ROCHESTER CITY SCHOOL DISTRICT
STATE MONITOR ACADEMIC PLAN UPDATE

Dr. Shelley Jallow
December 2022

	resolutions to appear before the appropriate committee prior to presentation to the full Board. **2. By January 31, 2021, and every year after, create a new calendar for resolution development that includes a specific time to conduct a final review of all resolutions, prior to submission to the Board clerk for inclusion in the Board resolution packet.**		
Table 5 Recommendation # 3	**All Board meetings shall be conducted in strict accordance with Roberts Rules of Order.** **1. Documentation shall be collected every time legal counsel invokes the need for the Board to follow Robert s Rules of Order. This shall be implemented immediately.** **2. Artifacts demonstrating the following shall be made accessible for review by the State Monitor:** **a. Annual training at the first Board meeting on Robert's Rules of Order** **b. RCSD counsel serving as Parliamentarian Documentation of Violations of Robert's Rule of Law by Commissioners.**	Remove	**Ongoing**
Table 5 Recommendation #4	**The Board shall incorporate racial and linguistic bias training into the onboarding process for new Board Commissioners and the professional development plan for all Board Commissioners. Include in the Standard Operating procedures for onboarding new Board Commissioners. Training will be conducted yearly by January 31.**	Current	
Table 5 Recommendation #5	**The Board Policy Committee shall be held responsib**		

	2. **A copy of the multi-year Executive Leadership Professional Development Plan, including a funding source, shall be co-developed with leadership at the East EPO and submitted to the State Monitor by January 15th of every year.**		
Table 5 Recommendation #8	**Although work has been done to reduce the number 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** **An additional service extension (additional cost required) called BoardDocs Plus would allow the**		

Table 5 Recommendation #10	**The RCSD shall address all yellow and red ratings from all plans in writing by the subsequent quarterly report.**	Current	**Q**

	Regulations 100.19., similar to successful actions taken by the leadership in Buffalo and leadership at the East EPO.Implementation of the laws and regulations should be examined with a intent to exercise the powers of the Superintendent by October on an annual basis. **Options include, but are not limited to the following:** x **Expand the school day or school year** x **Review, expand, alter or replace the curriculum and program offerings at the hool** x **Mandate faculty meetings 60 minutes twice per month** x **Mandate common planning.**		**1. Identifying the specific powers to be implemented at any or all receivership schools and** **2. Documenting outcomes from exercising the powers:** x **State Monitor** x **School Board** x **Chiefs of Schools** x **Chief Academic Officer** x **Receivership school leaders** x **Receivership SBMT**
Table 5 Recommendation #16	**Boardshall vote to approve a permanent superintendent by July 1, 2023.**	NEW	**Resolution to hire**
Table 5 Recommendation #17	**District administration shall submit to the Board for approval, new RCSD high school graduation requirements more aligned to college and career readiness for implementation starting with the 2024 cohort.**	NEW	**Resolution** **Course of Studies, Fall 2024**
Table 5 Recommendation #18	**Board shall approve selected schools by January 1 2023 and submit the FMP Master Plan in April 2023.**	NEW	**Resolution** **Plans** **Submission letter and plan**
Table 5 Recommendation #19	**Board receive a draft of a new RCSD Strategic Plan by May 31, 2023 and will vote on a final draft of the**		

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	By February 1, 2023, submit to the State Monitor a plan to create, monitor and update the SOP of each department annually. **(omit #2)**		
Table 7 Recommendation #2	**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:** x **Staff Relations** x **Recruitment & Selection** x **Staff & Educator Effectiveness** **Create a talent management plan to properly support and develop all staff, focusing on succession planning, particularly for key leadership roles.** **Change Chief of Human Resources title to Chief of Human Capital or Chief Human Capital Officer** **Clarify, reset and establish a human capital branding, including clarification of the role of the Chief Human**		

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	4. Creation of a reorganized Department of Human Capital		
Table 7 Recommendation #3	**District administration shall implement a 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:** x **Effective Leadership and Teaching Practices** x **Turnaround Leadership Actions and Competencies.** x **Management Skills** x **Data Utilization for Resource Allocation and Academic Achievement** x **Behavioral Support** x **Evaluating teachers of ELLs and Students with Disabilities** x **Support for Diverse Student Populations.** x **Change Management** x **Community Outreach and Engagement the District administration shall adhere to the following:** **a. Submit an annually updated systematic professional development plan by May 1 for the subsequent school year.** **b. Submission of an annually updated program evaluation instrument by May 1 for the subsequent school year.** **c. Effective January 1, 2021, program evaluation indicators shall be used quarterly to measure the impact of programs.**	Modification	x **First draft of a comprehensive professional development plan submitted to state monitor on April 1.** x **Final copy of comprehensive professional development plan submitted to state monitor on May 1.**

	competent and qualified candidates based on pre established criteria. Implementation Plan that minimally includes the following for presentation to the HR COW, annually, by May 30, 2021: x **Recruitment strategy** x **Competency-based selection process** x **Pipelines and partnerships with colleges, universities, and other organizations locally, regionally, and nationally** x **Financial and non-financial incentives to attract and retain diverse talent**		
Table 7 Recommendation #7	**District administration shall fully implement the Annual Professional Performance Review (APPR) Plan.** **1. Full adherence to all components of the APPR shall be initiated effective immediately** **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.** **3. Annually, by October 1, the State Monitor, CAO, and Chiefs of Schools shall conduct a randomly selected review of redacted evaluations each month.**	Modification	x **APPR plan** x **Data to support full implementation**
Table 7 Recommendation #8	**Establish Zone Offices led by Chiefs of Schools with staff to support each zone. District administration shall elevate the authority and responsibilities of the Chiefs of Schools. The staff should minimally include staff developers for math, ELA, science, social studies, special education, English as a new language/bilingual education, and data beginning SY23/24.**		

Table 7 Recommendation #9	**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 Monitor will attend, preview agendas, and monitor outcomes from meetings effective immediately.**	Remove	**Ongoing**
Table 7 Recommendation #10	**District administration shall annually, by March 1, submit to Executive Leadership and the State Monitor a talent management plan, including a budget, for each collective bargaining unit, including strategies for the following: talent acquisition, onboarding and integration, leadership and management development, performance management, and succession planning.**	Modification	x **Talent Management Plan** x **Budget for Talent Management Plan**
Table 7 Recommendation #11	**Ef196 96.6 re W n B7EMC >>BDC q 175t5Ef196 9(**		

Include special education and BEWL as part of core training (e.g., English Learner Tool Kit, Commissioner s Regulations Part 154, (Commissioner s Regulations Part 200)) for all administrators and teachersThe District administration shall adhere to the following:

1.

	5. Board Agendas		
Table 9 Recommendation #9	**Update allDistrict curriculum materials. By February 2023, the RCSD administration shall present to the Superintendent a plan and budget for removing all dated curricular materials from schools and storage spaces.**	Modification	**Extension Plan and budget forremoving all dated curricular materials fro schools and storage spaces and facilities shared with state monitor**
Table 9 Recommendation #10	**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.** **1. A cost and program analysis of all MOAs and MOUs shall be presented as an agenda item for the executive cabinet and the State Monitor effectively immediately.** **2. All MOAs and MOUs related to any collective bargaining units shall become an agenda item at the HR Committee of the Whole, effectively immediately.** **3. All MOAs and MOUs that impact the teaching and learning process and the District finances shall be presented to the Board for discussion, effective immediately.** **4. All MOAs and MOUs shall be negotiated by administrators selected by the Superintendent to serve on the Superintendent s negotiation team.** **5. The State Monitor shall attend or receive minutes fromall RCSD negotiation meetings.**	Current	x **Cost analysis** x **HRCOW agendas** x **Board Officers agenda** x **Minutes**
Table 9 Recommendation #11	**Full implementation of the Annual Professional Performance Review (APPR).** **Beginning no later than October 1, 2021, a random monthly review of redacted evaluations (teacher and**	Current	

principal) shall be conducted by the State Monitor, HCI, CAO, and Chiefs, of Schools to ensure full implementation of the District's APPR plan.

	and the Associate Commissioner from the Office of Bilingual Education and World Languages quarterly, beginning August 1, 2022. x **Create a Welcome Center in a central location to facilitate this process for families of ELLs by September 2023.** o **Implementation Plan** o **Parent Surveys** o **Observation Data** o **Sample redacted questionnaires** o **Website** o **District Communication**		
Table 9 Recommendation #14	**District administration shall implement a mandated Annual Bilingual Equity and Civil Rights Institute for central office administrators, school leaders, and teacherseffective July 1, 2022. Include appropriate funding beyond Title III to support implementation with fidelity** **1. Implementation Plan** **2. Walkthrough Data** **3. Student Achievement Data** **4. Student Behavioral Data** **5. Parent Surveys** **6. Student Surveys**	Modification	x **RCSD Comprehensive Professional Development Plan** x **Agenda** x **Evaluations** x **Attendance documentation** x **Presentations from institute** x **Budget**
Table 9 Recommendation #15	**Effective July 1,2022, implement the NYSED sponsored Bridges to Academic Success curriculum for Students with Interrupted Formal Education. Include appropriate funding beyond Title III to support implementation with fidelity.** **1. Implementation plan** **2. Walkthrough data** **3. Studentachievement data** **4. Inclusion in the RCSD Course Catalogue**	Current	x **Implementation plan** x **Walkthrough data** x **Student achievement data** x **Inclusion in the RCSD Course Catalogue** x **RCSD Comprehensive Professional Development Plan** x **Budget (N)**

	5. Budget		
Table 9 Recommendation #15	**Effective immediately, there shall be timely and complete adherence by the District to NYSED Corrective Action Plan for English language learners and the court-ordered Consent Decree.**		

	4. By December 2023, implement an RCSD portfolio of high school programming.		x **Eligibility for summer school** x **Virtual Academy** x **Policy references**
Table 9 Recommendation #17	**School counselors should transition to the Division of Teaching and Learning during the 2022-23 school year.** **District administration shall implement a yearly training for school counselors and registrars 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, aligned to the ASCAA Professional Standards and Competencies.** **1. Agendas** **2. Student schedules** **3. Student Transcripts** **4. Professional Development Plan** **5. CTE Completer/Perkins Data** **6. Master Schedules**	Modification	x **Agendas** x **Evaluations** x **Presentations** x **Student schedules** x **Student Transcripts** x **Professional Development Plan** x **CTE Completer/Perkins Data** x **Master Schedules**
Table 9 Recommendation #18	**District administration shall establish a comprehensive assessment program to measure levels of proficiency for content and course standards, English Language acquisition, reading level, and college and career metrics for grades k through 12.** **A Comprehensive Assessment Program should be developed annually, by March 30, and minimally include the following:** x **Name of assessment,** x **purpose,** x **target audience,**	Modification	

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- **frequency of administration,**
- **strategy for utilizing and sharing data,**
- **duration of administration,**
- **modality of administration,**
- **accommodations for ELLs and students with an IEP**

The program should also include commonly used college readiness assessments like Accuplacer, ASVAB, SAT, ACT AP, IB, etc.

1. **Funding for all assessment tools included in the new assessment program shall be included in every RCSD budget, beginning with the 2021-22 RCSD budget.**
2. District administration shall **annually submit data reports from assessments given as part of the RCSD Comprehensive Assessment Program should be submitted to the State Monitor in writing within ten business days following the conclusion of the administration of the assessment. (M)**
3. **Establish a comprehensive assessment nitoro (ne)4 (s)-1t4 (s)-1 (s)-2 iu]TJ [en (s)-1 (w)2 1 (s)-2esTJ 0 -1.1d(s)-1 ,**

	x **Target student population,** x **Eligibility for student participation,** x **Program structure,** x **Staffing structure,** x **Staffing plan,** x **Instructional design,** x **Instructional materials,** x **Grading policies and protocols,** x **Leadership structure,** x **Supervision protocols, program evaluation,** x **Communication plan,** x **Student entry and dismissal protocol and** x **The staff reduction protocol**		
Table 9 Recommendation #22	**Annually by September 30, the administration shall present a comprehensive summer school report documenting all components of the summer school programs, including student academic outcomes disaggregated by program and ESSA reporting subgroups. RCSD Annual Summer School Final Report to be shared as follows:** **1. State Monitor** **2. ESA Committee** **3. Executive Leadership** **4. Executive Steering Committee of School Based Teams** **5. Chiefs** **6. Principals** **7. PTA/PTO Leadership (N)**	Modification	
Table 9 Recommendation #23	**Annually, by August 1, district administration shall**		

	1. **Quarterly RCSD District dropout rates** 2. **Quarterly RCSD reports of students on track to graduate** 3. **These quarterly reports should be shared as follows:** a. **State Monitor** b. **ESA Committee** c. **Executive Leadership** d. **Executive Steering Committee of School-Based Teams** e. **Chiefs** f. **Principals** g. **PTA/PTO Leadership (N)**		
Table 9 Recommendation #24	**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.** **A multi-year negotiation strategy shall be established by the negotiation team and presented to the Superintendent by October 15th of every year.**	Current	x **Agendas** x **Notes/minutes**
Table 9 Recommendation #25	**District administration shall 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 and program specialists trained using research or evidence-based coaching models.**	**Ta lll LBody**	

Table 9 **Research and evidence-based achievement**
Recommendation #26

CSE for an initial evaluation or reevaluation are assessed in all areas of suspected disability.

- **In accordance with §200.4(b)(1) the RCSD must ensure that an initial evaluation includes the following:**
  - **a physical examination in accordance with the provisions of sections 903, 904 and 905 of the Education Law;**
  - **an individual psychological evaluation, except when a school psychologist determines after an assessment of a school-age student, pursuant to paragraph (2) of this subdivision, that further evaluation is unnecessary;**
  - **a social history;**
  - **an observation of the student in the student s learning environment (including the regular classroom setting) or, in the case of a student of less than school-age or out of school, an environment appropriate for a student of that age, to document the student s academic performance and behavior in the areas of difficulty; and**

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	create student-focused master schedules starting December 30, 2022. 1. **Agendas** 2. **Evaluations** 3. **Professional Development Proposal** 4. **Budget**		x **Evaluations** x **Professional Development Proposal** x **Budget (N)** x **Principal feedback**
Table 9 Recommendation #31	**Hold District personnel accountable for student performance outcomes** 1. **A Schedule of evaluations should be developed on or before August 2021.** 2. **All personnel should be evaluated every year.** 3. **All personnel shall have performance goals aligned to student outcomes.**	Pnt out951(s)	

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	x **At least ten hours of training for summer school administrators on curriculum, program design, progress monitoring, etc.** x **Greater focus on standards** x **Reduced costs**		
Table 9 Recommendation #35	**District administration shall reorganize the student placement office to include all areas of placement, such as special education, bilingual education, Youth & Justice, LyncX, All City, and PreK. (present a flow chart outlining how all students in RCSD are placed in schools and programs presented to the Board, state monitor and community utilizing multiple parent friendly options, effective July 1, 2023.**	NEW	

	continue until at least 70% of all school are following the model within the next 3 years. **Coordinators should submit a monthly report, structured around the 4 pillars, to chiefs, with a copy to the state monitor.** **Coordinators should be transferred from schools that consistently do not adhere to the guidelines and standards of the research-based community school model.**		
Table 9 Recommendation #44	**District administration shall increase graduation requirements to better align with the knowledge, skills and attributes for a RCSD graduate to be fully prepared for college and career by beginning with the 2024 cohort.**	NEW	x **Resolution** x **Course Catalogue** x **Transcripts**
Table 9 Recommendation #45	**Effective February 1, 2023, three specific instructional strategies for improving the learning of mathematics for each:** x **Upper elementary students** x **Middle school students** x **High school students (Algebra, Geometry, Algebra II, Financial Math)** **District administration shall present and document to the state monitor, at the conclusion of the second and fourth marking periods**	NEW	**Quarterly meetings with T&L, Bilingual, Sped and Chiefs to share status of implementation and student results with state monitor**
Table 9 Recommendation #46	**Effective February 1, 2023, three specific instructional strategies for improving the learning of science for each:** x **Upper elementary students** x **Middle school students**	NEW	**Quarterly meetings with T&L, Bilingual, Sped and Chiefs to share status of implementation and student results with state monitor.**

x

	be updatedsemiannually by January 1 and Septembe 1.		
Table11 Recommendation #3	**District administration should provide proof of adherence to all bylaws of the Bilingual Education Council by January 31 and September 30 of every year.**	Curr ent	**Proof the District is adhering to all bylaws of the Bilingual Education Council should be presented to the following:** x **ESA Committee** x **Bilingual Education Committee** x **State Monitor** x **Executive Steering Committee of SchoolBased Teams** x **Principals** x **Chiefs** x **PTA/PTO Leadership**
Table11 Recommendation #4	**By, October 31, 2023guidelines for facilitating a Parent Teachers Organization (PTO) or a Parent Teachers Association (PTA) shall be forwarded to principals and Chiefs. Each school in the district shall have an active PTO or PTA and SEPTA where appropriate.** **The Superintendent shall have regularly scheduled PAC meetingswith PAC and executive leadership of PTO/PTA, representing every school, beginning December 1, 2023.**	Modification	

Table13 Recommendation #1	**District administration should establish an effective process for ensuring the timely completion of annual reviews. Establish timelines for finalizing the annual reviews by the Special Education Chief or designee.** **Effective immediately, the District shdd establish an effective process for ensuring timely completion of an annual review in alignment with the budget and staffing process.**	Current

	2. **The State Monitor shall continue to randomly select contract request documentation for review.** 3. **Effective immediately, all resolutions shall include a cost analysis and be reviewed at the cabinet and at a designated committee meetin** 4. **Expenditures on contracts shall be reduced to align with the expenditures on contracts in comparable districts.**		
Table13 Recommendation #5 Removed November 2022	**Develop written, formalized protocols and procedure that align with Commissioner s Regulations Part 200. Effective December 1, 2021, RCSD, in collaboration with NYSED, will identify and adhere to specific benchmarks for progress monitoring the RCSD Special Education Department.** 1. **By April 30, 2021, the District administration shall develop and implement written protocols and procedures for all Specialized Services processes, including referral, parental consent, evaluations, CSE meetings, annual reviews and re-evaluations, due process, and IEPs, and IEP Direct.** 2. **By April 30, 2021, ensure that all special education procedures comply with Part 200** 3. **Evidence of progress based on these benchmarks shall be submitted to the Medicaid Compliance Officer, Executive Cabinet, and the State Monitor monthly,**	Remove	
Table13 Recommendation #6 Removed November 2022	**Each functional role and required activities that mus be performed should be documented in the Special Education and Supervisors Users Manuals and enforced.** **1. By December 31, 2020, clearly define and document roles, responsibilities, and deliverables for**	Remove	

	each special education position in a Special Educatio 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**		
Table13 Recommendation #7	**Ensure the timely finalization of student IEPs after t CSE meeting.** **1. Develop a dashboard to allow supervisors to monitor the timeliness of completing IEPs. The dashboard should also allow the reader to**		

	2. Artifacts to support will be organization char and the RCSD budget.		
Table13 Recommendation #9	**Effective immediately, present a project managemen plan with a designated staff member identified as the lead project manager for the following:** x **PeopleSoft Upgrade/Replacement** x **Facilities Modernization Plan IFMP)** x **Zone Reconfiguration** x **School Reconfiguration** x **Bilingual Education Continuum of Learning** x **Special Education Continuum of Learning List of Project Leads to the State Monitor by January 31, 2022.**	Current	**Project manager for the following:** x **PeopleSoft Upgrade/Replacement** x **Facilities Modernization Plan IFMP)** x **Zone Reconfiguration** x **School Reconfiguration** x **Bilingual Education Continuum of Learning** x **Special Education Continuum of Learning**
Table13 Recommendation #10	**Effective January 1, 2022, identify a minimum of fou key strategies the District will utilize during the 2021 22 and the 202223 school years to improve key metrics and outcomes in the Consent Decree for students with disabilities.** **Four key strategies should be shared as follows:** **1. Executive Cabinet** **2. State Monitor** **3. Chiefs** **4. Principals** **An executive summary of outcomes from the executing of the four strategies, including supporting data, will be presented by August 31, annually to the following:** **1. Executive Cabinet** **2. State Monitor** **3. Chiefs** **4. Principals**	Current	x **Minutes** x **Four strategies** x **Outcomes resulting from four strategies** x **Presentations** x **Evaluations** x **Agendas**

	5. **ESA Committee** 6. **PTA/PTO** 7. **Executive Steering Committee School-Based Planning Teams**		
Table13 Recommendation #11	**Effective July 1, 2023, identify a minimum of three innovative and evidence-based strategies at each grade span; k-5, 6-8, 9, 10-12 the District will utilize annually to address unfinished learning using CRSSA and ARP funding.** **Three plans representing a minimum of three strategies for each grade span will begin implementation by Fall of each school year** **The plans are to be presented as follows:** 1. **Executive Cabinet** 2. **State Monitor** 3. **Chiefs** 4. **Principals** **An executive summary of outcomes from the executing of the four strategies, including supporting data, will be presented by August 31, annually to the following:** 1. **Executive Cabinet** 2. **State Monitor** 3. **Chiefs** 4. **Principals** 5. **ESA Committee** 6. **PTA/PTO** 7. **Executive Steering Committee School-Based Planning Teams**	Modification	**Annual requirement** x **Twelve strategies** x **Outcomes resulting from four strategies** x **Presentations** x **Evaluations** x **Agendas** x **Minutes** x **Classroom visit data**
Table13 Recommendation #11			

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CAP from the OBEWL and outcomes for bilingual students.

Four key strategies shared as follows

1. **Executive Cabinet**
2. **State Monitor**
3. **Chiefs**
4. **Principals**

An executive summary of outcomes from the executing of the four strategies, including supporting data, will be presented by August 31, annually to the following:

1. **Executive Cabinet**
2. **State Monitor**

4. **Principals**
5. **ESA Cn6(A)4 (C)-1 8 re f* BT 0 scn 12 -0 0 1 Tc 0 e/LBody <</MCID Sitor**

	keeping the cabinet informed and supporting the charter school office with all back office functions **1. Posting** **2. Quarterly Reports from the coordinator** **3. Meeting notes and agendas** **4. Surveys from Charter schools**		x **Quarterly Reports from the coordinator** x **Meeting notes and agendas**
Table13 Recommendation #15	**Based on the feasibility study for District reconfigurations, establish school models (i.e., PK-5, 6-8, 9-12) to increase opportunities for vertical and horizontal articulation, academic acceleration, facilities consolidation, and fiscal efficiency.** **1. Should the Board acknowledge 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 2023 RCSD budget.** **2. Effective immediately, the status of the zone and school reconfiguration shall be shared with the State Monitor in writing every month. The status update will reflect a phased implementation plan with a corresponding budget.**	Modification	**Partial completion** x **Letter to state monitor documenting updates to the zone reconfiguration process.** x **Board acknowledgement**
Table13 Recommendation #16	**Pending feasibility results, establish neighborhood community model elementary and middle schools.** **Pending Board approval using a phased approach, recommendations for a new Zone configuration shall be budgeted in the 2023 RCSD budget**	Modification	x **Zone configuration shared with the Board** x **Any cost associated with new configuration is incorporated into the 23/24 budget**
Table13 Recommendation #17	**RCSD shall adhere to the staffing ratios outlined in the collective bargaining agreements. Teachers are**	Current	x **Master schedules,** x **Class lists, and**

teaching approximately at a rate of 50% of the stude

Table 13 Recommendation #21	[redacted]		

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	RCSD school and program **be implemented using researc** **Dufour, Sleegers, etc. Efforts to accomplish this task should be documented in quarterly reports beginning January 2023.**	**The PLC initiative should** **based models like**	x **Datawise documentation**