HEMPSTEAD MONITOR'S ANNUAL PLAN FOR 2025-2026

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INTENDED RESULTS	PLANNED WORK	ACADEMIC IMPROVEMENT PLAN
Long-Term Goals/Outcomes	Monitor Recommendations	Evidence
AG1. Each school will have an average daily attendance rate at or above 90% for the 2025–2026 school year.	AR1: The Hempstead Union Free School District ("the district") shall continue, and amend when needed, its activities designed to reduce the percent of students chronically absent and increase Average	AE1a: Average daily attendance and chronically absent reports on Forecast 5, Power School or their equivalent by grade within district and school for inclusion in the second quarterly and district annual
AG2. Each school will have a chronic absenteeism rate below 30% for the 2025–2026 school year.	Daily Attendance. During the second quarter of the 2025–2026 school year, the district shall evaluate	reports.
	the effectiveness of these activities and modify, where appropriate, activities for the remainder of the 2025–2026 school year. The results of this evaluation, to include but not be limited to a list of	AE1b: Periodic logs of attendance teachers and/or other professional, medical, or clerical staff assigned to attendance follow-up.
	effective and amended activities, will be presented and discussed with the Superintendent of Schools ("the superintendent"). The results of this evaluation including the activities shall be presented by the superintendent at a public board meeting in fall 2025/	AE1c: A written evaluation of activities employed by the district during the 2025–2026 school year.
AG3. 95% of students enrolled in grades 3 thru 8 will participate in the State tests in English language arts (ELA) and math administered in spring 2026.	AR2: During fall 2025, the district shall evaluate its strategies used in prior years to achieve a 95% participation rate on the State language arts and math exams, continue those strategies that have been effective, and modify current strategies or implement new ones to further increase participation in State assessments. A list of activities to be used	AE2a: The percent of students in each school who participated in the grades 3–8 ELA and math State assessments arranged by grade will be provided to the monitor within 30 days of the end date of administration of the State tests and included in the district's annual report.
	in spring 2026 shall be included in the second quarterly report.	AE2b: The district shall list in the annual report strategies used to have 95% of its eligible students participate in the state testing program.

AG4 (revised). By August 1, 2026, district and school level professionals will have, on a need-to- know basis, access to student enrollment, attendance, incident, and academic performance information in report formats that will enable and support data driven decisions focused on informing and evaluating instruction at the classroom, school, and district level.	AR3: The district shall continue to upload into PowerSchool, 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 actions, and support program service enrollment. To the extent possible, all data shall be disaggregated by demographic and/or service eligible subgroups. Al programs will be explored for use by the administrative and instructional staff and where appropriate incorporated into the aggregation and use of data to track and understand student performance and modify and improve curriculum and instruction.	AE3: Data from September 2025 and June 2026 administrations of i-Ready and STAR (using both English and Spanish versions). All relevant PowerSchool information (e.g., enrollment and attendance) for the 2025–2026 school year. A list of Al programs with a brief description of their use for incorporation in the 2 nd and 4 th quarterly district reports.
	AR4: During each 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, i-Ready and where appropriate and needed STAR results, to better inform instruction.	AE4: A list of 2025–2026 school year training sessions, topics covered, and participants (name, grade, and school) for the 2 nd district quarterly report and district annual report. In the district annual report, the district shall provide copies of grade level meeting agendas and notes that reflect discussions concerning the use of data in connection to instruction.
AG5. The percent of students performing at Level 1 will decline by 10% and the percent of students in Levels 3 and 4 will increase by 10% on the 2026 administration of the State 3-8 ELA and math tests compared to the performance on the 2025 administration	AR5: The district shall continue gathering comparative data using i-Ready, STAR and State assessments to determine annual growth for K–8 students in math and language arts. For the September to June administration cycle, students shall show a year's growth.	AE5: Data from September 2025 and June 2026 administrations of i-Ready, NWEA, and STAR (using both English and Spanish versions). Data from spring 2026 State exams. Percent of students moving to a higher performance level on year-to-year State assessments arranged for the district and schools by grade.
	AR6 (Updated) By February 1, 2026, the superintendent shall present to the board any recommendations for modification or replacement of the elementary reading and math programs along	AE6: Midyear data from administration of i-Ready and STAR will be used as partial basis for recommendations to modify or replace current reading or math programs.

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with estimated costs for inclusion in the 2026–2027	
school district budget.	
AR7: Consistent with 100.4(d) of Commissioner's	AE7a: By the end of the first quarter, a list of 8th
Regulations, the district shall during the 2025–2026	grade students enrolled in Regent's Algebra 1 and
school year enroll 8th grade students in Regent's	biology for inclusion in the 1st district quarterly
math and science courses. Students enrolled in	report.
these courses shall take the Regents exam in their	
respective course.	AE7b:Include a summary of the analysis in the
	district's 2nd quarterly report.
The district shall conduct an analysis of possible	
predictive variables connected to Regents	
performance in science and math and determine	
whether to incorporate such information into the	
process for selecting students for enrollment in 8th	
grade Regents classes beginning in the 2026-2027	
school year.	
AR8: The math and science curriculum in 4th	AE8: Subject area curriculum documents that
through 7th grades shall be rewritten to better	reflect the revisions made in math and science.
prepare students for Regent's level coursework in	
8th grade by January 30, 2026.	
AR9: (Amended) During the years of implementation	AE9: Dates and topics will be included in the 2 nd
of new math and science curriculum in 4th through	and 4^{th} quarterly district reports.
7th grades, teachers shall receive appropriate	
training on how to incorporate new lessons into the	
classroom instructional program.	
AR10: All students shall participate in grade and	AE10: List of SEL programs and a calendar of
age-appropriate Social Emotional Learning (SEL)	events or schedule of activities by school and grade
programs.	for inclusion in the 2^{nd} quarter and annual district
	reports.
AR11: The district should continue its efforts to	AE11: Include in the 2 nd quarterly and annual district
increase the number of eligible special education	reports a summary of the efforts taken to place
students who receive instruction in a less restrictive	students in less restrictive environments, the
setting.	number of enrollees in special education programs
ຼ ຈັບແມ່ນ.	number of enfolices in special education programs

AR12: By February 1, 2026, the district shall make a determination whether to modify 2026–2027 school year course offerings and placement for English language learners based on the performance of students on the English and Spanish versions of reading and math tests disaggregated by enrollment in the various ELL programs. AR13: (Updated) Should the test data support it at midyear, the superintendent or her designee, by March 1, 2026, shall direct the business official to include in the proposed 2026–2027 school year budget sufficient funds to support expansion of biliteracy/dual language programs.	and service levels disaggregated by school for the 2024–2025 and 2025–2026 school years, and the number of students returned from out-of-district to district run special education programs or classes in the 2025-2026 school year. AE12, AE13: STAR, and/or i-Ready, where appropriate, language arts and math testing results
AR14: Monthly PTA/PTO meetings at each school shall continue to be held in person and virtually.	AE14: A schedule of meetings by school and, where possible, a list of or the number of attendees at each meeting for the second quarterly and annual district reports.
AR15: 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.	AE15: A list of permanent substitutes by building to be included in the second quarterly report (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).
AR16: The district shall maintain a list of professional development activities provided to certificated staff and attendees at each activity that	AE16: A list of professional development activities for certificated staff and attendees to be included in the second quarterly and annual district reports.

7: A list of activities by school designed to
ntain high teacher attendance.to be included in
second quarterly and annual district reports.
8: Lists of tiered services and enrollment in
h school for inclusion in the second quarterly
ort.
dent growth by service by building for inclusion
ne district annual report.
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9a: Decoding skills performance for K thru 3
lents as measured by i-Ready by grade and
pol.
9b: List of staff phonics training sessions and
icipants by school and grade for inclusion in the
ond quarterly and annual district reports.
20a: The number and percent of Regents
omas and Regents Diplomas with Advanced
ignation issued in June and August 2024, 2025,
2026 for the high school and the district.
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20b: A list of AP course offerings, and the
ber of students by grade enrolled in one, two,
nree or more AP course(s) divided by the
ber of students in the grade level cohort for
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		inclusion in the first and third quarterly district reports.
	AR21: The district shall submit to the monitor the criteria for selecting students participating in the high school alternative program; a list of students identified by student number and their age, year of expected graduation, credits earned through August 2025; and schedules for all students enrolled.	AE21: A schedule for each student enrolled in the alternative program.
	AR22: The district shall continue to incorporate college graduation data compiled by Nassau BOCES from two- and four-year programs into its annual report to the board on high school graduation.	AE22: College attendance and 4-, 5-, and 6-year graduation rates for Hempstead graduates as available on the Nassau BOCES data warehouse.
	AR23: The district shall make every effort to remove a gang presence from its secondary schools.	AE23: A list of incidents involving gang members and the action taken for inclusion in each district quarterly report and the district annual report.
AG7. All instructional staff observations and evaluations shall be completed by the contractual deadline.	AR24: Each school year teacher observations and evaluations shall be submitted to the personnel office by the contractual deadline	AE24: List of any teacher by building for whom an evaluation was not completed on time for inclusion in the district annual report.
	AR25: At an executive session of the board held at least one week before the meeting at which the board shall consider tenure recommendations for teachers, folders for each candidate including at least one year of observations and the current evaluation shall be made available to members of the board for their review.	AE25: Folders for each teacher on the docket for teachers who are being considered for tenure
	AR26: If an administrator or member of the instructional staff is for any reason considered for termination of employment at the end of the school year, he or she will be notified of this possibility on or before April 1.	

AR27: When any member of the professional staff is being recommended for denial of tenure or terminating a probationary period early, documentation used to support the decision shall be provided to the monitor at least two months in advance of the meeting at which the board is scheduled to act on the recommendation by the superintendent. AR28: The superintendent with assistance from the monitor shall develop for distribution to the board and the monitor by December 1, 2025, a comprehensive plan that identifies potential reorganization of the district, including facilities and staffing for possible implementation at the beginning of the 2026–2027 school year. After school programs and services will be included in the plan.	AE28: Included in the study will be a review of the current facilities usage; the grades, programs and services assigned to each facility, potential variants on student assignment; potential staffing configurations; location of services and staffing; possible transportation plans; and the estimated cost implications of each possible plan. A list of after school programs, the grade level and number of students served by each program, and a brief description of activities provided and proposed modifications connected to each proposed reorganization plan.
AR29: the monitor shall be invited by the superintendent to attend and participate in all cabinet and principals' meetings. The monitor shall have access to and meet periodically with deputy, associate. and assistant superintendents and any members of the administrative bargaining unit as needed to gather and help understand information connected to the implementation of the annual updates of the academic improvement and financial plans. Meetings shall take place individually or in groups at the discretion of the monitor.	
AR30: Beginning with the adoption of the annual plan updates, recommendations for employment of	AE30:A sample agenda with personnel recommendations and attached backup information

professional staff by the superintendent shall have backup information that shall include but not be limited to a candidate's resume, a writing sample, and a summary recommendation form the Office o Human Resources that includes on that form personal identification information, certification status, a summary of the candidate's education beginning with the person's undergraduate studies statements of recommendations from references provided by the candidate, and a recommending statement by the originating administrator or the Office of Human ResourcesAR31: 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 ne to unreasonably or arbitrarily reject the personnel recommendations of the superintendent. Reasons for rejection should be rooted in the backup information provided by the superintendent or any known information that suggests conduct unbecoming of a professional	AE31: A redacted list of recommendations by the superintendent not accepted by the board and the reason(s) for withholding approval for inclusion in the district annual report.
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Fiscal Plan Update

INTENDED RESULTS	PLANNED WORK	FISCAL PLAN
Long-Term Goals/Outcomes	Monitor Recommendations	Evidence
FG1. Each year's fiscal plan will be balanced, such that proposed expenditures do not exceed known revenues.	FR1: (Updated) 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 proposed 2026–2027 school year budget.	FE1a: Request and receive the estimated 2026- 2027 charter tuition amount in January 2026. FE1b: Charter school enrollment estimates for the 2026–2027 school year from charter schools. A side-by-side comparison of actual to estimated enrollments for the 2023–2024 and 2024–2025 school years.
	FR2: To better contain costs, agreements with attorneys representing the district shall clearly and specifically outline services and costs covered by retainers and hourly chargers.	FE2: Copies of retainer agreements approved by the board for the 2025–2026 fiscal year.
	FR3: The district shall develop a proposed budget for the 2026–2027 school year in accordance with the budget calendar adopted by the board. Announcements one week in advance of each meeting at which the budget will be discussed shall be posted on the district web site.	FE3: Adopted budget by the board for the 2025– 2026 school year to the monitor by March 1, 2026.
	FR4: 2023–2024 school year recommendations from the external auditor shall be implemented fully during the 2025–2026 school year.	FE4: Auditor's recommendations based on 2024– 2025 expenditures and the district action plan shall be provided to the monitor prior to the fall 2025 board meeting at which the external auditors present their findings.
	FR5: All Medicaid reimbursement for which the district is eligible during the 2025–2026 school year shall be applied for timely inclusion in the 2026–2027 revenue estimates.	FE5: Amount eligible and amount for which applications were submitted for inclusion in the 2026–2027 school year budget.

FR6: All STAC (System to Track and Account for Children) forms shall be submitted on time. If claims are incomplete by the November 15 data file, the district shall engage with Questar State Aid Planning to estimate Excess Cost Aids for the coming year.	FE6: List of eligible student numbers and date of application to be available to the monitor on or about the deadline for submission to the State for State aid estimates.
FR7: By September 15 of each fiscal year, settlement amounts or estimates from outstanding litigation shall be submitted to the business office and the external auditors by district Counsel.	FE7: List of outstanding litigation and amounts to be paid for each included as estimates in the 2026– 2027 school year proposed budget.
FR8: Annually, by January 15 and June 30, the Director of Facilities and Operations shall submit to the superintendent and the monitor a report on attendance problems of custodial and maintenance staff, including actions taken to improve attendance	FE8: Second quarterly and annual district reports to the superintendent and monitor identifying unresolved problems, if any.
FR9: At a minimum of two board meetings, the board shall review and discuss with the superintendent and appropriate administrators the line-by-line proposed budget for the upcoming school and fiscal year.	FE9: By no later than a week following the distribution of the Executive State aid runs to school districts, the superintendent shall provide the board a copy of the line-by-line budget and list of estimated revenues for the upcoming school year with any information that is necessary or appropriate to understand the aids that are not included as part of the budget or other State revenue not included on the State aid runs .
FR10: The district shall decide by the end of November 2025 whether to include in the 2026– 2027 school year proposed budget a plan for in- district transportation based on the transportation study provided to the district in July 2025. The board shall also decide simultaneously how, if at all, to provide voters with the opportunity to consider a change in transportation for in-district students	FE10: A written implementation and fiscal plan and proposition for consideration by the board for possible voter action by the end of October 2025.

FG2. The district shall develop and annually update by February 1 an instructional and operational technology plan for inclusion in the annual budget.	FR11: Annually, by February 1 of each school year, the district shall have Western Suffolk BOCES update its annual enrollment study of the district FR12: The district shall modify where necessary and/or implement its 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.	 FR11: A written update from Western Suffolk BOCES shall be made available to the monitor when it arrives in January or February 2026. FE12: The implemented technology plan using the dollar amounts included in the 2025–2026 budget for inclusion in the first quarterly district report.
	FR13: The district shall continue implementation of its school year technology plan for inventorying; repairing; maintaining; and, where appropriate, ensuring all district owned electronic devices	FE13: A written plan, budget, and actions taken for inventorying, repairing, maintaining, and insuring where appropriate electronic devices for inclusion in the 2025–2026 budget.
	FR14: A Smart Bond plan for the use of remaining funds shall commence during the 2025–2026 school year.	FE14: A Smart Bond proposal for submission to the New York State Education Department.
FG3. The district shall make every effort to reduce the fiscal impact of charter school costs on the total general fund expenditures.	FR15: The district should continue to work with legislators, the State University of New York and the Board of Regents to retain the current aid formulas that reduce the fiscal impact of charter school tuitions on the annual budget.	FE15: Written proposals to and schedule of meetings with legislators.
	FR16: The district shall work with the charter schools to ensure the charter schools provide documentation that students for whom tuition is being claimed reside in the district.	
	FR17: Prior to payment, the district shall require charter schools serving district students to submit documentation of any special education service provided directly for which the charter school is	FE17: Page of IEP that identifies school of attendance and services provided for charter students receiving direct service by charter school

	claiming reimbursement. In addition, the district will have provided by the charter schools, the names and certifications of teachers providing direct service to special education students.	teacher as well as the name and certification status of the teacher providing the service.
FG4. The district shall complete the voter approved bond issue projects by the opening of the 2027– 2028 school year.	FR18: The Clerk of the Works shall manage the Energy Performance implementation of the Contract (EPC) and the 2022 and 2023 bond referenda 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.	FE18a: Schedule of and agenda for meetings with contractors and architects. FE18b: Monthly reports by the Clerk of the Works that the timelines are being met.
FG5. The district shall include in its budget report to the monitor a five-year balanced revenue and expenditure plan.	FR19: The district shall develop for inclusion in the budget report to the monitor a plan to reduce expenditures in future years' budgets should revenue projections in the 2025–2026 Five Year Plan for the 2026–2027 school year not come to fruition.	FE19:An updated 5-year plan reflecting 2025–2026 anticipated revenue from the local levy, State aid, and other sources with clear assumptions explaining a source for each change in revenue and expense that is more likely than not to occur.
FG6. The district shall complete plans for and submit to the voters of Hempstead in May 2026 a bond proposal to pay for upgrading infrastructure, removing all remaining portables used for instruction, and adding space where needed.	FR20: 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.	FE20: A proposition for voters to consider at the board's annual meeting (vote) in May 2026.
FG9. The district shall have in September 2025 a successful opening of the new middle school as measured by surveys of student, family, and staff satisfaction.	FR21: By December 15, 2025, the district shall complete a study of the district configuration of grades and buildings to prepare for the opening of the new middle school instructional space in September 2027.	FR21: A written report by December 15, 2025.
GG1. The board shall abide by New York State laws, regulations and its own district policies in the way it conducts meetings and board business.	GR1: Within three months of the board's receipt of required policies, the board shall review and consider policy changes recommended by the New York State School Boards Association (NYSSBA) and/or district counsel and shall implement such	GE1: A list of policies acted on by the board during the 2025–2026 school year to be included in the district's annual report.

 policy in accordance with a schedule established by the board. GR2: The superintendent shall notify the board of any change in district practice that may require an adoption of or change to district policy. The superintendent shall place this change on a public board agenda for public discussion with the board. 	
GR3: When the superintendent decides to end a professional staff member's probationary period or not recommend the person for tenure, the superintendent shall have available at the board meeting where board action is contemplated for board review all the backup information used by the superintendent that inform the superintendent's recommendation.	
GR4: The board audit committee shall meet 4 times during the 2025–2026 fiscal year	GE4: A list of meeting dates and the agenda for each meeting for inclusion in the district annual report.
GR5: 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, or that could affect the operation of the district, or could result in litigation.	GE5: Copies of emails or other means of communication, if any, sent by board members to the superintendent identifying problems or complaints communicated directly to them with updates in each quarterly district report.
GR6: The agenda for each calendarized meeting shall be distributed to all board members and the superintendent and shall be placed on the district website no later than the close of business on the Friday preceding the scheduled meeting. The board and superintendent shall cease placing on the board agenda "Hand Carries" that originate with	GE6: Copies of hand carries with rationale, if any, to be included in the annual district report.

them unless accompanied by a rationale as to why	
the item could not have been part of the regular	
agenda. Hand Carries suggested by school district	
counsel shall be acted upon as needed.	
GR7: Board members shall at all times follow board	GE7: List of unannounced visits, if any, by building
policy when visiting school buildings	to be included in each quarterly district report.
GR8: Pursuant to Commissioner's regulation	GE8: A written evaluation of the superintendent by
100.2(o)(1)(vi), the board shall annually review the	July 31, 2026.
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 of each	
year. By July 31 annually, the board shall complete	
the annual evaluation of the superintendent.	
GR9: The district shall continue to investigate the	GE9: A semiannual list of investigations by school
residency of students for whom there is reasonable	and their current disposition
doubt that they live within the boundaries of the	
district and take appropriate action should residency	
in another community be confirmed.	
GR10: During the 2023–2024 school year, the	GE10: List of changes made to the website will be
district changed website vendors, restructured its	provided in the 2 nd and 4 th district quarterly reports.
website, and provided for better electronic	
communication with the community. This updated	
plan and timeline has helped the district improve	
and better use its website and a variety of electronic	
platforms to provide the community with current and	
accurate information that helps residents better	
understand what the district provides to their	
children. The plan shall be amended and updated	
as needed during the 2025–2026 school year.	
GR11: When a new position is needed or a position	G13: A list of new or newly defined positions posted
is being redefined, the superintendent shall bring a	during the 2025–2026 school year.

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 shall put in place the agreed-upon	
hiring process for the position and bring a	
recommendation before the board at the earliest	
practicable opportunity.	
GR12: The board shall retain qualified employees in	GR12: A list of anticipated vacancies and the plans
the positions of superintendent and Central	to replace each individual
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 school year in which the	
superintendent's contract expires, the board shall	
notify the superintendent whether his/her expiring	
contract will or will not be renewed for the next	
succeeding school year.	
For central administrators, by January 30 of the	
school year in which a central administrator	
becomes eligible for tenure, the board shall set forth	
a timeline by which the superintendent shall 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	

For all other administrative positions, notice of potential vacancies shall be made to the board no more than thirty days after notification is made to or caused by the superintendent. Commencement of the process of replacement shall begin no later than the adoption of the annual budget by the board.	
GR13: All employes not members of a bargaining unit shall have individual contracts defining the terms and conditions of their employment. All non- bargaining unit employees shall be offered a contract within thirty days of their appointment to the position. Unless otherwise recommended and/or modified by the superintendent and acted upon by the board, confidential employee contracts shall at the end of the contract be rolled over for the same period of time in the current contract into the next school year	GE13: The district will provide to the monitor for inclusion in the 2 nd quarterly report a list of all employees for whom individual contracts define the terms and conditions of their employment, the commencement date of their contract and the length of its term.
GR14: The board shall hold all meetings in compliance with the Open Meetings Law, including timely posting of agenda items and minutes. All materials, except those that are confidential, upon which the broad is voting should be made available to the public.	GE14: The district shall provide the list of board meetings, the dates of public notice, the dates on which the agenda was made public and the date upon which the minutes were posted on the website.