



**Response to Quarterly Academic Plan Report for
RCSD February 28, 2021**

Jallow, Shelley (State Monitor)

ROCHESTER CITY SCHOOL DISTRICT



i. Organization of the Report

ii. Introduction


On behalf of the Rochester City School District, I am submitting the State Monitor response to the Quarterly Report for the Academic Plan. This document is being sent to you in accordance with the provisions of Chapter 56 of the Laws of 2020.





The Quarterly Report was shared with RCSD Board on Thursday, February 25, 2021. The State Monitor response to the Quarterly Report was submitted to the Board on March 1, 2021. I look forward to the support of the State Education Department, RCSD administration and the RCSD Board as we work to successfully implement these plans and improve outcomes for students

iii. Process





The process consisted of a review of all evidence submitted by District administration. The review also included observations from experiences of the State Monitor working with District and School Board officials. Finally the review included the collection of notes representing observations from attending all RCSD Board meetings.

iv. Turnaround Leadership






Recommendation(s) 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.	Evidence of Action Indicate where evidence can be found of the Actions taken by the district.	State Monitor Response	Final Date to Complete/Implement
The district leadership shall develop and have approved by the Board of Education standard operating procedures (SOP) for			See Below Modifications 	December 30, 2020

<p>professional development, including the protocol for onboarding new board members,</p>			<p>The district has demonstrated through evidence and action that the recommendation develop a SOP for onboarding and developing new Board members.</p> <p style="text-align: right;"></p>	
<p>All Board meetings shall be conducted in strict accordance with Roberts Rules of Order.</p>			<p>The district has demonstrated through evidence and action that the recommendation to adhere to conduct Board meetings in strict accordance with Robert's Rules of Order has been initiated and continues.</p> <p style="text-align: right;"></p>	
<p>The Board Policy Committee shall be held responsible for jointly developing a process for regularly reviewing and updating RCSD Board policies.</p> <p>The Policy Committee Chair shall present a protocol for reviewing Board policies during a Policy COW scheduled no later than December 30, 2020.</p>			<p>The district has demonstrated through evidence and action that the recommendation to develop a review protocol for policies has been established.</p> <p style="text-align: right;"></p>	<p>December 30, 2020</p>
<p>SMART goals shall be posted on the District website.</p> <p>The Board goals shall remain current on the District website at all times and updated yearly.</p> <p>The Board goals shall be available in the languages most frequently spoken in the District.</p> <p>The Board goals shall be posted prominently throughout the District, including the Board room at the central office</p>			<p>The district has demonstrated through evidence and action that the recommendation to prominently post RCSD Board goals throughout the district in multiple languages has been initiated and will continue.</p> <p style="text-align: right;"></p>	<p>January 1, 2021.</p>

v. **Talent Development**



Recommendation(s) 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.	Evidence of Action Indicate where evidence can be found of the Actions taken by the district.	State Monitor Response	Final Date to Complete/Implement
Program evaluation indicators shall be used quarterly to measure the impact of programs.			The district has failed to demonstrate through evidence or action the recommendation to define program evaluation indicators to be used to measure the impact of district programs. 	January 1, 2021
Full implementation of the Annual Professional Performance review (APPR).			Violation The district has failed to provide any evidence or action regarding the implementation of APPR. 	Effective Immediately
Deputy of Teaching and Learning shall establish a task force to study 1) District geographic zone configurations and 2) District school zone configurations.			The diistrict has demonstrated through evidence and action the recommendation to establish a task force to study geographic and zone configurations. 	December 30, 2020
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.			The district has demonstrated through evidence and action that the recommendation to establish a team to meet biweekly to address staffing issues has been established and continues to operate. 	Effective Immediately

vi. **Instructional Transformation**


Recommendation(s) 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.	Evidence of Action Indicate where evidence can be found of the Actions taken by the district.	State Monitor Response	Final Date to Complete/Implement
<p>A cost and program analysis of all MOAs and MOUs shall be presented as an agenda item for the executive cabinet.</p> <p>All MOAs and MOUs related to any of the collective bargaining units shall become an agenda item at the HR Committee of the Whole, effectively immediately.</p> <p>All MOAs and MOUs that have an impact on the teaching and learning process and the District finances shall be presented to the Board for discussion.</p>			<p>The district has failed to demonstrate through evidence or action the recommendation to complete a cost and program analysis of MOUs and MOAs. </p> <p>The district has demonstrated through evidence and action the recommendation to present MOAs and MOUs related to collective bargaining be presented to the Human Resources Committee of the Whole. </p> <p>The district has demonstrated through evidence and action the recommendation to present MOAs and MOUs related to teaching and learning be presented to the Board. </p>	<p>Effective Immediately</p>
<p>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.</p>			<p>The district has failed to demonstrate through evidence or action the recommendation will be completed. No alternative due date for completion has been documented. </p>	<p>December 30, 2020,</p>
<p>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.</p>			<p>The district has demonstrated through evidence and action that the recommendation to establish tasks forces to study District geographic and school zone configurations has been completed. </p>	<p>December 30, 2020,</p>








Establish a forum for school and district leaders to examine benchmark data related to problems of practice on a 4 - 6 week basis.			Violation The district has failed to provide any evidence or action regarding the forum for school and district leaders to examine benchmark data. 	Effective Immediately
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vii. Culture Shift

Recommendation(s) 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.	Evidence of Action Indicate where evidence can be found of the Actions taken by the district.	State Monitor Response	Final Date to Complete/Implement
All district websites shall be updated with a position statement about, cultural competency, equity, bullying, and diversity issues related to culture, sexual orientation, language or disability.			The district has demonstrated through evidence and action that the recommendation to prominently display a district position statement about, cultural competency, equity, bullying, and diversity issues related to culture, sexual orientation, language or disability has been initiated and will continue. 	January 1, 2021
Chiefs shall review quarterly documentation of goals for each parent liaison and home school attendant			The district has failed to demonstrate through evidence or action the recommendation to review goals for parent liaisons and home attendants has been initiated. 	January 1, 2021

viii. Systems, Resources and Structures

Recommendation(s) 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.	Evidence of Action Indicate where evidence can be found of the Actions taken by the district.	State Monitor Response	Final Date to Complete/Implement
District should establish an effective process for ensuring timely completion of an annual review, in alignment with the budget and staffing process.			Violation Could not access evidence. 	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.			The district has demonstrated through evidence and action that the recommendation to build the capacity of the Finance Department to collect revenues. 	Effective Immediately
The District Auditor General shall conduct a review of all MOAs and MOUs from 2105 to the present			Violation No evidence available. 	December, 2020
Chief of HR shall facilitate the development of a reduction in staff plan for Superintendent in accordance with the provisions of the CBAs			The district has demonstrated through evidence And action that the recommendation to develop a reduction in staff plan for submission to the superintendent. 	December 30, 2020.
All contracts and resolutions must include a cost analysis. All contracts shall come through the legal office., State Monitor shall continue to randomly select contract request documentation for review All resolutions shall include a cost analysis and shall be reviewed at cabinet and at a designated committee meeting.			The district has failed to demonstrate through evidence or action the recommendation all contracts and resolutions should be expedited through the legal department and should include a cost analysis. 	Effective Immediately
			The district has demonstrated through evidence and action that the recommendation to provide the State Monitor with opportunities to review contracts has been initiated and is an ongoing process. 	
			The district has failed to demonstrate through evidence or action the recommendation to review all resolutions, with attached cost analysis during cabinet meetings. 	
District administration shall clearly define and document roles, responsibilities, and deliverables for each position in Special Education. This information shall be included in a Special Education User's Manual.			Violation Could not access evidence 	December 31, 2020

District administration shall specifically identify roles and responsibilities for support staff, teachers, principals, specialized service providers, administrators, evaluators, and Directors in the Special Services Supervisor's Manual.				
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.			Violation Could not access evidence 	December 31, 2020
Every teacher shall have a full schedule and a full class for every instructional school day.			Violation No evidence available 	Effective Immediately

ix. Modifications, Amendments and Violations

The RCSD administration is requesting an extension within the Turnaround Leadership Domain. The State Monitor is willing to grant the extension, affording the district the opportunity to complete the recommendation on April 15, 2021.

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 December 30, 2020. Recommendation #1	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 April 15, 2021. Recommendation #1	Per the Monitor's recommendation, these must be Board approved which will take some time to complete.		

The RCSD administration is requesting an extension within the Talent Development Domain. The State Monitor is willing to grant the extension, affording the district the opportunity to complete the recommendation on April 15, 2021.

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. Recommendation #1 <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>	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 April 15, 2021. Recommendation #1	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"> • Effective leadership and teaching practices • Turn Around Leadership Actions and Competencies. • Management Skills • Data utilization for resource allocation and academic achievement • Behavioral support • Support for diverse student populations. • Change Management • Community Outreach and Engagement Recommendation #4 <i>4. Effective January 1, 2021 program evaluation indicators shall be used quarterly to measure the impact of programs.</i>	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.		

The RCSD administration is requesting an extension within the Culture Shift Domain. The State Monitor is willing to grant the extension, affording the district the opportunity to complete the recommendation on April 30, 2021.

Culture Shift Domain					
Activity	Current Status	Revision	Reason for Revision	Other Information / State Monitor's Response	Date Completed
Complete the Parent Engagement Plan Recommendation #3 <i>By January 15, 2021, the Parent Engagement Plan shall be incorporated as an addendum into the District Strategic Plan.</i>	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.		

x. Conclusions and Next Steps

The State Monitor believes that the children of RCSD deserve a school system that makes sure district leaders are good stewards of all district resources. These resources must be used to ensure that teachers are prepared to deliver curriculum and instruction that provides maximum opportunities for students to excel academically, in a learning environment respectful of inclusion and diversity. The district must examine how it has been using its resources and change course. This can be accomplished in earnest by putting children first and examining the five domains to break the patterns of behavior that have contributed to a pattern of failure.

Although this report only represents the month of December, the district administration is challenged with prioritizing actions focused on teaching and learning. A few examples include the failure to consistently examine contracts, programs and resolutions to determine the cost or the evidence of impact on student outcomes. Another example is the failure of the district to implement APPR, a state regulation which outlines procedures and protocols for evaluating instruction in every classroom. Each of these actions and a few other noted with yellow or red have a direct correlation to the quality of instruction in the district.

The State Monitor will continue to implement a three-pronged approach to data collection. The State Monitor will participate in daily work activities of central and school staff members to familiarize them with the plan, where appropriate and support their efforts to implement the recommendations. This will be essential in areas where there may be violations or inadequate progress. Meeting with internal and external parties to RCSD to familiarize them with the plans, seek input for future modifications and identify areas of synergy for future

collaboration. Finally the State Monitor will continue to review district documents and other artifacts related to the execution of the recommendations within each plan.

xi. Appendices