



2021-2022 Annual Report

PART III: STATUS OF EAST RAMAPO CENTRAL SCHOOL DISTRICT 2021-2022 MEASURABLE OBJECTIVES

Superintendent of Schools: Dr. Clarence G. Ellis

District BEDS Code: 500402060000

Grade Configuration: Kindergarten to Grade 12

Directions: Each Measurable Objective should be coded as either green for fully achieved, yellow for partially achieved, or red for not achieved. A single numeric objective should be coded as either green, yellow, or red. A measurable objective with multiple metrics can be coded green if all are achieved, yellow if some are achieved, or red if none are achieved. Evidence should be provided to support the color assigned to each measurable objective. For those measurable objectives that reference a table (e.g., See Table C, the table should be completed with data from the 2021–2022 school year).

Measurable Objective #	Measurable Objective	Status (Fully Achieved (Green), Partially Achieved (Yellow), Not Achieved (Red)	Evidence
Governance 1	Beginning with the 2021-22 school year, the Board shall cancel no regular scheduled meetings because of a lack of a quorum. The Board shall seek to achieve at least 70 percent attendance by each board member as an individual and for the board as a whole.	Partially achieved (Yellow)	<p>August 17, 2021 meeting canceled due to lack of quorum. Several board members attended the candlelight vigil for an ERCSD alumni on August 17, 2021.</p> <p>See News Article</p> <p>21-22 three board members did not achieve 70%. One of those resigned May 3/22 due to lack of time to attend meetings due to work.</p> <p>The board as a whole achieved 73% attendance.</p>

Measurable Objective #	Measurable Objective	Status (Fully Achieved (Green), Partially Achieved (Yellow), Not Achieved (Red)	Evidence
Governance 2	By August 31, 2022, and by August 31 each year thereafter, the Board shall complete timely an evaluation of the superintendent that fully complies with the requirements of Commissioner’s Regulations.	Partially achieved (Yellow)	Board received NYSSBA training on January 4, 2022. Board and Superintendent started process with commitment to complete by January 31, 2023.
Governance 3	By September 1, 2022, and each September 1 thereafter, the Board shall complete the school board self-evaluation process for the prior school year.	Partially achieved (Yellow)	Board received NYSSBA training on January 4, 2022. Board and Superintendent started process with commitment to complete by January 31, 2023.
Governance 4	By December 31, 2022, and by December 31 each year thereafter, the Board shall participate in a minimum of 2-3 Board retreats.	Fully achieved (Green)	Retreats held: January 4, 2022 March 29, 2022 December 6, 2022

Measurable Objective #	Measurable Objective	Status (Fully Achieved (Green), Partially Achieved (Yellow), Not Achieved (Red))	Evidence
Governance 5	By December 31, 2022, the full Board shall complete a review of all current District policies and shall have revised them as appropriate	Partially achieved (Yellow)	<p>November 2020 started review with Erie1 BOCES on recommendation of Interim Superintendent.</p> <p>November 2021 with Monitors’ and new Superintendent agreement changed to policy review with NYSSBA. Monitors indicated that SED was okay with new project schedule where review and update will be completed by March 2024.</p> <p>https://drive.google.com/drive/folders/1yFdm6jOnTxvc9rcBccTA9AH2-kk9GCyN?usp=sharing</p> <p>Review of policies is taking longer than anticipated. Committee decided to meet twice a month to stay on schedule.</p> <p>Currently waiting for NYSSBA to send 2000s and</p>

Measurable Objective #	Measurable Objective	Status (Fully Achieved (Green), Partially Achieved (Yellow), Not Achieved (Red))	Evidence
Success in the Early Years Measurable Objective 1.1	By June 2025, increase early literacy proficiency.	Not achieved (Red)	Pre-pandemic goal for grades K-2 not met. For the 2021-2022 school year the district experienced an influx of 132 newly arrived 2nd graders between June 2021 and May 2022 who were at the Entering level on the NYSITELL. Therefore, on the May 2022 NYSESLAT there is an increase in the percentage of 2nd graders who scored at the Emerging level (33%). See Table A
Mastery of Academic Subjects and the Arts Measurable Objective 2.1:	By June 2025, increase the percentage of students demonstrating growth in performance and increase the percentage of students demonstrating proficiency on state ELA and math assessments for all subgroup populations by meeting or exceeding annual targets	Not achieved (Red)	Pre-pandemic goal for all subgroup populations not met. See Table G

Measurable Objective #	Measurable Objective	Status (Fully Achieved (Green), Partially Achieved (Yellow), Not Achieved (Red)	Evidence
Mastery of Academic Subjects and the Arts Measurable Objective 2.2:	By June 2025, increase the percentage of students engaged in standard-based arts and music instruction, as evidenced by student enrollment meeting or exceeding 75% of students in eligible programs.	Fully achieved (Green)	See Table H

Measurable Objective #	Measurable Objective	Status (Fully Achieved (Green), Partially Achieved (Yellow), Not Achieved (Red))	Evidence
Mastery of Academic Subjects and the Arts Measurable Objective 2.3:	By June 2025, increase the number of students participating in New York State School Music Association (NYSSMA) Solo Festival & NYSSMA Major Ensembles by focusing on achieving a combined total student participation at/above 500.	Not achieved (Red)	Pre-pandemic target not met. For the 2021-2022 school year, between NYSSMA Solo Festival and NYSSMA Major Ensembles, we had a total of 371 students as evidenced in student NYSSMA registration and eSchool ensemble enrollment. There was a drop in our NYSSMA Major ensemble participation from our schools based on the registration and preparation obstacles that were still in place because of the pandemic. See Table I

Measurable Objective #	Measurable Objective	Status (Fully Achieved (Green), Partially Achieved (Yellow), Not Achieved (Red))	Evidence
High School Graduation and Readiness for College and Careers Measurable Objective 3.1	By August 2025, increase student readiness at the end of key transition grades	Partially achieved (Yellow)	See Table J
Success in the Early Years Measurable Objective 1.2:	By June 2025, increase the percentage of students in the least restrictive environment utilizing a 3-tiered system of support before referral, resulting in an average classification rate of 14% District-wide and proportional placements of classified students in special education settings within and out of district.	Fully achieved (Green)	See Table B

Measurable Objective #	Measurable Objective	Status (Fully Achieved (Green), Partially Achieved (Yellow), Not Achieved (Red))	Evidence
Success in the Early Years Measurable Objective 1.3:	By June 2025, increase the percentage of English Language Learners demonstrating growth in acquisition of English language skills by increasing the number of ELLs at the Transitioning, the Expanding and the Commanding levels.	Not Achieved (Red)	Pre-pandemic goal not met. Last year the district experienced an influx of 132 newly arrived 2nd graders between June 2021 and May 2022 who were at the Entering level on the NYSITELL. Therefore, on the May 2022 NYSESLAT there is an increase in the percentage of 2nd graders who scored at the Emerging level (33%). See Table C
High School Graduation and Readiness for College and Careers Measurable Objective 5.2:	By August 2025, increase the graduation rate.	Fully Achieved (Green)	Fully achieved for all students See Table K

Measurable Objective #	Measurable Objective	Status (Fully Achieved (Green), Partially Achieved (Yellow), Not Achieved (Red))	Evidence
Healthy, Safe, Supported, Engaged, and Challenged Measurable Objective 2.2:	By June 2025, increase family and school relationships.	Fully Achieved (Green)	See Table E
Healthy, Safe, Supported, Engaged, and Challenged Measurable Objective 2.1	By June 2025, increase the percentage of students and families who feel safe and valued in their school	Fully Achieved (Green)	See Table D
Motivated, Confident, Empowered Critical Thinkers Measurable Objective 3.1:	By June 2025, increase the percentage of students cognitively engaged during classroom instruction by focusing on increasing average daily attendance, reducing K-12 chronic absenteeism to less than 10% and by reducing K-12 out-of-school suspensions to 1% or less for all subgroups.	Partially achieved (Yellow)	Increase in average daily attendance from previous year; did not meet pre-pandemic target. Chronic absence decreased; met pre-pandemic target. See Table F

Measurable Objective #	Measurable Objective	Status (Fully Achieved (Green), Partially Achieved (Yellow), Not Achieved (Red)	Evidence
Human Capital Goal: Teacher Recruitment Measurable Objective	Beginning October 2021, personnel will implement practices to reduce the number of days from teacher vacancy to hiring.	Fully achieved (Green)	Prior to 10/2021, it took upwards of 14 days to fill a teacher vacancy. The District has worked diligently on streamlining its process, including adding new positions, and a teacher vacancy is now processed within 5 days provided all mandatory requirements are met.
Goal: Teacher Retention Measurable Objective:	By July 2022, decrease the percentage of teachers resigning as compared to the previous year.	Not Achieved (Red)	
Goal: Internal Management Measurable Objective	The District will revisit the organizational charts to communicate an internal structure with clear distinctions of roles and responsibilities.	Partially Achieved (Yellow)	See Working Document

Measurable Objective #	Measurable Objective	Status (Fully Achieved (Green), Partially Achieved (Yellow), Not Achieved (Red))	Evidence
Budget Development 1	Each year, each stage in the budget process shall be completed in accordance with the provisions of Chapter 173 of the Laws of 2021. The Monitors shall review and sign off on each step of the Budget process, as outlined in the Budget Development Calendar. All justifications must accompany the expenditure and revenue budget codes. The Monitors must be provided all justifications that aligns with each budget code...	Fully achieved (Green)	Annual review complete. Ongoing discussion See 2021-22 Budget Development Calendar 2022-23 Budget Development Calendar
Budget Development 2	Voters shall annually approve a budget that reflects the actual projected growth in district expenses and revenues	Not achieved (Red)	Community challenge See 2022-23 Contingent Budget
Budget Development 3	The District shall have annual positive year-end fund balances without the need for extraordinary borrowing. East Ramapo Central School District: 2020-2025 (Long-Term) Strategic Academic and Fiscal Improvement Plan Initial Submission 52	Fully achieved (Green)	As of 6/30/22 the fund balance of \$4.6 million. See 6/30/22 Audited Financial Statements
Budget Development 4	The District shall have no Corrective Action Plans imposed on the District for failure to provide mandated services to students with disabilities or English language learners	Partially achieved (Yellow)	Approximately 1,000 new students during beginning of 2023 school year. Additional student placed a Pomona MS until they receive a HS schedule.

Measurable Objective #	Measurable Objective	Status (Fully Achieved (Green), Partially Achieved (Yellow), Not Achieved (Red)	Evidence
Budget Development 5	The budget shall identify opportunities to redirect funds from ineffective and inefficient programming to support increases in extracurricular activities, course offerings, non-mandated support services, non-mandated art and music classes, programs and services for English language learners and students with disabilities, and maintenance of class sizes.	Partially achieved (Yellow)	District operating on a contingent budget due to lack of public funding, state and federal aid. Expiration of CRRSA funds requires additional support of \$32 million.
Cash Flow Management 1	By the close of each month, the District's projections of monthly cash flow needs will be accurate, cross-referenced with revenues, and presented at the Superintendent and Chief Financial Officer's (CFO) Monthly Budget Presentation Update to the Board. This presentation shall also identify by key budget codes any significant changes to budget needs.	Fully achieved (Green)	Projected fund balance was presented and there was a positive year end balance for June 2022.
Cash Flow Management 2	Beginning immediately, the District shall monitor bi-weekly cash flow and at all times maintain sufficient cash on hand to make timely payment of all expenses.	Fully achieved (Green)	Ongoing monitoring
Reimbursement Claiming Process 1	Beginning September 30, 2021, the District will submit timely claims for 100% of services for which it is eligible to receive reimbursement from NYSED or (other) school districts	Fully achieved (Green)	All claims for reimbursement were submitted for the 2021-22 fiscal year

Measurable Objective #	Measurable Objective	Status (Fully Achieved (Green), Partially Achieved (Yellow), Not Achieved (Red)	Evidence
Reimbursement Claiming Process 2	Beginning with claims for aid for the 2022-23 school year, the District receives no notifications from NYSED that an application or report has been submitted late or that the District will not be paid the full award amount for which it is eligible.	Fully achieved (Green)	June 2022 financials were submitted on time to NYSED and the Comptrollers Office.
Expenditure (Internal Controls) 1	Beginning with the 2021-22 school year, there will be no audit findings pertaining to confirming purchase orders. East Ramapo Central School District: 2020-2025 (Long-Term) Strategic Academic and Fiscal Improvement Plan Initial Submission 56.	Fully achieved (Green)	Claims auditors verified no confirming purchase orders.
Expenditure (Internal Controls) 2	By January 1, 2022, and each January 1 thereafter, the Monitors will have approved the District’s plan for training staff in proper purchasing practices	Fully achieved (Green)	Completed
Expenditure (Internal Controls) 3	3. Beginning June 30, Monitors will receive evidence that all relevant staff members have been trained annually. The CFO shall provide evidence of and artifacts related to the type of professional development provided, such as session sign-in sheets that include titles of the professional development provided, and materials used in the training.	Fully achieved (Green)	Evidence maintained with MIS that training in new software was provided.
Long-Term Planning	The Board shall annually hold a public meeting to present and receive comment on the District’s five-year financial plan, which shall be updated and published following the public hearing	Fully achieved (Green)	Completed in 2021-22

Measurable Objective #	Measurable Objective	Status (Fully Achieved (Green), Partially Achieved (Yellow), Not Achieved (Red)	Evidence
Organizational Structure and Internal Operations Efficiencies 1	Beginning with the 2021-22 school year, the District shall receive no auditor comments.	Not achieved (Red)	Not achieved. This will be a goal for the June 2023 Audit report
Organizational Structure and Internal Operations Efficiencies 2	By January 1, annual reviews shall show that all staffing budget codes are aligned with actual staff.	Not achieved (Red)	Work in progress for the new system.
Organizational Structure and Internal Operations Efficiencies 3	By July 1, 2021, the CFO will ensure New York State Office of State Comptroller and Government Accounting Standards Board (GASB) Accounting Practices and related codes are up-to-date and used in daily practice. (See https://www.osc.state.ny.us/files/localgovernment/required-reporting/pdf/school-district-account-codes-added-for-gasb-84.pdf .)	Partially achieved (Yellow)	Continual review of accurate coding for best reporting
Transportation 1	By Spring 2022, the District shall have entered into new transportation contracts for the 2022-23 school year and five future years that reduce the per pupil cost of East Ramapo Central School District: 2020-2025 (Long-Term) Strategic Academic and Fiscal Improvement Plan Initial Submission 60 transportation compared to the 2021-22 school year, after adjustments for changes in the Consumer Price Index.	Fully achieved (Green)	Completed

Measurable Objective #	Measurable Objective	Status (Fully Achieved (Green), Partially Achieved (Yellow), Not Achieved (Red)	Evidence
Transportation 2	Beginning immediately, all contracts for pupil transportation, regardless of the school to which the students will be transported, shall be let in compliance with the General Municipal Law and Part 156 of the Commissioner's Regulations, so that they will be eligible for state transportation aid and not be an unaided cost upon the District.	Fully achieved (Green)	During 2021-22, the transportation department implemented a new student database and achieved cost efficiencies for the 2022-23 fiscal year.
Transportation 3	3. By July 1, annually, the Board shall adopt a revised transportation policy that reflects the ability of the District to maintain structurally balanced budgets based on projected revenues and expenditures as informed by the District's five-year transportation cost study.	Not achieved (Red)	The community voters have been resistant to any change in transportation.
Facilities 1	By June 30, 2022, the Office of School Facilities will be fully staffed in accordance with national standards and square footage assignment methodologies (i.e., all budgeted lines will be filled).	Not achieved (Red)	Continued labor shortage.
Facilities 2	By June 20, 2022, 100% of school facilities shall receive a quarterly review and will receive ratings of B+ or higher on their facility inspections	Not achieved (Red)	Currently seeking new Facilities Director.
Facilities 3	By June 30, 2022, the non-code conforming kitchen vent hoods, which were the subject of not only conditional approval of the District's budget for the 2021-20221 school year by then-Interim Commissioner Tahoe, but also an ongoing Corrective Action Plan from NYSED's Office of Facilities Planning, shall be completely addressed during the 2021-22 school year	Partially completed (Yellow)	Due to supply chain issues this will be completed September 2023.

Measurable Objective #	Measurable Objective	Status (Fully Achieved (Green), Partially Achieved (Yellow), Not Achieved (Red))	Evidence
Facilities 4	By January 1, 2022, the District shall fully implement Phase I of its Capital Improvement Plan as defined in the ARPA plan	Fully achieved (Green)	Completed.

Table A.

Measurable Objective 1.1: By June 2025, increase early literacy proficiency.

Measure	Population	Target (Percentage) 6/22	Result (Percentage) 6/22
Reading: Proficiency	K	57	53
Reading: Proficiency	1st	58	37
Reading: Proficiency	2nd	62	31

Source: Renaissance Star Early Literacy (K) and Reading (1st and 2nd)

Table B.

Measurable Objective 1.2: By June 2025, increase the percentage of students in the least restrictive environment utilizing a 3-tiered system of support before referral, resulting in an average classification rate of 14% District-wide and proportional placements of classified students in special education settings within and out of district.

Measure	Population	Target (Percentage) 6/22	Result (Percentage) 6/22
District-wide Special Education Classification Rate	All	14.8	14.2
In-District Initial Referrals to CSE	K-3	NA	NA
Out of District Placements	White Students Placed Out of District	NA	38 (previously 49)
Out of District Placements	Out-of-District Special Education Placements	NA	153 (previously 169)

Source: ERCSD Student Information System; Frontline IEP Data System; ERCSD CSE Meeting Logs; NYSED Disproportionality Report

Table C.

Measurable Objective 1.3: By June 2025, increase the percentage of English Language Learners demonstrating growth in acquisition of English language skills by increasing the number of ELLs at the Transitioning, the Expanding and the Commanding levels.

Measure	Population	Target (Percentage) 6/22	Result (Percentage) 6/22
Kindergarten to Grade 2 NYSESLAT	Entering	16	24
	Emerging	11	33
	Transitioning	31	22

	Expanding	32	18
	Commanding	10	3

Source: New York State Report Card; New York State SCR2022 Database

Table D.

Measurable Objective 2.1: By June 2025, increase the percentage of students and families who feel safe and valued in their school.

Measure	Population	Target (Percentage) 6/22	Result (Percentage) 6/22
Student Survey School Safety	All Student Respondents	NA	50
Family Survey School Safety	All Family Respondents	NA	62

Source: Panorama Student and Family Survey School Safety Items

Table E.

Measurable Objective 2.2: By June 2025, increase family and school relationships.

Measure	Population	Target (Percentage) 6/22	Result (Percentage) 6/22
Family Survey Barriers to Engagement	All Family Respondents	NA	78

Source: Panorama Student and Family Survey Barriers to Engagement Items

Table F.

Measurable Objective 3.1: By June 2025, increase the percentage of students' cognitively engaged during classroom instruction by focusing on increasing average daily attendance, reducing K-12 chronic absenteeism to less than 10% and by reducing K-12 out-of-school suspensions to 1% or less for all subgroups.

Measure	Population	Target (Percentage) 6/22	Result (Percentage) 6/22
Average Daily Attendance	All Schools	91	88.2
Chronic Absence	Grades 1-8 & Ungraded Age Equivalent Students	40.7	40.3
Chronic Absence	Grades 9-12 & Ungraded Age Equivalent Students	53.7	51.2
Suspensions	All Students	1.3	3.2

Source: ERCSD Student Information System; SIRS-107 Chronic Absenteeism Accountability Report; SIR-111 School Year Suspension Accountability Report

Table G.

Measurable Objective 4.1: By June 2025, increase the percentage of students demonstrating growth in performance and increase the percentage of students demonstrating proficiency on state ELA and math assessments for all subgroup populations by meeting or exceeding annual targets.

Measure	Population	Target (Percentage) 6/22	Result (Percentage) 6/22
NYS ELA Exam 3-8	All	36	23
NYS ELA Regents Exam	All	78	55
NYS Math Exam 3-8	All	31	13
NYS Algebra I Regents Exam	All	55	25

Source: New York State SCR2022 Database; data.nysed.gov

Table H.

Measurable Objective 4.2: By June 2025, increase the percentage of students engaged in standard-based arts and music instruction, as evidenced by student enrollment meeting or exceeding 75% of students in eligible programs.

Measure	Population	Target (Percentage) 6/22	Result (Percentage) 6/22
Arts and Music Instruction	Students enrolled in Music	78	
Arts and Music Instruction	Students enrolled in Art	78	

Table I.

Measurable Objective 4.3: By June 2025, increase the number of students participating in New York State School Music Association (NYSSMA) Solo Festival & NYSSMA Major Ensembles by focusing on achieving a combined total student participation at/above 500.

Measure	Population	Target (Percentage) 6/22	Result (Percentage) 6/22
NYSSMA Solo Festival & NYSSMA Major Ensemble	All Students	460	371

Note: For the 2021-2022 school year, between NYSSMA Solo Festival and NYSSMA Major Ensembles, we had a total of 371 students as evidenced in student NYSSMA registration and eSchool ensemble enrollment. There was a drop in our NYSSMA Major ensemble participation from our schools based on the registration and preparation obstacles that were still in place because of the pandemic.

Table J.

Measurable Objective 5.1: By August 2025, increase student readiness at the end of key transition grades.

Measure	Population	Target (Percentage) 6/22	Result (Percentage) 6/22
Reading: Proficiency	K	57	53
NYS ELA Exam: Meeting or Exceeding State Standards	3	48	22
	6	48	37
	8	32	29
NYS Math Exam: Meeting or Exceeding State Standards	3	44	21
	6	28	19
	8	17	7
NYS Algebra I Regents	8	--	72
Earned at Least 5 Credits & Passed All Core Subject Areas	9	98	368
Earned at Least 11Credits & Passed 3 Regents Courses	10	58	131
Earned at Least 16 Credits & Passed 5 Regents Courses	11	50	305

Source: Renaissance Star Early Literacy (K); New York State SCR2022 Database; data.nysed.gov

Table K.

Measurable Objective 5.2: By August 2025, increase the graduation rate.

Measure	Population	Target (Percentage)	Result (Percentage)
2017 4-Year Total Cohort	All Students	69	78.3
	English Language Learners	48	51.6
	Students with Disabilities	65	72.4
2016 5-Year Total Cohort	All Students	65	71.1
	English Language Learners	69	36.2
	Students with Disabilities	59	75.2

Source: SIRS-105 High School Achievement & Graduation Rate Accountability Report