



# HEMPSTEAD MONITOR RECOMMENDATIONS FOR 2023-2024



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# Recommendations

#	ACADEMIC RECOMMENDATIONS	STATUS	EVIDENCE
A1	The District shall continue to have 90% of elementary and middle school students take the state language arts and math exams.	Modified	The percent of students in each school building arranged by grade will be provided to the Monitor within 30 days of the end date of administration of the state tests.
A2	The District shall continue to upload into Forecast 5, Branching Minds, or their equivalents student performance data, to include, but not be limited to, attendance, enrollment, participation and performance on all assessments, discipline, and support program service enrollment. To the extent possible, all data will be disaggregated by demographic and/or service eligible subgroups.	Modified	Forecast 5 and Branching Minds Dashboards with headings for all data sets.
A3	The District will continue gathering comparative data using NWEA, i-Ready, STAR and state assessments to determine annual growth for K – 8 students within the math and language arts programs. 60% of the students will on a year-to-year comparison for single administration exams remain at the same level in the students' respective grade; for example, on the state test a three in 2023 will remain a three on the next grade level in 2024, or in a September to June administration cycle show a year's growth. The District should consider reducing the number of testing protocols.	Modified dates	<p>Data from September 2023 and June 2024 administrations of NWEA, i-Ready and STAR (using both English and Spanish versions).</p> <p>Data from spring 2024 state exams.</p> <p>Percent of students moving to a higher performance level on year to year state testing results.</p>
A4	Recommendations by the District for continuation, modification or replacement of the elementary reading and math programs shall be made for inclusion in the 2024-2025 school district budget.	Modified dates	<p>Midyear data from administration of i-Ready, NWEA and STAR will be used as basis for recommendations.</p> <p>Recommendation to include a methodology, if change is needed, and an estimated cost for inclusion in the proposed 2024–2025 school year budget.</p>

# Recommendations

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A5	By the end of the school year, all elementary and middle school teachers shall continue to receive training on the use of reading and math test data including, but not limited to, NWEA, STAR (in both Spanish and English), and i-Ready results to better inform instruction.	Modified to include continued training	A list of 2023–2024 school year training sessions, topics covered, and participants (name, grade, and school).
A6	The District shall continue its activities designed to reduce the percent of students chronically absent and increase Average Daily Attendance. During the summer following the school year, the District shall evaluate the effectiveness of these activities and modify, where appropriate, activities for the upcoming school year.	Modified	<p>Average daily attendance and chronically absent reports on Forecast 5 by grade and school.</p> <p>Daily logs of attendance teachers and/or other professional, medical, or clerical staff assigned to attendance follow-up.</p> <p>Minutes or notes from building or District meetings where student attendance is discussed.</p>
A7	By the end of the school year, the middle school and all the elementary schools shall demonstrate that they have undertaken such actions as are necessary to maintain their registration as International Baccalaureate (IB) schools.	Modified	A list of activities by school needed to maintain continued registration in IB.
A8a	Consistent with 100.4(d) of Commissioner's Regulations, the District shall during the 2023–2024 school year enroll 8 <sup>th</sup> grade students in Regents math, science, and social studies courses.	Modified	A list of 8 <sup>th</sup> grade students and enrollment status in Regent's Algebra 1, Earth Science, Living Environment and US History.
A8b	Where appropriate, math, science and/or social studies curriculum in 4 <sup>th</sup> through 7 <sup>th</sup> grades shall be rewritten to better prepare students for Regents level coursework in 8 <sup>th</sup> grade.	New	Subject area curriculum documents that reflect the revisions made in math, science, or social studies.
A8c	Prior to and during the year of the implementation of new math, science, and social studies curriculum in 4 <sup>th</sup> through 7 <sup>th</sup> grades, teachers will receive appropriate	New	

# Recommendations

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	training on how to incorporate new lessons into the classroom instructional program.		
A9	The District shall take such actions as are necessary to increase, compared to the 2022–2023 school year, the District’s June, and August 4 year Regents Diploma graduation rate, the percent of students graduating with a Regents Diploma with Advanced Designation, and the number of students enrolled in Advanced Placement (AP) classes and taking AP exams.	Modified dates	<p>The number and percent of Regents diplomas in June and August 2024 for the high school and the District.</p> <p>The number and percent of Regents Diplomas with Advanced Designation for June and August 2024.</p> <p>A list of AP course offerings, and the number of students by grade enrolled in one, two, or three or more AP course(s) divided by the number of students in the grade level cohort.</p> <p>All results should be disaggregated by race, ethnicity, and English language learner and disability status.</p>
A10	All students shall participate in grade and age-appropriate Social Emotional Learning (SEL) programs.	Continued	List of programs and a calendar of events or schedule of activities by school and grade.
A11	The District should continue its efforts to increase, compared to the 2022–2023 school year, the number of eligible students who receive instruction in a less restrictive setting.	Modified dates	A list of changed enrollments in special education programs and service levels disaggregated by school.
A12	The District shall reexamine reading and math English and Spanish test performance of students enrolled in various ELL programs to determine program efficacy and will modify offerings and placements based on the data.	Modified	<p>Lists of students by program and by building with accompanying test data to include at least, STAR, NWEA, i-Ready and state protocols.</p> <p>Budget and staffing recommendations for the 2024–2025 school year.</p>
A13	Should the test data support it at midyear, the Superintendent or her designee, by the middle of March 2024, shall provide the Monitor and the business official for inclusion	Modified dates	STAR testing results for ELL students in Spanish and English reading.

# Recommendations

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	in the 2024–2025 budget sufficient funds to support expansion of biliteracy programs.		
A14	Each school year teacher observations and evaluations shall be submitted to the personnel office by the contractual deadline.	Current	List of any teacher by building for whom an evaluation was not completed on time.
A15	At an executive session of the Board held at least one week before the meeting at which the Board of Education will consider tenure recommendations for teachers, folders for each candidate including at least one year of observations and the current evaluation will be made available to members of the Board for their review.	Continuing	Folders for each teacher on the docket for teachers who are being considered for tenure.
A16	Monthly PTA meetings at each school shall continue to be held in person and virtually.	Continuing	A schedule of meetings by school and, where possible, a list of attendees at each meeting.
A17	By July 31, 2024, the District shall provide the Monitor with a list of student or staff attendance and, where appropriate, student or staff activities and performance in supplemental programs supported by Federal and State grants.	Modified dates	A list of programs, activities, participants, and attendance in State and Federal grants.
A18	By midyear, the District shall provide the Monitor with evidence that permanent substitutes have been assigned to each school in accordance with a methodology that takes into account the Average Daily Attendance of teachers assigned to that school.	Continuing	A list of permanent substitutes by building (a permanent substitute is a teacher hired by the district, paid at a per diem rate to be determined each fiscal year, and guaranteed work for no less than 175 school days).
A19	The District shall maintain a list of professional development activities provided to certificated staff and attendees at each activity annually for each fiscal year. This information shall be provided twice yearly at the end of each semester.	Modified	A list of professional development activities for certificated staff and attendees.
A20	Principals shall provide to the Superintendent at the end of each semester actions taken to maintain high teacher attendance.	Continuing	A list of activities by school designed to maintain high teacher attendance.
A21	By August 30, 2024, middle and high school teachers providing instruction in English, math, science, social studies, world languages or home language arts shall create departmental assessments for use as midterm exams in all courses and final exams for all	Continuing	Copies of midterm and final assessments in English, math, science, social studies, and second languages arranged by course title and building.

# Recommendations

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	courses in which there is not a Regents or AP exam at the end of the course of studies.		
A22	Multi-tiered intervention and support services implemented during the 2022–2023 school year and evaluated during summer 2023 shall again be evaluated during the summer 2024.	Modified dates	Lists of tiered services by building.  Student growth by service by building
A23	For the 2023–2024 school year, all K–3 teachers shall have incorporated phonics instruction into their language arts programs and where needed continue to be trained to integrate phonics instruction into reading instruction.	Modified dates.	Decoding skills for K thru 3 students as measured by i-Ready by grade and school.  List of staff phonics training sessions and participants by school and grade.

# Financial Recommendations

#	FINANCIAL RECOMMENDATIONS	STATUS	EVIDENCE
F1	The District shall take such actions as are necessary, including, but not limited to, monitoring of budget codes, adherence to contracts, regular submission of amendments to grants, to ensure that the District does not overspend the 2023–2024 budget.	Modified dates	June 30, 2024, expenditures.
F2	Assuming accurate approved operating expense (AOE) data are available, the District shall use the state formula for developing the annual charter school tuition estimate for inclusion in the 2024–2025 budget.	Modified dates	January 2024 estimate of AOE.  Charter school enrollment estimates for the 2024–2025 school year from charter schools.
F3	The District shall modify where necessary and/or implement, the first of a multi-year plan for providing and/or replacing all electronic equipment, to include, but not be limited to, laptops, desktops, classroom smartboards, wi-fi nodes, servers, telephones, and any device that operates on the district's current wi-fi network.	Modified	The implemented technology plan using the dollar amounts included in the 2023–2024 budget.
F4	The District shall implement successfully its 2023–2024 school year technology plan for inventorying, repairing, maintaining and, where appropriate, insuring all District owned electronic devices.	Modified	A written plan, budget, and actions taken for inventorying, repairing, maintaining, and insuring where appropriate electronic devices.
F5	When vacated, positions in the business office will be filled as rapidly as the hiring process will allow.	Continuing	A list of vacancies and the name and date of appointment for the replacement.
F6	An approved Smart Bond plan that uses all remaining funds shall be fully implemented during the 2023–2024 school year.	Modified dates	A written plan.
F7	The District shall use American Rescue Plan (ARP) and Elementary and Secondary School Relief II (ESSER) funds in accordance with the plans approved by NYSED, and the budgets will not be over expended.	Current	Proposals and FA-10's matched to expenditures.
F8	The District should continue to work with legislators, the State University of New York, and the Board of Regents to reduce the fiscal impact of charter school tuitions on the annual budget and limit the number of students from the District attending charter schools.	Current	Written proposals to and schedule of meetings with legislators.

# Financial Recommendations

#	FINANCIAL RECOMMENDATIONS	STATUS	EVIDENCE
F9	Agreements with attorneys representing the District will clearly and specifically outline services and costs covered by retainers and hourly chargers to better contain costs.	Modified dates	Copies of retainer agreements approved by the Board for the 2023–2024 fiscal year.
F10	In addition to appointing a District Clerk and a Treasurer, the Board shall appoint a Deputy Treasurer and District Clerk Pro tem at the annual reorganization meeting and establish compensation for the Deputy Treasurer and the District Clerk Pro tem for when their service is required.	Current	Action item on the reorganization Board minutes.
F11	The District shall develop a proposed budget for the 2024–2025 school year in accordance with the budget calendar adopted by the Board.	Modified dates	Adopted budget by the Board for the 2024–2025 school year.
F12	2022–2023 school year recommendations from the external auditor will be implemented during the 2023–2024 school year.	Modified dates	Auditor’s recommendations based on 2202–2023 expenditures and the District action plan.
F13	All Medicaid reimbursement for which the District is eligible during the 2023–2024 school year will be applied for timely.	Modified dates	Amount eligible and amount for which applications were submitted.
F14	All STAC (System to Track and Account for Children) forms will be submitted on time.	Current	List of eligible student numbers and date of application.
F15	Contract service providers shall be monitored by the District to ensure that their services are provided on time and in the manner described in contracts. The District shall modify or terminate contracts of vendors who do not perform services as described in their contracts.	Modified dates	List of 2023–2024 school year contracts approved by the Board and requests and approvals for payment.
F16	By September 15 of each fiscal year, settlement amount or estimates from outstanding litigation shall be submitted to the business office and the external auditors by District Counsel.	Continuing	List of outstanding litigation and amounts to be paid for each.
F17	Annually, by January 15 and June 30, the Director of Facilities and Operations shall submit to the Superintendent a report on attendance problems of custodial and maintenance staff, including actions taken to improve attendance.	Continuing	Mid and end of year reports to the Superintendent identifying unresolved problems.
F18	The Clerk of the Works shall manage the implementation of the Energy	Continuing	Schedule of and agenda for meetings with contractors and architects.



# Recommendations

	Performance Contract (EPC) and the 2022 Bond referendum and ensure, to the extent possible, that the timelines for work scheduled are met and the work is done to the satisfaction of the District and within the specified budget.		
F19	The district shall develop by August 31, 2024, a plan to reduce expenditures in future years' budgets should revenue projections in the 2023–2024 Five Year Plan not come to fruition.	New	Budget lines to be reduced that match in the aggregate the possible growth in revenue

# Recommendations

#	GOVERNANCE RECOMMENDATIONS	STATUS	EVIDENCE
G1	Within three months of the Board's receipt of required policies, the Board will review and consider policy changes recommended by the New York State School Boards Association (NYSSBA) and/or District Counsel and shall implement such policy in accordance with a schedule established by the Board. If a policy is developed by NYSSBA, Board Counsel or the Policy Committee at the request of the Board, the Board shall review and consider the policy within three months of receipt and implement the policy in accordance with a schedule established by the Board.		A list of policies acted on by the Board during the 2023–2024 school year.
G2	The District, by the end of November 2023, shall have a transportation feasibility study conducted that shall include, but not be limited to, the numbers of students affected, estimated costs; state aid; the identification of school safety zones, if any, within the District; and the relationship, if any, of student attendance and the distance to school.	date	A proposition considered by the Board for voter action.  A written feasibility study.
G3	The Board shall continue to review and consider all personnel recommendations of the Superintendent for new hires or promotions that have been submitted in accordance with Board policy and procedures. The Board shall continue not to unreasonably or arbitrarily reject the personnel recommendations of the Superintendent.	Continuing	A list of recommendations by the Superintendent not accepted by the Board and the reason(s) for withholding approval.
G4	The District with its architects shall develop the plans and specifications for a bond referendum that will add sufficient space to the elementary buildings to replace all remaining portables used for instructional purposes.	Modified date	A proposition for voters to consider at the board's annual meeting (vote) in May 2024.
G5	Annually, by February 1 of each school year, the District shall have Western	Continuing	A written update from Western Suffolk BOCES.

# Recommendations

	Suffolk BOCES update its annual enrollment study of the District.		
G6	The Board audit committee will meet 4 times during the 2023–2024 fiscal year.	Continuing	A list of meeting dates and the agenda for each meeting.
G7	Board members shall inform the Superintendent as soon as possible of any complaints or concerns made directly to the members that involve students or staff, could affect the operation of the District, or could result in litigation.	Continuing	Copies of emails or other means of communication sent by Board members to the Superintendent identifying problems or complaints communicated directly to them.
G8	The Board and Superintendent shall cease placing on the Board agenda “Hand Carries” unless accompanied by a rationale as to why the item could not have been part of the regular agenda.	Continuing	Copies of hand carries with rationale.
G9	Board members will at all times follow Board policy when visiting school buildings.	Continuing	List of unannounced visits by building.
G10	Pursuant to Commissioner’s regulation 100.2(o)(1)(vi), the Board shall annually review the performance of the Superintendent according to procedures developed by the Board in consultation with the Superintendent. Such procedures shall be filed in the District Office and available for review by any individual no later than September 10 <sup>th</sup> of each year. By July 31 annually, the Board shall complete the annual evaluation of the Superintendent.	Modified	A written evaluation of the Superintendent by July 31, 2023.
G11	The District will continue to investigate the residency of students for whom there is reasonable doubt that they live within the boundaries of the district and take appropriate action should residency in another community be confirmed.	Continuing	A monthly list of investigations by school and their current disposition.
G12	The District shall develop, by the end of the 2023–2024 school year, an	Modified	A written plan and implementation timeline.

# Recommendations

	updated plan and timeline on how the District can improve and better use its website and a variety of electronic platforms to provide the community with current and accurate information that helps the community better understand what the District provides to its children. Upon approval of the plan, the District shall implement the plan in accordance with the timeline contained in the plan.		
G13	When a new position is needed or a position is being redefined, the Superintendent shall bring a proposal to the Board that includes a title, a job description, and an estimated cost and budget code for Board consideration and approval. Should the position be approved by the Board, the Superintendent will put in place the agreed to hiring process for the position and bring a recommendation before the Board at the earliest practicable opportunity.	Modified Date	A list of new or newly defined positions posted during the 2023–2024 school year.
G14	The Board should retain qualified employees in the positions of Superintendent of Schools and Central Administration or, when determined to be in the best interest of the District, implement an orderly transition of employees in such positions. Optimally, transitions to new employees in such positions should take place with sufficient time to firmly establish the new employee in his or her position prior to the start of a new school year. Therefore, by December 15, of the year in which the Superintendents contract expires, the Board shall notify the Superintendent whether his/her expiring contract will or will not be renewed.	Continuing	A list of anticipated vacancies and the plans to replace each individual.

# Recommendations

	<p>For Central Administrators, by January 30, 2023, the Board of Education shall set forth a timeline by which the Superintendent will be expected to submit a tenure recommendation for each position. The Board shall provide the Monitor with plans for recruitment of qualified staff to fill vacancies in such positions, should they arise, in accordance with Board Policy 9000.</p>		
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