices shall include content specialists trained using a research or evidence based coaching model. <b>Recommendation #14</b></p> <p><b>1. By December 30, 2020,</b> Deputy of Teaching and Learning and the Deputy of Student Support shall establish a task force to study 1) District geographic zone configurations and 2) District school zone configurations. <b>2. By May 15, 2021,</b> the Task force shall share recommendations for new Zone configurations. <b>3. Phase I of a Board approved implementation plan to change the geographic configuration and the staffing of RCSD Zones will be budgeted in the 2023-24 RCSD budget.</b></p>	<p>A Zone Configuration and Managed Choice Taskforce has been established. The Task Force will focus on developing processes and policies related to updating and maintaining the RCSD geographic and school zone configurations.</p>	<p><b>Blue</b></p>	<p>In December information about the new Zone Configuration and Managed Choice Taskforce was shared with District Leaders and Staff via email and through Leadership Link.</p> <p>District Leadership and Staff were invited to join the taskforce.</p> <p>The Inaugural meeting was held on January 28, 2021.</p>	<p>See attached meeting Agendas, Surveys, and recordings <a href="#">here</a>. <a href="#">Staffing Reduction Plan</a></p>	<p><b>By 12/30/2020</b></p> <p>By 5/15/2021</p> <p>2023-24 RCSD Budget</p>
<p>Establish a Theory of Action with accompanying action steps to address 1-2 selected common problems of practice for Receivership, CSI, and TSI schools. <b>Recommendation #15</b></p> <p><i>The District administration shall adhere to the following:</i></p> <p><b>1. By February 2021,</b> identify Problems of Practice as areas of focus for low performing schools. <b>2. By May 2021,</b> establish professional development and support for schools aligned to the identified problems of practice. <b>3. Establish monitoring tools and schedule for classroom visits to facilitate the observation and feedback cycle. The data shall be analyzed biweekly and submitted for review by the State Monitor. This process shall begin Fall 2021.</b> <b>4. Establish a forum for school and district leaders to examine benchmark data related to problems of practice on a 4 - 6 week basis. This process shall begin immediately.</b> <b>5. Beginning September 2021, maintain a dashboard of leading indicators for all schools. Require school chiefs to report on the progress of their zone schools once a month at cabinet meetings.</b></p>		<p><b>Green</b></p>	<p>The Office of Innovation supports schools under Superintendent’s Receivership with implementation of the Data Wise School Improvement Process. After completing a rigorous and thorough root cause analysis in steps 1-5 of the process, teams and schools identify problems of practice specific to their identified area of focus. The progress of the work through the Data Wise process is captured in a “Throughline Tracker” which is linked in the next column. The identified problems of practice are listed in column P of Tab 2. This work also carries over into the process CSI and TSI schools use to complete their School Comprehensive Education Plan (SCEP). The Office of Innovation supports all schools through this process as they identify areas of need and inequity. All District improvement plans are accessible on the District website and linked in the next column.</p> <p>Data meetings may be adjusted to accommodate hybrid reopening.</p> <p>The Office of Innovation meets with each school and their School Chief to review data and monitor progress of action items identified in the school’s SCEP. These data review sessions are currently scheduled based on school accountability status. CSI Receivership schools meet weekly with School Chiefs, bi-weekly with the Office of Innovation during the Receivership Principal PLC. The schools also complete quarterly reports to demonstrate progress towards meeting Demonstrable Improvement Indicators. TSI schools monitor progress with visits five times throughout the school year with the Office of Innovation and the School Chief. Schools in Good Standing currently meet twice a year with Innovation and the School Chief to review progress toward SCEP goals. Moving forward, an additional visit to Good Standing schools will be scheduled between the March and June visit.</p> <p>Data meetings may be adjusted to accommodate hybrid reopening.</p>	<p><a href="#">Problem of Practice- Throughline Tracker</a></p> <p><a href="#">District Improvement Plans</a></p> <p><a href="#">SCEP Monitoring Visit Tool</a></p> <p><a href="#">TSI SCEP Monitoring Schedule</a></p>	<p><b>By 2/2021</b></p> <p>By 5/2021</p> <p>Begin Fall 2021</p> <p><b>Begin immediately</b></p> <p>Beginning 9/2021</p>
<p>Hold all District personnel accountable for student performance outcomes <b>Recommendation #16</b></p>		<p>N/A</p>			<p>Before 8/2021</p>

Recommendations for Culture Shift Domain						
Recommendation(s)	Benchmarks Summary of the status of the district's attainment of progress benchmarks contained in the Monitor's Report or established by the district.	Current Status	District Action(s) District's self-assessment of the implementation status of the recommendation	Evidence of Action Indicate where evidence can be found of the actions taken by the district.	Other Information	Final Date to Complete/Implement
<b>YEAR ONE</b>						
Systemic adherence to the NY State Education Commissioner Regulation for Response to Intervention. (RTI), is an approach for establishing and redesigning teaching and learning environments so that they are effective, efficient, relevant, and durable for all students, families, and educators. Discipline data shall be examined across various disaggregated groups to ensure that classroom management is facilitated through quality instruction given by culturally competent teachers. <b>Recommendation #1</b>	Work with Teaching and Learning to develop a Rubric: February 26, 2021  Evaluate RTI plans against rubric: March 1 – 19, 2021  Provide schools written feedback: March 22-26, 2021  Provide Professional Development: RTI/MTTS: April 9, 2021  Embed RTI/MTSS within 2021-22 School Plans and Schedules: May - June  Full implementation of RTI/MTSS: September 2021	Green	School Chiefs received RTI building level plans from each school on January 29, 2021.	A copy of each school's RTI plan can be found at the following <a href="#">link</a> .		1/31/2021
Expand website messaging to address cultural competency, equity, bullying, and diversity issues related to culture, sexual orientation, language or disability. <b>Recommendation #2</b>	In pursuant to the State Monitor's recommendation, this was completed in September, 2020; our website was updated by adding a new Student Support Services page. This includes all of the areas recommended, along with links to other webpages from other departments such as, RocRestorative and Special Education. In addition, links to DASA Coordinators and reporting resources were added to each school's web page. We continue to update the website with new and additional information throughout the year.	Blue	The new website was shared with the staff during the Opening Day Ceremony in September 2020.  Additional messages regarding our website have been related to staff and parents via emails, and via the Friday message.	Link to our webpage: <a href="https://www.rcsdk12.org/domain/13946">https://www.rcsdk12.org/domain/13946</a>		By 1/1/2021
Complete the Parent Engagement Plan <b>Recommendation #3</b>  <i>1. By January 15, 2021, the Parent Engagement Plan shall be incorporated as an addendum into the District Strategic Plan.</i> <i>2. By February 1, 2021 Parent Engagement Standard Operating Procedures are developed for approval and shall be distributed to school and central office leaders.</i>	1. The Strategic Plan was created by a diverse group of internal and external stakeholders. This group will be meeting in March to review and accept this recommendation from the State Monitor. <b>We have submitted a modification request in Part C.</b>  2. The Office of Parent Engagement (OPE) Procedural and Protocol Manual has been developed as a document that not only provides the mission and vision of OPE but also gives a detailed outline of how OPE operates and what members of the department handles issues that are brought to OPE.	Yellow  Blue	The OPE Operation manual was distributed to District Leaders and Principals via Leadership Link.	A copy of the Office of Parent Engagement's Procedure and Protocol Manual can be found <a href="#">here</a> .  The OPE plan can be found <a href="#">here</a> .		By 1/15/2021  By 2/1/2021
Continue the process of increasing membership in the PAC. Increase visibility and partnership between PAC, District leadership, and the schools <b>Recommendation #4</b>  <i>1. Bylaws for PAC shall be approved by the Board by March 1, 2021.</i> <i>2. By March 15, 2021, guidelines for facilitating a Parent Teachers Organization (PTO) or a Parent Teachers Association (PTA) shall be forwarded to principals and Chiefs.</i> <i>3. Each school in the district shall have an active PTO or PTA</i> <i>4. Superintendent shall start having regularly scheduled PAC meetings starting April 1, 2021.</i>	By-laws were presented to the Board of Education on 2/9/21. The Board will be voting on these by-laws on 2/25/21.	Green	Parent Leadership Advisory Council by-laws will be implemented upon the approval Board of Education.	Office of Parent Engagement BOE presentation: <a href="https://rcsdk12-my.sharepoint.com/p:g/personal/2018312_rcsdk12_org/EQtXuiltx1xFvwMENKbC4vMB4LqYrzaCYrD5PdrEppDeaw">https://rcsdk12-my.sharepoint.com/p:g/personal/2018312_rcsdk12_org/EQtXuiltx1xFvwMENKbC4vMB4LqYrzaCYrD5PdrEppDeaw</a>  The Bylaws were reviewed by the Board of Education on February 9th and will be voted on at the Regular Business Meeting on February 25, 2021.		3/1/2021  By 3/15/2021  starting 4/ 1 2021
Update job descriptions of parent liaisons and home school assistants. <b>Recommendation #5</b>  <i>1. Beginning January 1, 2021, Chiefs shall review quarterly documentation of goals for each parent liaison and home school attendant</i> <i>2. Principals shall conduct evaluations of parent liaisons and home school assistants in accordance with collective bargaining agreement,</i> <i>3. Develop success metrics for parent liaisons and home school assistants to measure performance</i> <i>4. Starting March 1, 2021, the Executive Director of Parent Engagement shall review bimonthly the following for parent liaisons and home school assistants:</i> <i>a. Evaluations</i> <i>b. Minutes from School Based Planning Teams</i> <i>c. Minutes from PTO or PTA meetings</i>	As per the Director of Parent Engagement, an HCI director informed her that Civil Service job descriptions cannot be updated by the district. This would call for the district to work directly with the Civil Service administration to achieve. <b>We have submitted a modification request in Section C.</b>  Data will be collected by the OPE on a monthly basis. This information will be reviewed with School Chiefs. School Chiefs will follow-up with principals and the Executive Director of Parent Engagement regarding absences and required action items. The established process will be reviewed and adjusted as needed. School Chiefs will provide the data analysis to school principals to ensure effectiveness of roles and responsibilities.	Yellow  Green	Director of OPE met with School Chiefs during the month of January 2021 to identify critical elements to support the work with family engagement. Director of OPE created a monthly reporting tool. A review of expectations was conducted in the January 27, 2021 professional development. Rosters for schools PTO/PTA, Parent representatives for SBPT, and meeting dates were requested from all parent liaisons and home school assistants beginning of February 2021.	Parent Liaisons and Home School assistants submit monthly documentation to the OPE by 5 <sup>th</sup> of each month. This information will be analyzed and used to further plan professional development. Monthly professional development schedule for parent liaison and home school assistants for the rest of the year was placed in Leadership Link. Per page 13 of the SBPT manual, all schools are required to post meeting minutes to school websites. Per page 11 of the SBPT manual, School principals chair SBPT, principals will work in conjunction with the Office of School Innovation to ensure responsibilities are being met.  <a href="https://forms.gle/WUgULC9f7oLQAUSx9">https://forms.gle/WUgULC9f7oLQAUSx9</a>		Beginning January 1, 2021

d. Documentation, including evaluations from all parent meetings and training				<a href="#">HSA-PL-PD Flyer 2021.pdf</a>		
				<a href="https://www.rcsdk12.org/site/handlers/filedownload.ashx?moduleinstanceid=64278&amp;dataid=58965&amp;FileName=SBPT_Manual_2018-19.pdf">https://www.rcsdk12.org/site/handlers/filedownload.ashx?moduleinstanceid=64278&amp;dataid=58965&amp;FileName=SBPT_Manual_2018-19.pdf</a>		

**Recommendations for Systems, Resources, and Structures Domain**

Recommendation(s)	Benchmarks	Current Status	District Action(s)	Evidence of Action	Other Information	Final Date to Complete/Implement
	Summary of the status of the district's attainment of progress benchmarks contained in the Monitor's Report or established by the district.		District's self-assessment of the implementation status of the recommendation	Indicate where evidence can be found of the actions taken by the district.		
<b>YEAR ONE</b>						
District administration should establish an effective process for ensuring timely completion of annual reviews. Establish timelines for finalizing the annual reviews by the Special Education Chief or designee. <b>Recommendation #1</b>	In pursuant to the State Monitor's recommendation, processes for completion of annual reviews with timelines were established and reviewed by Special Education Directors and Associate Directors.	Blue	Every school maintains a detailed compliance log that is specific to each student in the school. This includes student names, dates when the annual review or reevaluations are due and CSE meeting dates. It provides detail on the type of meeting and staff that need to be in attendance. This log tracks the timeline for evaluations as well and the responsible staff members. Our staff also log the dates when meeting invitations are sent and when outstanding items are needed. Each Associate Director updates this weekly. It is maintained as a google document and Directors of Special Education review these in one-to-one meetings with the Associate Directors as another form of compliance.	Additional information <a href="#">here</a> .		Effective Immediately
Build capacity of the Finance Department to support reimbursement and collections of all financial sources to secure all monies owed to the district. <b>Recommendation #2</b>	1) The transition of personnel began in December, 2020 as did the recommendation to outsource STAC and Medicaid services.  2) Seeking state aid reconciliation services  3) Engagement of an independent reviewer to initiate audits of Medicaid reimbursement procedures	Green  Blue  Green	1) As of January 10th, all movement of finance related personnel has been completed with the exception of one person. The movement of the last person was denied. The CFO is awaiting further assistance with this matter.  Arrangements are being finalized with Questar III BOCES with regard to STAC processing. At this time it appears to be more cost effective to leave Medicaid services processing in-district.  2) State Aid reconciliation was completed by Questar III BOCES in January, 2021. Concerns raised by Questar were addressed immediately by the Director of Accounting and the Director of Budget. Given the District receives these services free of charge from BOCES, now that the relationship has been established, it will be maintained moving forward.  3) We sent out the RFP for Medicaid services and the responses were not favorable. We are seeking a flat rate contract vs one whose rate structure is built upon amounts found for remediation. At this time, a request for proposal is being sought from a CPA firm specializing in such services. We are still in the fact gathering stages of the effort. Historical levels of total claims processed have been sent to the firm for pricing and sample audit size consideration. The State Monitor and the CFO will be meeting with the firm on 2/26/21 to discuss the audit scope.		<a href="#">Questar State Aid Review</a>	Effective Immediately
The District Auditor General shall conduct a review of all MOAs and MOUs from 2015 to the present. <b>Recommendation #3</b>  1. The District Auditor General shall begin the audit by December 2020. 2. The audit results shall be presented by March 31, 2021, to the cabinet and the negotiating team for collective bargaining.	This project started by December 2020, with the first action of requesting all relevant data on MOAs and MOUs.  We are currently performing this manual work, noting that the number of documents involved requires a significant amount of time. We are using automation during our review to facilitate tracking. We are currently anticipating completion by March 2021.	Green	A Labor Relations audit was in the Board approved Audit plan. We will focus on the MOU/MOAs due to the critical business need. Preliminary listings of MOAs and MOUs have been received from Labor Relations. Requests have also been made to the unions to reconcile the records, since completeness is in question. The lack of a comprehensive database housing these items has made it difficult to ensure all documents are accounted for.  We have commenced a review of the various documents noting the bargaining unit and potential financial implications going back to 2015. Due to the manual nature of this review, the time required is significant. We currently anticipate completion in March 2021.	We are not able to present evidence of actions until our work is completed. We have created internal work papers as we are performing our work.  Final evidence will be in a report form.		By 12/2020  By 3/31/2021
Adhere to staffing allocations as stipulated in Collective Bargaining Agreements (CBAs). <b>Recommendation #4</b>	Alignment of staffing to CBAs	Green	A staffing reduction plan was developed. Meetings were held to ensure planning and implementation of resources in alignment with ratios.	A <a href="#">Staffing Reduction Plan</a> was created that stipulated adherence to CBA ratios and this was adhered to in the development of staffing templates.		By 12/31/2020
All contracts and resolutions must include a cost analysis. <b>Recommendation #5</b>  1. All contracts shall come through the legal office, effective immediately. 2. State Monitor shall continue to randomly select contract request documentation for review. 3. Effective immediately all resolutions shall include a cost analysis and shall be reviewed at cabinet and at a designated committee meeting.	Contracts will eventually all be processed by the Legal Department for at least a final review.	Green	General Counsel is working with the other departments that process contracts to ensure a continuity in process and forms for points 1 and 3. General Counsel will recommend a final process to the Superintendent for staffing and resources needed to accomplish this goal.	Contracts will eventually all be processed by the Legal Department for at least a final review.		Effective Immediately

4. Expenditures on contracts shall be reduced to align with comparable districts. 5. Artifacts might include expenditure reports						
Develop written formalized protocols and procedures that align with Commissioner's Regulations Part 200. <b>Recommendation #6</b>	In pursuant to the State Monitor's recommendation, a Special Education Services Plan has been developed with formalized protocols and procedures aligned to Part 200.	Blue	The BOE approved the District Special Education Plan.  RCSD Special Education User's Manual was developed and unpacked with the Special Education Department during monthly department meetings and will continue to be used during PD throughout the 2020-2021 school year.	Special Education Services Plan can be found <a href="#">here</a> .		By 4/30/2021
Each functional role and required activities that must be performed should be documented and enforced in the Special Education and Supervisors' Users Manuals <b>Recommendation #7</b>  1. By December 31, 2020, clearly define and document roles, responsibilities, and deliverables for each position in Special Education shall be included in a Special Education User's Manual. 2. By December 31, 2020, specifically identify roles and responsibilities for support staff, Teachers, Principals, Specialized Service Administrators, Evaluators, and Directors in the Special Services Supervisor's Manual. 3. By September 2021, train users on how to implement the procedures for Monitoring and providing feedback to facilitate compliance	In pursuant to the State Monitor's recommendation, a Special Education Services Plan has been developed.	Blue	The BOE approved the District Special Education Plan.  RCSD Special Education User's Manual was developed and unpacked with the Special Education Department during monthly department meetings and will continue to be used during PD throughout the 2020-2021 school year.	Special Education Services Plan can be found <a href="#">here</a> .		By 12/31/2020  By 12/31/2020  By 9/2021
Ensure the timely finalization of student IEPs after the CSE meeting. <b>Recommendation #8</b>  1. Develop standard deadlines for finalizing IEPs and establish procedures and designate responsibility for facilitating timely parent receipt in the Users' Manual and the Supervisors' Manual for Special Education by December 31, 2020, and April 15, 2021. 2. Develop a dashboard to allow supervisors to monitor the timeliness of completing IEPs. The dashboard should also allow the reader to review benchmarks for student success and alert appropriate staff of upcoming meetings. This should be completed by May 1, 2021. 3. Begin processing the annual reviews of students in transition grades, 5, 6, 8, and 9 shall be the first priority for the budget development process by April 15th.	In pursuant to the State Monitor's recommendation, a Special Education Services Plan and a Special Education Supervisor's Manual have been developed.	Green	RCSD Special Education User's Manual was developed and unpacked with the Special Education Department during monthly department meetings and will continue to be used during PD throughout the 2020-2021 school year.	Special Education Services Plan can be found <a href="#">here</a> .		By 12/31/2021  By 5/1/2021  By 4/15/2021
<b>YEAR TWO</b>						
Restructure the Accountability Office and the Placement Office into a single division, under the supervision of the Deputy for Teaching and Learning. The new department shall combine the duties and responsibilities of accountability, enrollment, placement, and assessment into a comprehensive accountability Department of Research, Assessment, and Planning. <b>Recommendation #9</b>		N/A				By 8/1/2021
Hold all staff accountable to SOPs for each district department. <b>Recommendation #10</b>		N/A				Effective 12/2021
<b>YEAR THREE</b>						
Based on the feasibility study for district reconfigurations establish school models (i.e. Pre-k - 5, 6-8, 9-12) to increase opportunities for vertical and horizontal articulation, academic acceleration, facilities consolidation, and fiscal efficiency. <b>Recommendation #11</b>  1. Deputy of Teaching and Learning and the Deputy for Student Support Services shall establish a task force to study: a. District geographic zone configurations and b. District school zone configurations by December 30, 2020. 2. Taskforce shall share recommendations for new Zone configurations by April 15,	As stated in recommendation 14 under Instructional Transformation Domain, A Zone Configuration Taskforce has been established. The Task Force will focus on developing processes and policies related to updating and maintaining the RCSD geographic and school zone configurations.	Green	In December information about the new Zone Configuration Taskforce was shared with District Leaders and Staff via email and through Leadership Link.  District Leadership and Staff were invited to join the taskforce.  The Inaugural meeting was held on January 28, 2021.	See attached meeting Agendas, Surveys, and recordings <a href="#">here</a> .		By 12/30/2020  By 4/15/2021  2023 RCSD Budget

<p><b>2021.</b> Should the Board approve recommendations for new Zone configurations, Phase I of the implementation plan to change the geographic configuration and the staffing of RCSD Zones will be budgeted in the <b>2023 RCSD budget.</b></p>					
<p>Pending feasibility results, establish neighborhood community model elementary and middle schools. <b>Recommendation #12</b></p> <p><b>1. Deputy of Teaching and Learning and the Deputy of Student Support shall establish a task force to study 1) District geographic zone configurations and 2) District school zone configurations by December 30, 2020.</b></p> <p><b>2. Taskforce shall share recommendations for new Zone configurations by May 15, 2021.</b></p> <p><b>3. Pending Board approval using a phased approach, recommendations for a new Zone configuration, will be budgeted in the 2023 RCSD budget.</b></p>	<p>A Zone Configuration and Managed Choice Taskforce has been established. The Task Force will focus on developing processes and policies related to updating and maintaining the RCSD geographic and school zone configurations.</p>	<p><b>Green</b></p>	<p>In December information about the new Zone Configuration And Managed Choice Taskforce was shared with District Leaders and Staff via email and through Leadership Link.</p> <p>District Leadership and Staff were invited to join the taskforce.</p> <p>The Inaugural meeting was held on January 28, 2021.</p>	<p>See attached meeting Agendas, Surveys, and recordings <a href="#">here</a>.</p>	<p><b>By 12/30/2020</b></p> <p>By 5/15/2021</p> <p>2023 RCSD Budget</p>

**MULTI-YEAR**

<p>RCSD shall adhere to the staffing ratios outlined in the collective bargaining agreements. Teachers are teaching approximately at a rate of 50% of the student population they are contracted to teach. Every teacher shall have a full schedule and a full class for every instructional school day of the school year. <b>Recommendation #13</b></p>	<p>Alignment of staffing to CBAs</p>	<p><b>Green</b></p>	<p>A staffing reduction plan was developed. Meetings were held to ensure planning and implementation of resources in alignment with ratios.</p>	<p>A <a href="#">Staffing Reduction Plan</a> was created that stipulated adherence to CBA ratios and this was adhered to in the development of staffing templates.</p>	<p><b>Effective Immediately</b></p>
<p>Revamp or eliminate the Managed Choice Policy <b>Recommendation #14</b></p> <p><b>1. Deputy of Teaching and Learning and the Deputy of Student Support shall establish a task force to study 1) District geographic zone configurations and 2) District school zone configurations and the Managed Choice Policy by August 30, 2021.</b></p> <p><b>2. Task force shall share recommendations for the policy by September 30, 2021.</b></p> <p><b>3. Phase I of a Board approved implementation plan to change to transition to neighborhood community model elementary schools will be budgeted in the 2023 RCSD budget.</b></p>	<p>A Zone Configuration and Managed Choice Taskforce has been established. The Task Force will focus on developing processes and policies related to updating and maintaining the RCSD geographic and school zone configurations. This Task Force will also look at the Managed Choice process.</p>	<p><b>Green</b></p>	<p>In December information about the new Zone Configuration and Managed Choice Taskforce was shared with District Leaders and staff via email and through Leadership Link.</p> <p>District Leadership and staff were invited to join the taskforce.</p> <p>The Inaugural meeting was held on January 28, 2021.</p>	<p>See attached meeting Agendas, Surveys, and recordings <a href="#">here</a>.</p> <p>The reorganization of the Office of Human Capital, aligned resources to support each School Chief, creating a team consistent with Zone Offices.</p>	<p><b>By 8/30/2021</b></p> <p><b>By 9/30/2021</b></p> <p>2023 RCSD Budget</p>
<p>Upgrade the Student Information Management System (SIMS) and the Financial Management System (FMS), including a training action plan. <b>Recommendation #15</b></p> <p><b>By April 30, 2021 District shall recommend that the Board of Education approve a plan for the purchase of and transition to, an upgraded SIMS and FMS as follows:</b></p> <p><b>a. Phase I implemented by Fall 2022.</b></p> <p><b>b. Phase II implemented by Fall 2023.</b></p> <p><b>c. Final Phase implemented by Fall 2024.</b></p> <p>Monitoring monthly key preselected reports and analysis at cabinet and committee meetings presenting reports and analysis.</p>	<p>Upgrade the SIMS, HRMS and FIMS.</p>	<p><b>Green</b></p>	<p>A project manager facilitates a cross-functional team from IM&amp;T, Human Capital and Finance to study, recommend, and implement an upgrade. This work has been completed and a recommendation for upgrade is being finalized.</p>	<p>The District's HCMS and FMS, PeopleSoft will be replaced by Oracle Cloud. <a href="#">Oracle Cloud Sign-Off</a></p>	<p><b>By 4/30/2021</b></p> <p>Fall 2022</p> <p>Fall 2023</p> <p>Fall 2024</p>

**Status:****New:** Implementation completed; the school district has satisfactorily met the benchmark.**Modified:** The district is on schedule to meet this benchmark.**Eliminated:** The district has not met or will not meet this benchmark in the specified time.**Part C: Plan Modifications Requests**

In this section, identify any revisions to the academic plan that were made during this reporting period.

Turnaround Leadership Domain					
Activity	Current Status	Revision	Reason for Revision	Other Information / State Monitor's Response	Date Completed
The district leadership shall develop and have approved by the Board of Education standard operating procedures (SOP) for professional development, including the protocol for onboarding new board members, which shall be fully implemented by <b>December 30, 2020</b> . <b>Recommendation #1</b>	Yellow	The district leadership shall develop and have approved by the Board of Education standard operating procedures (SOP) for professional development, including the protocol for onboarding new board members, which shall be fully implemented by <b>April 15, 2021</b> . <b>Recommendation #1</b>	Per the Monitor's recommendation, these must be Board approved which will take some time to complete.		

Talent Development Domain					
Activity	Current Status	Revision	Reason for Revision	Other Information / State Monitor's Response	Date Completed
Establish and maintain current Standard Operating Procedures for each RCSD department to facilitate onboarding, accountability, and supervision throughout the district. <b>Recommendation #1</b>  <b>1. By February 1, 2021, submit to the State Monitor a plan to create and update the SOP of each department in the 4th quarter of every year.</b>	Yellow	The district leadership shall develop and have approved by the Board of Education standard operating procedures (SOP) for professional development, including the protocol for onboarding new board members, which shall be fully implemented by <b>April 15, 2021</b> . <b>Recommendation #1</b>	Per the Monitor's recommendation, these must be Board approved which will take some time to complete.		
Update the comprehensive professional development plan, and a companion program evaluation instrument aligned to the new RCSD Strategic Plan, to help central office, teachers, paraprofessionals, and support staff to better meet the needs of students to include:  <ul style="list-style-type: none"> <li>▪ Effective leadership and teaching practices</li> <li>▪ Turn Around Leadership Actions and Competencies.</li> <li>▪ Management Skills</li> <li>▪ Data utilization for resource allocation and academic achievement</li> <li>▪ Behavioral support</li> <li>▪ Support for diverse student populations.</li> <li>▪ Change Management</li> <li>▪ Community Outreach and Engagement</li> </ul> <b>Recommendation #4</b>  <b>4. Effective January 1, 2021 program evaluation indicators shall be used quarterly to measure the impact of programs.</b>	Yellow	We have identified and selected an evaluation tool for evaluative use. We are hiring two program evaluators to conduct this work.  We are requesting that the deadline for this be extended to June 2021 to allow us to hire and train 2 program evaluators to conduct this work. We do not currently have enough internal capacity to conduct the work as described in the plan, by the date required.	We have obtained funding and are going through the recruitment process to hire two program evaluators to conduct this work. We anticipate we will hire and train two staff by June 2021.		

Instructional Transformation Domain					
Activity	Current Status	Revision	Reason for Revision	Other Information / State Monitor's Response	Date Completed
	Choose an item.				

Culture Shift Domain					
Activity	Current Status	Revision	Reason for Revision	Other Information / State Monitor's Response	Date Completed
Complete the Parent Engagement Plan <b>Recommendation #3</b>  <b>By January 15, 2021, the Parent Engagement Plan shall be incorporated as an addendum into the District Strategic Plan.</b>	Yellow	We are requesting an extension of the deadline to April 30, 2021 which will allow time for the Strategic Plan COmmittee to meet and incorporate the addendum into the Strategic Plan.	The Strategic Plan was created by a diverse group of internal and external stakeholders. This group will be meeting in March to review and accept this recommendation from the State Monitor.		

Systems, Resources, and Structures Domain					
Activity	Current Status	Revision	Reason for Revision	Other Information / State Monitor's Response	Date Completed
	Choose an item.				

**Part D: Violations of Academic Plan**

In this section, identify any areas during the reporting period when the State Monitor found the district to be in violation of the plan and how this violation was resolved.

Date of Violation Notification	Violation Cited	District Response	Status of Violation