

2021-2022 Annual Report

PART II: IMPLEMENTATION STATUS OF THE ACADEMIC AND FISCAL PLAN RECOMMENDATIONS

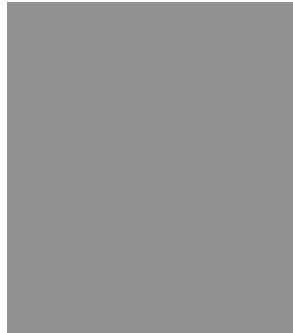
Superintendent of Schools Dr. Clarence G. Ellis

District BEDS Code: 500402060000

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| | | | | schedule for completion. | |
| 07/31/2022 | By (annually) | 6. The Board shall enter into an agreement with a consultant to assist the Board in implementing the Board self-assessment process. | Green | Implementation Completed. NYSSBA self assessment form was selected and an agreement with NYSBBA. | |
| 07/31/2022 | By (annually) | 7. The Board shall adopt the procedure by which it will conduct a self evaluation, which shall include providing the public with an opportunity to provide feedback on the performance of the Board. | Green | Not applicable. No activity was expected to occur during the 2021-2022 school year. | |
| 07/31/2022 | By (annually) | 9. The Board shall select and enter into an agreement with an organization, such as the Rockland County School Boards Association to facilitate the Board retreats. | Green | NYSBBA was selected to facilitate the Board Retreats on the following dates, January 4, 2022 and March 29, 2022. | |
| 08/01/2022 | By (annually) | 2. The Board shall reach agreement with the Superintendent on the procedures to be used in the annual evaluation of the Superintendent. | Green | The superintendent and the board agreed to the NYSBBA Superintendent evaluation tool. | |
| 08/31/2022 | By (annually) | 3. The Board shall approve the procedures for the evaluation of the Superintendent. | Green | | |

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| 08/2021 | By | 1. Principals and building administrators will receive training on how to implement District guidance regarding effective strategies to allow for Tier 1 and Tier 2 differentiated and small group instruction, inclusive of sessions regarding the effective integration of technology during instructional blocks. | | <p>Implementation completed. Continued professional development provided during principal meetings that share tiered strategies for immediate use. Sessions were facilitated by both district and school leaders and have focused on writing, literacy stations, use of diagnostic testing for small groups and guided instruction.</p> <p><u>Leadership Summit Dates</u> August: 24, 25, 30, 31</p> | <p>Link to 2021-2022 Leadership Summit agenda</p> |
| 09/2021 | Begin | 1. Communicate expectation to building leadership for use of the K2 district wide learning management system, Schoology, for blended learning and to work fluidly between in-person and remote learning for both synchronous and asynchronous instruction. | | <p>Implementation completed. Building level Academic Standards Facilitators are charged with coordinating professional development sessions related to leveraging Schoology for blended learning during PLC and 1:1 coaching sessions. This effort equally supports or unanticipated remote learning days.</p> | <p>Link to professional development artifact</p> |
| 10/2021 | Begin | | | | |

instructional time to address literacy skills.



A second session has been scheduled through Rockland Boards Of Cooperative Educational

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| 11/2021 | Begin | 2. The Office of Curriculum and Instruction will review raw data to begin reporting the number/percentage of students in K2 who transition from Early Literacy to Star Reading as a possible indicator of early literacy proficiency/probable readers. | | Implementation completed. The District compiled relevant data to report to the superintendent and communicate during Leadership in Action Network meetings. | Link to academic data slide |
| 11/2021 | By | 5. The District shall invest in licenses and professional development to utilize during K-8 individualized tutoring sessions by subscribing to a literacy academic support network such as Book Nook. | | Implementation completed. The District selected BookNook as the partner for individualized tutoring sessions. Approximately, 4,500 K8 students were offered the opportunity for virtual literacy tutoring. On February 28, 2022, the District began Book Nook sessions for students at home and for the 1,183 registered students attending elementary afterschool programs. | |
| 11/2021 | Begin | 6. The Office of Curriculum and Instruction in collaboration with the Office of Student Support Services will hire tutors and teacher assistants to provide supplemental tutoring. This will support the successful implementation of programs addressing the needs of COVID-19 impacted students. | | Implementation completed. The District began implementation of virtual tutoring services, using virtual tutors, the week of February 28, 2022. Virtual tutors were provided through partnership with Book Nook, eliminating the need to hire teacher assistants as tutors for supplemental tutoring. Teacher assistants were hired for the afterschool programs beginning in March 2022, which included supervision of Book Nook virtual tutoring services. | |

12/2021 By 1. The District shall hire 5 content area Red District leaders (e.g., Academic Standards Facilitators), specifically in English, math, social studies, science, physical education (PE), health education (HE), and education of students with disabilities, to facilitate the evaluation, development, refinement, and delivery of a guaranteed and viable curriculum across the District that aligns with State Education Department learning standards.

Implementation not complete as of 12/31/2021

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| | | | | <p><u>Leadership Summit</u> August 30, 2021 Making Tier 1 & Tier 2 Visible</p> <p><u>Principal Meeting</u> December 8, 2021 Tier 1 & Tier 2 Differentiation/Intervention Strategies</p> | |
| 05/2022 | By | <p>1. The District will build and distribute personal hygiene/COVID kits and school supply starter kits for all students and establish the protocols for emergency transportation vouchers for students experiencing homelessness and students in foster care.</p> | | <p>Implementation completed. Personal hygiene kits were developed in October 2021, and distribution immediately began by school based Family Resource Coordinators (FRCs) based on identified student needs. Back to School kits were distributed in September 2021 prior to the start of school to those students and families who attended the Back to School orientation.</p> | |

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| | | <p>The charge will be to revise curriculum units.</p> | | <p>Refinement Committee, is a required committee that provides recommendations regarding curriculum. The CPB, which is composed of teachers, school leaders, and District leaders, determines areas for improvement and their order of priority by evaluation of the total systemwide curriculum needs.</p> <p><u>CPB Meeting Dates</u> September 27, 2021 October 22, 2021 November 22, 2021 December 17, 2021 January 24, 2022 February 25, 2022 March 28, 2022 April 29, 2022 May 23, 2022 June 14, 2022</p> | |
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06/2022 By

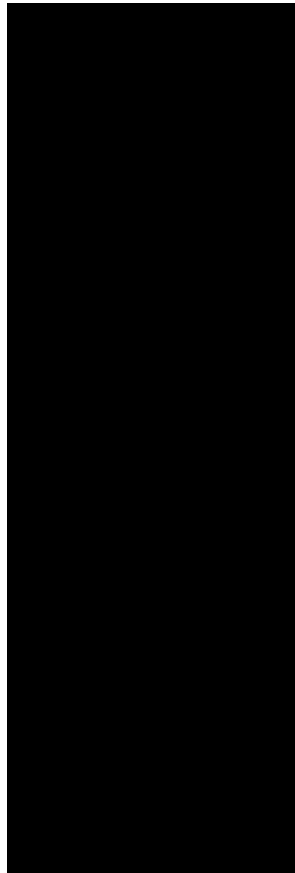
2. The Office of Curriculum and

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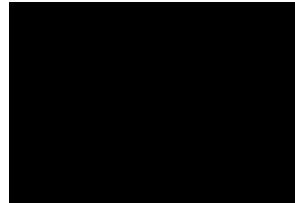
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| | | curriculum refinement, alignment and development of current curriculum. | | sources to develop a reasonable schedule of activities and timeline for deliverables in the 2022–2023 school year. | |
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06/2022 By 2. The newly established Pr12 269.64s

09/2022 Begin 4. District and Building leadership team shall engage in a book study on the subject of culturally relevant and responsive practices. Once the book is chosen the study and quehoo t:p.And



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| | | | | <p>Star Assessment Administration Cycle 1: September 10October 1, 2021 Cycle 2: November 150, 2021 Cycle 3: January 31February 11, 2022 Cycle 4: May 23 June 16, 2022</p> | |
| 09/2021 | Begin | 2. The District will monitor building level multi-tiered system of support for academics (Curriculum Development and Refinement Committee, RTI2 Committee and Leadership in Action Network), attendance (Attendance Task Force and Leadership in Action Network) and social emotional learning (RTI2 Committee and Leadership in Action Network). | | | |

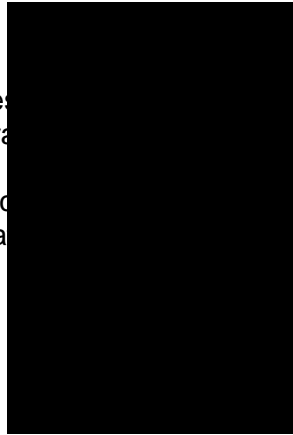


Seal of Biliteracy: 80 students
Today's Students Tomorrow's Teachers (TS1)
35 students

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| 10/2021 | Begin | 2. Monitor the implementation and impact of school comprehensive education plans through building and District walkthroughs. | | Implementation completed. The District identified dates for Learning Walks and School Support Visits for both Targeted Support and Improvement (TSI) Schools and Schools in Good Standing to monitor the implementation and impact of SCEPs. | Link to Learning Walk Schedule |
| 10/2021 | Begin | 1. The District will review school-sourced data to monitor student progress toward on-time graduation inclusive of Final Five Graduation Dashboard and Cohort information. | | Implementation completed. Secondary school joint meetings were held for monitoring and support. For example, on 10/14/2021 schools confirmed the creation of building level graduation dashboard and cohort information. The document is in accordance with all student privacy and data guidelines protected by Education Law 2-D and The Family Educational Rights and Privacy Act (FERPA). Data fields include accumulated credits, student demographics, communication log, action steps, and counseling notes. | link to Final Five Dashboard |
| 10/2021 | By | 3. The District will deploy seven social workers to support building level plans for student and family social-emotional needs. | Yellow | Significant progress was made, but the recommendation is not yet implemented. The District recruited and hired six social workers who collaborated as a unit to examine current needs before strategic deployment. The District continues to actively recruit for additional social workers. | |

10/2021 By

4. The District will partner with an organization to provide professional development for staff, students, families around restorative practices and culturally relevant engagement and response to student need. By June 2023, the District will work with a partner organization that results in adoption by the Board of an updated District Code of Conduct and related policies.



Implementation completed. The District is working with SEE3 to provide training for staff, students, and families regarding restorative

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| | | <p>low-income students, students with disabilities, English language learners, migrant students, students experiencing homelessness and children and youth in foster care by hiring teachers, paraprofessionals, monitors, clerical staff, nurses, social workers, security, and administrators.</p> | | <p>staff to implement the Expanded School year program.</p> | <p>Link to Summer Program Offerings</p> |
| <p>11/2021</p> | <p>Begin</p> | <p>3. Academic Standards Facilitators (ASFs) at the District level will monitor and collect data for the Expanded School Year summer and afterschool program and act as liaisons for program leads.</p> | | <p>Implementation completed. Act33.24 384h(l)-</p> | |

11/2021 By 5. The Office of Curriculum and
Instruction will partner with providers to

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| | | | | Additionally, at the start of the school year, the District contracted with an outside organization, SEE3, to support the implementation of restorative practices through coaching and professional development sessions. | |
| 01/2022 | By | 6. The District will purchase a social emotional learning curriculum for grade K-6 to assist educators in teaching students to recognize, report, and refuse to place themselves in unsafe situations. | Red | Significant progress was made, but the recommendation is not yet implemented. The District piloted a social emotional curriculum, Leader in Me. | |
| 06/2022 | By | 1. The District will have provided appropriate numbers of students individual instrumental lessons based on the DCIP. | | Implementation completed. | Link to class list of students receiving lessons |
| 06/2022 | By | 6. The District will expand Science, Technology, Engineering, and Math (STEM) programming in partnership with agencies such as STEM 21 to create District partnerships with community agencies, map curriculum, and expand graduation pathways. The District will design model secondary science labs for inquiry-based investigations for chemistry, physics, biology, aquatics, astronomy, earth science and Integrated 0.006 Tw9-1.9 TS8[.7 (6 (c)9.t)6.2 (r)e | | | |

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| 09/2021 | By | 2. The District shall communicate to building-level Distribution Teams charged with managing device distribution the District's expectations that the Teams adhere to common protocols, such as inputting data related to distribution, inventory, and monitoring of individual devices for all students and staff. | | Implementation completed. The District has communicated to building level Distribution Teams charged with managing device distribution the District's expectations. | Link to artifact |
| 05/2022 | By (Annually) | 1. The District will review its device inventory and purchase such number Chromebooks as necessary to maintain the "1:1 Chromebook for Kids initiative." | Green | Implementation completed. The District reviewed the device inventory each month during the first quarter only. Quotes for device procurement were requested. The District collected multiple quotes and reviewed them. | |

| | | | Recommendation as of June 30, 2022 | | |
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| Date | Begin/By | Improvement Strategy (Action Steps) | | | |
| 09/2021 | Begin | 2. The District will provide interpreters in both Spanish and Haitian Creole at all Family University and virtual sessions to encourage involvement and increase attendance. | | Implementation completed. The District provides interpreters in both Spanish and Haitian Creole at all Family University and virtual sessions. | Link to Funding of Interpretations under Purchased Services, page 4 |
| Annually | By | 1. The District will conduct 5 Family University sessions to, as funding allows, provide participants opportunities such as English learning and technology use to increase the participants' ability to provide support for their children. We will include partnerships with local educational agencies such as Rockland Community College. | Green | Implementation completed. The District has generated Family University topics with the first session held in October 2021. <u>Family University Dates</u> October: 13 November: 17 December: 22 January: 12 February: 9 | link |
| 09/2021 | Begin | 2. The District will communicate and monitor the implementation of school building monthly family and community engagement events (FACE), either online or in-person." | | Implementation completed. The District has communicated to schools regarding engaging families and the community in informative and enriching events. Monitoring of monthly FACE activities will be shared during Leadership in | Link to aggregate data from school based FRC events |



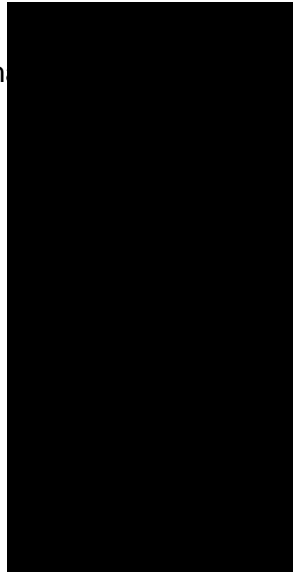
Action Network meetings and meetings with principals.

The District will continue to monitor the family & community engagement monthly events at all public schools as the schools come online with their meeting schedules. The District has assisted schools in establishing a Family and Community Engagement Committee (FACE Committee) and has set up the Principal, the ERG, the AIG and the Pre-school Center.

Annually

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| | | | | <p>initiatives in the LongTerm Strategic Academic and Fiscal Improvement Plan.</p> <p><u>ERCSD Teacher Center Offerings</u> Fall Brochure</p> | |
| 08/2021 | Begin | 2. Building level Academic Standards Facilitators will use Frontline Professional Growth Platform to calendar, organize, and manage professional development activities. | | Implementation completed. District level staff and Academic Standards Facilitators create, preregister, and manage professional learning experiences in the Frontline Professional Growth Platform. | Link to artifact |
| 07/2022 | Begin | 1. The District will have completed a review of English language learner programming, developed recommendations for improvement, created a timeline for implementing the recommendations, and by October 2022 begun implementing the recommendation in accordance with the timeline. | NA | Not applicable. No activity was expected to occur during the 2021-2022 school year. The District has identified external partners to complete a review of English Language Learner programming using the NYSED's Office of Bilingual Education and World Languages MLL/ELL Program Quality Review Continuum. | Link |
| 10/2021 | Begin | 3. Based on the DCIP the appropriate number of teachers and building and District leaders will have received PD on | | | |

Learners through ongoing data analysis and site visits, and respondents shall have rated the PD effective in terms of usefulness.



” Strategy Implementation Activity 4.2.4 Ensure that all students have equitable access to resources to better support schools

| Text of Recommendation (from Annual Plan Update) | | | Implementation Status of Recommendation as of June 30, 2022 | Short Explanation of Status | Links to Artifacts that Support Status Code |
|--|----------|--|---|--|---|
| Date | Begin/By | Improvement Strategy (Action Steps) | | | |
| 09/2021 | By | 1. The District will introduce a data driven process aligned to current practices and protocols to build educator assessment literacy. | | Implementation completed. The District researched and selected Data Wise to frame data-driven decisionmaking actions as it will enhance rather than supplant current building level practices (identify relevant data, comprehend data, interpret data, and apply data). | |
| 09/2021 | By | 1. The District will hire monitors at each school to support extended arrival and dismissal times for students dropped off due to the COVID-19 pandemic. | | Implementation completed. The District allocated funding for the hiring of lunch monitors at each school. Teacher aides, teaching assistants, and teachers have provided support in overseeing extended arrival and dismissal times for students dropped off due to the COVID-19 pandemic. <u>Lunch Monitor Hires</u> Quarter 1 (July-Sept): 41 Quarter 2 (Oct-Dec.): 6 | |



warmups, and backpacks for Ramapo High School & Spring Valley High School.

Completed purchase order for sublimated reversible basketball jerseys for Chestnut Middle School and Pomona Middle School Boys and Girls basketball teams.

Sourced companies that supply storage totes to secure uniforms and equipment. 11.04 44.8p (pp6 (p11.0 5.6 (f)-15 (f)0.9 ()JTJ

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| 11/1/2024 6/30/2022 | By | 1. The District will revise as appropriate the District and school level organizational charts to reflect accurately the instructional roles and responsibilities of leadership. | Yellow | Significant progress was made, but the recommendation is not yet implemented. The District has a draft of the District organizational chart and is gathering revisions to school level organizational charts to accurately reflect the instructional roles and responsibilities of leadership. |
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| | | | | The budget is assessed as purchase requests submitted, as well as against the expenditure trends of the prior year. | |
| Fall 2021 (with the development of the 2022-2023 proposed budget) | Beginning | <p>5. The District shall adopt the following policies and practices:</p> <ul style="list-style-type: none"> o The proposed budget shall be based on a strategic examination of current resource use in order to determine the contribution that each investment makes to educational outcomes. o The proposed budget shall be based on a review of expenditure trends and projected expenses, as well as local and state revenue projections. o Assumptions used to develop the proposed budget shall be stated explicitly in the budget document, including projected increases or decreases in enrollment and trends in expenditure growth. o Notes shall be added to the 2022-2023 budget to explain any unusual item budget expenditures or revenues. The explanation notes must be completed to align with the proposed 2022-2023 budget. The explanation notes which are to be appended to the 202023 Budget will give the reader further insight to budgetary changes. o District staff shall be provided written guidance and procedures regarding | Green | <p>The budget is assessed as purchase requests submitted, as well as against the expenditure trends of the prior year.</p> <p>Implementation completed. The District framed the 2022-2023 school year budget by ensuring a strategic examination of current resources to determine the contribution that each makes to educational outcomes. The budget is based on a review of expenditure trends and projected expenses. Revenues were also analyzed to ensure assumptions are data driven.</p> <p>The District 5 Year Projection indicates anticipated deficits commencing in the 2023-2024 school year due to the expiration of Federal stimulus funds.</p> <p>At the beginning of the 2022-2023 school year, there will be a districtwide review of expenditures. All department heads will perform this review.</p> <p>The District will determine which costs will be eliminated to improve the financial status of the District.</p> | 2023 Budget.pdf |

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| | | <p>budgetary objectives and budgetary procedures.</p> <ul style="list-style-type: none"> o The budget development process shall be informed by the guidance on budget development that the NYSED provides the Monitors. o Within the context of expected revenues, the proposed budget shall allocate the resources needed to implement the academic components of the Plan and be adequate to ensure that students are able to meet State standards. o Within the context of expected revenues, the budget shall allocate funds to support increases in extracurricular activities, course offerings, nonmandated support services, nonmandated art and music classes, programs and services for English language learners and students with disabilities, and maintenance of class sizes. o The proposed budget shall be aligned with the Plan. o The proposed budget shall take into account external factors that affect the projected tax base and enrollment numbers. | | | |
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11/1/2024 Begin
6/30/2022

6. District staff shall conduct monthly analysis of expected revenues and enu2 (r)-2 (n)2 (e)11.2 (()10.91)-2 (o)2 ()12.3 (ent)-4.6 xpe(t)-4.6 ()10.9 (ont)67 ()10.9 (q 3)2 (u-

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| | | reasonable. This shall be made available to the Board and public. | | Treasurer's reports and internal financial software, nVision. | |
| 11/1/2021 6/30/2022 | Begin | 7. School leadership and Department leads shall institute the practice of cross referencing line item expenditures, per department, per budget code to ensure monies to be obligated are aligned with the District's long term strategic academic goals. | | Implementation completed. During the Leadership Summit in August 2022, the District administration ensured all principals and department leads had the resources they needed to participate actively in the development of their budgets. The District is working to ensure cross referencing of line item expenditures is implemented per department and per budget code so that monies that are obligated are aligned with the District's long-term strategic academic goals. As the result of implementation of nVision, school administrators can review their budgets all times. This includes open purchase orders. | |
| 11/1/2021 6/30/2022 | Begin | 8. District staff shall provide the Board with quarterly reports (i.e., for the period ending October 1, January 1, April 1, and August 1) that identify any significant changes to projected revenues and/or expenditures and any actions that must be taken by the District and/or Board to address the changes. | Green | Implementation completed. The District is providing monthly reports to the board as it relates to significant changes to the projected revenues and/or expenditures. | <u>Monthly Treasurer's report</u> |
| 11/1/2021 6/30/2022 | Begin | 4. The District shall implement a process by which new Business Office staff are trained in how to submit invoices for services, STAC billing, and the billing of | Green | Implementation completed. The District has hired two Accountant I's in the Funded Office and the Office of Student Services to enhance | |

other school districts that have students enrolled in the District and have received health and welfare services. Beginning October 1, 2021, provision of such training shall be tracked and documented



The District has been active in implementing training for staff to ensure the District is maximizing revenue.

Observations were noted during the Intensive Review of Funded Programs and Nonpublic School Support, conducted during the 2021–2022 school year by Tobin & Company, the District’s internal auditors, in regard to audit tracking, decentralized nonpublic student data, and inaccurate count of eligible students

The Office of Funded Program has taken various steps to implement the recommendations of the internal auditors.

A training session for nonpublic schools in regard to submitting accurate student count data was held. An Auditor/Compliance Coordinator was hired. Funded program has plans to purchase software for maintaining

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| 11/1/2024 6/30/2022 | By | 1. Each year thereafter, the Purchasing Office shall develop and disseminate an annual calendar of services to bid, which shall include date of bid; date of Board approval, and effective date of service. | Green | Implementation completed. The District has completed this implementation strategy. | |
| 11/1/2024 6/30/2022 | By | 3. The District shall send memos to all departments and buildings leaders that reiterate the District's purchasing guidelines and specify policies relating to the proper and improper use of confirming purchasing orders. These memos shall be provided to all department staff and building leaders and | | | |


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| 11/1/2024 6/30/2022 | By | 5. The District shall submit to the Fiscal Monitor a plan for how relevant staff will be trained in appropriate purchasing practices. The plan shall be implemented upon approval by the Monitor, and the District shall provide such documentation as is required by the Monitors to demonstrate implementation of the plan. | Green | Implementation completed. This is an ongoing effort. The District has worked closely with the State appointed Fiscal Monitor to establish the training protocol for purchasing practices. The District has provided training to clerical staff at the building level to ensure sound purchasing practices are in place. Ongoing training is scheduled during the 4th quarter and again in August 2022. | |
| 11/1/2024 6/30/2022 | By | 6. The District shall readopt a policy by which staff who repeatedly violate District purchasing policies may be held accountable through the District's discipline policy, and, where appropriate, reimburse the District for the purchases using their own funds. | Green | Implementation completed. This is an ongoing effort. The District began to assess claims audit reports to identify habitual instances of confirming purchase orders. The District has developed memos that will go to each employee who violates the purchasing policies. The District has implemented this process during the 4th quarter. | <u>Artifact</u> |
| 11/1/2024 6/30/2022 | Begin (Annually) | 7. The District shall annually review each shared service agreement to determine whether cost savings may be effectuated by having the District provide the services directly. | | | |



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| | | | | updates at every board meeting, and public town halls to foster community engagement. | |
| 11/1/2021 By 6/30/2022 | | 2. The District shall complete a routing efficiency study of current bus routes to ensure maximum cost effective transportation efficiency. Recognizing | | | |

11/1/2024 Begin
6/30/2022

7. The District shall establish and implement a policy for the issuance of uniforms to all c12.9 (e,us)inel abli2.3,lt Tc 0 Th9 (a)-1.7 (l)-4.6 (c12.9 (e,us))-oncl c12.9ud(t)-i (l)6.3 (i)6.2 (-)-4.6 u (a)-1.7e Tc 0 T, (T

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| 11/1/2021 6/30/2022 | Begin | 2. In accordance with a timeline established by the Monitors thereafter, Board members shall receive training on the roles and responsibilities of Board members in the contracting process. | Yellow | Significant progress made, but recommendations not yet implemented. The District is working to ensure that board members receive training on the roles and responsibilities of board members in the contracting process. | |
| 11/1/2021 6/30/2022 | By | 4. The Purchasing Office shall review all contracts that expire during the next 12 months, including professional contracts to ensure that pricing reflects current market costs. |  | Implementation completed. The District worked with the Purchasing Office to review all contracts that expire during the next 12 months, including professional contracts, to ensure that pricing reflects current market | |

