

**East Ramapo Central School District
Ms. Ana Reluzco, Interim Superintendent
Quarter 1: Period Ending September 30, 2025
2025–2026 School Year District Quarterly Report**

Text of Recommendation (from Annual Plan Update)	Has the District Fully Implemented Actions Required during the Quarter?	Links to Artifacts that Support Implementation Status	District Rationale (brief narrative)
Governance Monitor Recommendations			
G1R: Effective immediately, district administration and board shall develop and adopt an annual calendar, approved by the monitors, that schedules the delivery of student performance reports (e.g., beginning, middle, and end of year) aligned with the district assessment plan and assessment calendar (e.g., state tests, interim benchmarks, graduation rates).	Partially Implemented/In Progress	Attached is the Student Performance Report Calendar for Board Meetings .	The district has developed and adopted an annual calendar that schedules the delivery of student performance reports. The calendar is aligned with the district assessment plan and assessment calendar, including state assessments, interim benchmarks, and graduation rate reporting.
G8R: The annual superintendent evaluation shall begin within 30 days of the school year's start and be explicitly aligned to the district goals and metrics in the LTSAFP. The evaluation timeline and aligned goals shall be submitted to the monitors by October 22 or within 30 days of the school year's start, whichever comes first. By	Partially Implemented/In Progress	Link to documentation regarding the goals and evaluation timeline Board Self-Evaluation Timeline	Timeline and goals were provided to the board and monitors on September 29, 2025. On October 21, 2025 the board accepted the goals and timeline with no changes. Copies of the accepted goals and timeline were emailed to the monitors.

East Ramapo Central School District
Ms. Ana Reluzco, Interim Superintendent
Quarter 1: Period Ending September 30, 2025
2025–2026 School Year District Quarterly Report

January 1, 2026, the board shall complete a midyear evaluation of the superintendent.			
G10: Effective immediately, district leadership and the board shall annually conduct and adequately promote throughout the district at least 2 board meetings in ERCSD public school locations.	Fully Implemented	Link to the Calendar of Board Meetings and locations. October 21, 2025 at SVHS. January 27, 2026 at CRMS.	Upcoming board meeting dates, times and location are announced at each board meeting and are also noted on BoardDocs in addition to the online meeting calendar. One meeting was held on October 21, 2025 at Spring Valley High School and another meeting is scheduled for January 27, 2026 at Chestnut Middle School.
G14N: Effective September 15, 2025, the board shall amend the board's agenda template to include a permanent "Student Outcomes" section, ensuring the meeting includes a brief update or discussion on progress toward academic goals.	Fully Implemented	Below is a link to the BOE agenda for the September 29, 2025 meeting to serve as an example of the added “Student Outcomes Update” agenda item.	A section entitled “Student Outcomes Update” was added to the BOE agenda template and can be seen on BoardDocs board agendas starting with the September 29, 2025 meeting.
G15N: Effective by September 30, 2025, monitors and the board “Curriculum Committee” shall partner with the superintendent or instructional leaders to ensure data presentations to the board are concise, aligned to district goals,	Not Implemented		The District committee members, made up of: Ana Reluzco, Interim Superintendent of Schools; Dr. Ronald Gonzalez, Assistant Superintendent of Curriculum & Instruction; Karen Marconi, Assistant Superintendent of Pupil Personnel Services; and Julisa Rincon-Tomizawa, Assistant Superintendent of MLE, prepared a presentation to be shared with the school board trustees and members of the committee.

East Ramapo Central School District
Ms. Ana Reluzco, Interim Superintendent
Quarter 1: Period Ending September 30, 2025
2025–2026 School Year District Quarterly Report

disaggregated by key student groups, and include clear trend analysis.			The first meeting, held on Thursday, September 18, 2025, however, no members of the board attended. The central office administrators remain committed to the work of this committee and looks forward to engaging with attendees at the remaining meetings: January 20, 2026 April 13, 2026
G16N: By September 30, 2025, the board shall develop a standing protocol for quarterly superintendent check-ins focused on progress toward district goals, key initiatives, and leadership support needs. Ensure these sessions are documented during the board meetings scheduled for November 2025, February 2026, May 2026, and September 2026.	Partially Implemented/In Progress		The Board will develop a protocol for quarterly Superintendent check-ins. The sessions are scheduled as follows: Quarterly check-ins are added to BoardDocs agenda for November 17, 2025, February 10, 2026, and May 6, 2026 meetings. It will be added to a Sept 2026 BOE meeting agenda once next year’s calendar is finalized.
G17N: By September 30, 2025, the board shall facilitate a goal-setting session to ensure mutual agreement and understanding of all district priorities and expectations for the superintendent, as part of the superintendent’s evaluation process.	Fully Implemented	The Superintendent 2025-2026 Goals are posted on the District’s website.	On September 29, 2025, the Board of Education and the Superintendent engaged in a preliminary discussion to review and align on district priorities and expectations. A follow-up session was held on October 21, 2025, during which the Board and Superintendent reached mutual agreement on the priorities and expectations that will guide the Superintendent’s evaluation process.
G18N: The Board shall initiate a superintendent search by September 30, 2025, and secure a permanent superintendent by February 1, 2026.	Partially Implemented/In Progress	The Board formally appointed Dr. Coles and SW BOCES as search consultants at the	NOTE: On October 27, 2025 The District Clerk requested a modification of the plan to change the due date for appointing a new Superintendent to July 1, 2026.

**East Ramapo Central School District
Ms. Ana Reluzco, Interim Superintendent
Quarter 1: Period Ending September 30, 2025
2025–2026 School Year District Quarterly Report**

		September 29, 2025 board meeting. Community input pages can be found on the District's website: Superintendent Search pages	
Turn Around Leadership Monitor Recommendations			
D1R4: Effective immediately, all academic programs impacting a minimum of 100 ERCSD students, funded by local, state, or federal funds shall be evaluated for outcomes and impact, annually, during the months of February and June. A template for evaluating academic programs shall be approved by the monitors.	Fully Implemented	Using the State Implementation and Scaling Up of Evidenced-Based Practices (SISEP) Initiatives Implementation inventory the will use this tool to evaluate the implementation and effectiveness of all academic programs impacting a minimum of 100 ERCSD students, funded by local, state, or federal	The District, in collaboration with the State Monitor, has selected the National Implementation Research Network (NIRN) State Implementation and Scaling Up of Evidenced-Based Practices (SISEP) Hexagon Protocol will be used as the evaluative tool.

East Ramapo Central School District
Ms. Ana Reluzco, Interim Superintendent
Quarter 1: Period Ending September 30, 2025
2025–2026 School Year District Quarterly Report

		funds shall be evaluated for outcomes and impact, annually, during the months of February and June.	
D1R5R: District leadership shall implement a protocol, approved by the monitors, for regularly reviewing, monitoring, and updating policies, for completion, annually by August 31.	Fully Implemented	Policy Committee Overview and Standard-Operating Procedure ERCSD Policy Updates & Decision Matrix, see master document .	
D1R6: Effective immediately, all school or district leadership positions with any oversight responsibilities for schools identified for CSI, TSI and ATSI shall include the participation of the State monitors in the interview and selection process.	Fully Implemented	The attached list provides examples of candidates and dates in which they were interviewed by state monitors and District leadership. New Administrator Hires	Both Dr. Jallow and Mr. Farr actively participated in the District’s leadership interview process for administrative appointments, particularly for positions at our CST, TSI, and ATSI schools, as documented in the “New Administrative Hire List” included in the artifacts column.

East Ramapo Central School District
Ms. Ana Reluzco, Interim Superintendent
Quarter 1: Period Ending September 30, 2025
2025–2026 School Year District Quarterly Report

D1R8R: By September 30, 2025, the district shall design and implement a standardized protocol to guide the planning, facilitation, and evaluation of all regularly scheduled meetings between district and school leadership. These meetings shall be grounded in collaboration, with agendas co-developed by district and school leaders to ensure alignment with instructional priorities and system-wide goals. At a minimum, meeting agendas shall include: • Analysis of student and staff data • Updates on grant management and resource allocation • Review of district policies and any relevant revisions • Progress monitoring of the Long-Term Strategic Academic and Financial Improvement Plan (LTSAFP)	Fully Implemented	This is the Protocol for Principal & Assistant Principal Meeting Agenda. We will use this for all our Principal and Assistant Principal meetings.	In response to the recommendation, the district developed and implemented a standardized meeting protocol to ensure consistency, collaboration, and alignment between district and school leadership teams. The protocol outlines clear expectations for the planning, facilitation, and documentation of all regularly scheduled meetings. Agendas are now co-developed by district and school leaders to ensure discussions remain focused on instructional priorities, student outcomes, and system-wide goals. Each agenda includes a checklist to assess if the agenda covers a review and analysis of student and staff data, updates on grant management and resource allocation, review of district policies, progress monitoring of the Long-Term Strategic Academic and Financial Improvement Plan (LTSAFP), instructional leadership strategies, district priority initiatives, and updates related to state mandates and compliance requirements. The template also includes a hyperlinked NOTE CATCHER for administration to submit lingering questions prior to and during the meeting. The items submitted and discussed with any appropriate follow up as needed.
D1R9R: Effective immediately, district leadership shall develop a comprehensive User’s Manual that outlines formalized	Partially Implemented/In Progress	The Multilingual Education Department Procedure and	The manuals will be posted on the District’s departmental webpage and copies will be distributed to principals during the November Principals’ meeting. Principals will then share the manuals with their staff at the following faculty meeting.

**East Ramapo Central School District
Ms. Ana Reluzco, Interim Superintendent
Quarter 1: Period Ending September 30, 2025
2025–2026 School Year District Quarterly Report**

protocols and procedures aligned with Commissioner’s Regulations Part 154 (services for English Language Learners) and Part 200 (special education). This manual shall be completed, distributed, and made accessible to all district staff by September 2025. The User’s Manual shall be reviewed and updated annually to ensure continued compliance with State and federal requirements, reflect changes in district practices, and incorporate feedback from implementation. Updated versions of the manual shall be disseminated annually to school leaders in both public and nonpublic schools within the district to promote systemwide consistency, transparency, and accountability in the provision of services to multilingual learners and students with disabilities.		Compliance Manual and the PPS Manual have been developed and shared with the academic compliance monitors for review and are linked for reference.	Additionally, each Department will review the manuals during their November Department Meetings.
Talent Development Monitor Recommendations			

East Ramapo Central School District
Ms. Ana Reluzco, Interim Superintendent
Quarter 1: Period Ending September 30, 2025
2025–2026 School Year District Quarterly Report

D2R2R: District leadership shall formally collaborate with school building leaders to develop, implement, and monitor a comprehensive, differentiated and data driven school leadership development plan for the 2025–2026 school year. This plan shall be annually updated by August 30th and submitted to the monitors and administrators’ union leadership for final review and input. Once reviewed and approved by all parties, the plan should begin implementation by no later than September, annually. In addition, the plan shall be reviewed for progress with administrators’ executive council and the monitors every quarter.	Partially Implemented/In Progress		The District is developing a collaborative coaching model to support administrator growth and align leadership practices with district goals. The District is working with BOCES to initiate cross contracts with REACH, an organization that helps districts connect school culture and student achievement to strengthen leadership across all schools, and with Generation Ready for similar school-based administrator support and individual coaching.
D2R7: The superintendent shall ensure all school and district administrators receive a minimum of three hours of training on the purpose and process for using the Multidimensional Principal Performance Rubric (MPPR) evaluation tool, annually, by November 1. By September 30, 2025, all principals shall submit three SMART goals aligned to district priorities, with cabinet-level progress monitoring occurring at least three times per year and 90% of schools showing measurable progress on at least one key goal by June 2026.	Not Implemented		A modification to the LTASFP was requested because the item for principals to submit three SMART goals aligned to district priorities needs to be negotiated as part of the collective bargaining agreement with the principal union.

East Ramapo Central School District
Ms. Ana Reluzco, Interim Superintendent
Quarter 1: Period Ending September 30, 2025
2025–2026 School Year District Quarterly Report

D2R10R: District leadership shall, with input from school leadership, develop, implement, and monitor a comprehensive and data driven, annual, ERCSD professional development plan for school leaders, teachers, and classroom support staff, with a corresponding funding source to support district priorities, emphasizing the needs of students and staff by August 20th. The annual plan should be grounded in research and evidence based best practices. The district administration shall adhere to the following: • Submit to the monitors an updated systemic professional development plan, annually by August 20 for the subsequent school year. The status of the plan implementation shall be submitted quarterly, in a format approved by the monitors.	Partially Implemented/In Progress	Attached is the Professional Development Plan for the 25-26 school year.	The District leadership, with input from school leadership, has submitted the comprehensive and data-driven annual ERCSD Professional Development Plan to the monitors. This plan reflects district priorities, is grounded in research and evidence-based best practices to support the professional growth of school leaders, teachers, and classroom support staff. The Professional Development Plan is a working document that continues to be updated to reflect emerging district needs, student and staff priorities, and ongoing implementation data. The District remains committed to monitoring progress and submitting quarterly status updates to the monitors in the approved format.
D2R13R: By September 30, 2025, district leadership shall develop a comprehensive coaching plan to support district priorities, SCEPs, curriculum adoptions and use of student achievement data. The district shall fully fund the plan and begin implementation by October 2025.	Fully Implemented	This is the Three Year Coaching Plan. This is the Learning-Based Coaching Data	The district developed a comprehensive three-year coaching plan designed to support district priorities, School Comprehensive Education Plans (SCEPs), curriculum adoptions, and the effective use of student achievement data. The plan aligns teacher and principal mentoring and coaching approaches with the teaching and leading evaluation systems,

**East Ramapo Central School District
Ms. Ana Reluzco, Interim Superintendent
Quarter 1: Period Ending September 30, 2025
2025–2026 School Year District Quarterly Report**

		Document with Four-Square Reflection Log that was reviewed by the executive team and state monitor. This document will be used in the coaching sessions with staff.	emphasizing professional growth through Learning-Focused Conversations. It integrates district and school improvement structures using SMART tools and John Hattie’s <i>Visible Learning Indicators of High-Impact Teaching and Learning</i> (2023). Implementation includes differentiated professional learning for administrators, instructional coaches, mentors, and educators, fully funded through Title I resources.
Instructional Transformation Monitor Recommendations			

East Ramapo Central School District
Ms. Ana Reluzco, Interim Superintendent
Quarter 1: Period Ending September 30, 2025
2025–2026 School Year District Quarterly Report

D3R3R: District leadership shall find a community partner to implement a multiyear early literacy initiative that supports prek-2 students, families, teachers, and administrators. The plan for the early literacy initiative shall be completed by January 2025 and reviewed by cabinet, the board academic committee, and the monitors. By July 2025, district leadership shall begin implementing, monitoring and evaluating this initiative, quarterly.	Fully Implemented	This is the Work Plan for Future Powered Kindergarten This is the Kindergarten Jumpstart Evaluation.	The East Ramapo Central School District established a partnership with Innovative Designs for Education (IDE) through Rockland BOCES to design and implement a multiyear early literacy initiative aligned with NYSED’s P–3 vision. The initiative, titled <i>Future Powered Kindergarten</i>, emphasizes developing executive function, social-emotional, and foundational academic skills for PreK–2 students. The program launched with JumpStart Kindergarten in Summer 2025, providing targeted learning experiences that support school readiness and family engagement. The initiative promotes classrooms that are skill-centered, language- and numeracy-rich, play-infused, and socially nurturing. Professional learning for teachers and administrators is embedded to ensure effective instructional shifts. The Future Powered Kindergarten Work Plan was reviewed and approved by the Cabinet and monitors, and will be reviewed by the Board Academic Committee. The District will continue to implement, monitor, and evaluate this initiative on a quarterly basis, using the Summer 2025 evaluation findings to inform ongoing refinement and expansion.
D3R6R: District leadership shall maintain a comprehensive assessment program to measure levels of proficiency for content standards, English language acquisition, reading level, and college and career	Partially Implemented/In Progress	The District has prepared a Comprehensive Assessment Plan: ERCSD Assessment Plan.	The Assessment Plan has been submitted for FINAL REVIEW to the NYSED State Monitors. The comprehensive plan includes all of the indicated requests including the <i>Cost & Funding Source</i> for each exam. Funding will be sourced from both general fund and grants. Several assessment fees are contingent upon total student population at the time of the

East Ramapo Central School District
Ms. Ana Reluzco, Interim Superintendent
Quarter 1: Period Ending September 30, 2025
2025–2026 School Year District Quarterly Report

readiness. The ERCSD Comprehensive Assessment Program shall be developed annually, by August 30, and minimally include the following: • Name of assessment, • Target audience, • Frequency of administration, • Duration of administration, • Modality of administration, • How data from assessment will be used. • Cost and funding source		A fiscal analysis for each assessment, inclusive of cost and funding source can be found here: Assessment Funding Info	assessment administration and are reflected in the attached analysis.
D3R9R: Annually, by September 30, district leadership shall identify for the monitor and the public at least 4 specific strategies to be implemented at the high school level to increase the number of students successfully promoted, based on credits earned and Regents examinations passed, from freshmen to sophomore status in one school year. Selected freshmen data, identified by the monitors and district leadership shall be shared with the monitors after each marking period.	Fully Implemented	The 9th Grade Support Plan outlines the strategies in place.	The District has committed to the following 4 strategies: 1. Digital Data Wall - The District is refining a “Digital Data Wall” to be utilized by building administration to monitor student progress towards grade articulation and graduation. 2. Hiring School Counselor for Grade 9 - The District hired an additional School Counselor at each high school specifically dedicated to working with Grade 9 students. 3. Freshman Town Halls - The District will work with building administration at both high schools to create Town Hall opportunities for 9th grade students to share overall trends with students, reward student progress, foster community, and honor student voice & choice. 4. Freshman Fall Focus - All secondary content directors (ELA, Math, Science, Social Studies, & MLE) provided an intense focus on working with teachers of 9th grade

East Ramapo Central School District
Ms. Ana Reluzco, Interim Superintendent
Quarter 1: Period Ending September 30, 2025
2025–2026 School Year District Quarterly Report

			students during the opening of the 2025-2026 school year to impact instructional delivery.
D3R10R: Effective immediately, district leadership shall create, fund, monitor and evaluate a multi-phase dual language program that replaces transitional bilingual classes, where feasible, with dual language classrooms throughout the district in elementary schools beginning September 2025. Professional development for the program should be included in the ERCSD Professional Development Plan.	Fully Implemented		During the 2024–2025 school year, the East Ramapo Central School District initiated the transition from Transitional Bilingual Education (TBE) programs in Kindergarten to Dual Language (DL) programs, as part of a multi-phase implementation plan. This transition reflects the district’s commitment to developing and sustaining high-quality bilingual education models that promote biliteracy and academic achievement for all multilingual learners. For the 25-26 school year, the district has expanded Dual Language offerings in at least one section at each grade level from Grade 1 through Grade 6. At the upper elementary level, Dual Language programming has been established in side-by-side models in Grades 4–6, ensuring continuity and access to the program across grade spans. The bilingual classrooms follow the same core reading and content program and curriculum as all other district classrooms, ensuring instructional alignment and equity in access to grade-level content. The Dual Language program is funded through the district’s General Fund (A Fund) as part of the annual school budget. Additional resources to support the program’s implementation have been supplemented through Title III for supplemental resources/materials, classroom environments, and professional development. Professional development for educators and school leaders supporting the Dual Language

East Ramapo Central School District
Ms. Ana Reluzco, Interim Superintendent
Quarter 1: Period Ending September 30, 2025
2025–2026 School Year District Quarterly Report

			initiative has been incorporated into the District's Professional Development Plan. Professional learning activities to date have included leadership training on effective bilingual program models, targeted support for the use and analysis of the NYSESLAT data platform, and instructional practices for biliteracy development. These professional learning opportunities have been funded through general funds and Title III, ensuring sustainability.
D3R15R: By October 1, 2025, district leadership shall establish two master scheduling calendars (elementary and secondary). The calendar of action steps, responsible parties, required board actions will be recorded. The actions identified in each calendar will be monitored, reported quarterly to cabinet and result in all students scheduled by June 20th annually.	Partially Implemented/In Progress	This is the Elementary Master Scheduling Calendar and this is the Secondary Master Scheduling Calendar	District leadership has developed and implemented two Master Scheduling Calendars (elementary and secondary) to ensure a systematic and transparent process for annual student scheduling. Each calendar includes defined action steps and responsible parties, to guide planning from September through August. The calendars support alignment of staffing, course articulation, and scheduling milestones, ensuring that all student schedules are finalized by June 20 each year. Progress toward each milestone is monitored quarterly and reported to Cabinet, ensuring accountability and adherence to established timelines.
Culture Shift Monitor Recommendations			
D4R2R: Annually, district leadership shall schedule monthly (Family University	Fully Implemented		The district has met the August deadline for scheduling Family University learning sessions for the 2025–2026 school

East Ramapo Central School District
Ms. Ana Reluzco, Interim Superintendent
Quarter 1: Period Ending September 30, 2025
2025–2026 School Year District Quarterly Report

learning sessions), with interpreters provided for both Spanish and Haitian Creole speakers, from August through June. The proposed schedule of offerings shall be shared with the monitors by August 30. At least 2 sessions will be dedicated to the district budget.		Family University 2025 - 2026 Schedule	year. Interpreters will be provided for both Spanish and Haitian Creole speakers. The proposed schedule was shared with the monitors via email on August 29, 2025. Consistent with the recommendation, at least two sessions will focus on the district budget, scheduled for January 21, 2026 and May 13, 2026.
D4R3R: By October 1, 2025, district leadership shall provide all principals with guidelines for facilitating a Parent Teachers Organization (PTO) or a Parent Teachers Association (PTA) and a in each school. Guidelines for Special Education Parent Teachers Association (SEPTA) should also be shared to support principals with implementation. The Superintendent shall meet with the PTO/PTA/SEPTA leadership council, representing each school in the district starting February on at least a bimonthly basis to maintain two-way communication with parents on agenda items such as district initiatives, opportunities for students and their families, school, and district budgets. To ensure accountability & transparency, district leadership shall provide an annual public report on parent organization activity, participation, and progress toward goals established in collaboration with the Parent Leadership Advisory Council.	Partially Implemented/In Progress	Attached is the list of the 2025-2026 PTA members for the ERCSD schools.	The district has established Parent Teacher Associations (PTAs) in all schools. The next phase of implementation will focus on collaborating with PTA members to establish a Special Education Parent Teacher Association (SEPTA) to further strengthen family engagement and ensure representation of all student groups.

East Ramapo Central School District
Ms. Ana Reluzco, Interim Superintendent
Quarter 1: Period Ending September 30, 2025
2025–2026 School Year District Quarterly Report

D4R4R: Effective immediately, ERCSD district administration and the board shall adhere to the NYSED Parents Bill of Rights by implementing strategies to support the rights of parents, including a user-friendly, hotline for students, families, and community members to use for unresolved violations of those rights.	Partially Implemented/In Progress	Parents' Right to Know Parent Bill of Rights and Hotline information - Multilingual Education - East Ramapo Central School District	The Parents' Right to Know link includes information on Parents' rights to information about their children's schools and qualifications of their teachers, and the process for filing complaints with NYSED. The parents' Bill of Rights for English Language Learners and the contact information for the New York State ELL Parent Hotline are also linked.
D4R5: By September 2024, all district and school website home pages shall be maintained with a position statement about cultural competency, equity, bullying, and diversity issues related to culture, sexual orientation, language, or disability. All websites shall be updated semiannually by January 30 and September 30.	Fully Implemented	The District's Link to Required Notifications	The District's Website includes a section entitled Required Notifications that includes DASA reporting and contact information, the Equal Opportunity Statement, Parents Bill of Rights and other required notifications.
D4R8: Effective immediately, district leadership shall host a minimum of two annual district events for community partners. These events should highlight opportunities to form or strengthen partnerships for the betterment of the ERCSD learning community. Evidence of success shall be measured by a) an increase in the number of ERCSD partners and b) the increased alignment to the LTSAFP by existing and new partners.	Fully Implemented	This is the announcement for the District's First Annual Curriculum Expo. Curriculum Expo Night October 30, 2025 This is the flyer for the	The District hosted 2 annual district events for community partners: The First Annual Curriculum Expo and the Back to School Fair. The Curriculum Expo is provided in partnership with 20 partners, vendors, and presenters to expose students and families to the curricular materials, approaches and systems the District is utilizing to enhance the learning experience across all grades for all learners.

East Ramapo Central School District
Ms. Ana Reluzco, Interim Superintendent
Quarter 1: Period Ending September 30, 2025
2025–2026 School Year District Quarterly Report

		Back to School Fair, Sept 3, 2025	The Expo strengthens partnerships and aligns with the LTSAFP by fostering collaboration between families, schools, and community organizations. The 2025 Back to School Fair event included the distribution of bookbags (1,412) containing school supplies and Scholastic books. Families were able to visit and learn about services from 29 community partners. Attended by 2,014 members of the ERCSD school community.
Budget Development Monitor Recommendations			
F1: By August 31st of each year, a detailed approved budget for the fiscal year shall be provided to assistant superintendents, principals, and executive directors.	Fully Implemented	2025-26 Budget by Location	All principals were emailed their building budgets and department leaders were granted access to their budgets in nVision.
F2: By September 30th of each year, the Special Aid Fund budget is finalized and used to inform development of the General Fund budget.	Fully Implemented	25-26 Special Aid Budget	The linked Special Aid Budget itemizes the budgeted expenditures from the Special Aid funds for staff, contracted services, supplies, and travel costs, to be used to inform the general fund budget.
F11: In August before the start of the school year and in September after the start of the school year, the district shall evaluate budgeted enrollment for each school by grade level versus actual enrollment and make up or down adjustments as needed in the number of classroom sections for regular, English language learners, and	Partially Implemented/In Progress	Data collection and organization have started, and information on elementary classroom configurations is currently available in the	District leadership has initiated the process to evaluate budgeted versus actual enrollment by school and grade level to determine any necessary adjustments in the number of classroom sections for general education, English language learners, and special education programs. Enrollment data for elementary schools has been compiled and organized, while data collection for secondary schools is

East Ramapo Central School District
Ms. Ana Reluzco, Interim Superintendent
Quarter 1: Period Ending September 30, 2025
2025–2026 School Year District Quarterly Report

special education instruction.		following document:. Elementary Class Configurations 2025_2026.xlsx	currently underway. The Executive Team will begin analysis in early November to identify any required modifications to class sections. The attached Elementary_Class_Configurations_2025_2026 spreadsheet is being utilized as a tracking tool to support ongoing monitoring and future adjustments aligned with this action item.
F12: Starting in September of each fiscal year, once a month the district shall provide a comprehensive financial report to the board that includes actual revenue and expenses to date versus the budget and after December 31st projected revenue and expenses for the fiscal year. The report also shall include a detailed cash flow schedule for the fiscal year.	Partially Implemented/In Progress		The District is in the final stages of completing the annual audit, which has been delayed due to year-end close-out issues. While significant improvements were made to the close-out process for the General Fund, the completion of several other funds has taken longer than anticipated. These delays have consequently affected the timeline for finalizing the audit report. As current-year financials must be based on the finalized prior-year audit, the District will begin providing comprehensive monthly financial reports to the Board of Education once the audit is complete and baseline data are confirmed. We anticipate initiating these monthly financial reports in November.

East Ramapo Central School District
Ms. Ana Reluzco, Interim Superintendent
Quarter 1: Period Ending September 30, 2025
2025–2026 School Year District Quarterly Report

F15: By August 15th of each year, the business office will have closed the accounting records for the prior year and be ready for field work to be conducted by an independent audit firm. By September 15th of each year, a draft audit report shall be issued. By October 15th of each year, the audit report shall have been presented to the Audit Committee for review, presented to the board for acceptance, and submitted to the State.	Partially Implemented/In Progress		The District is in the final stages of completing the annual audit, which has been delayed due to year-end close-out issues. The year-end close-out process was substantially improved for the General Fund; however, the close-out of several other funds has required additional time, resulting in delays to the overall audit timeline. We anticipate that the Audit Committee will review the draft audit report during the second week of November, with formal Board of Education approval scheduled for the November 17, 2025 meeting. Following Board approval, the final audit report will be submitted to the State in accordance with established procedures.
F16: By August 31, 2025, district leadership shall issue a request for proposal to engage a Financial Advisor for the district.	Partially Implemented/In Progress	RFP-ER-12-26 Financial Advisor.pdf	The RFP for financial advisor services has been issued, with a return date of November 18, 2025
F17: By September 30, 2025, the district will have engaged the services of a qualified food service consultant to evaluate the status of the food service program and make recommendations to improve the quality and effectiveness.	Partially Implemented/In Progress	School Nutrition Consultant Contract	The District signed a school nutrition consulting contract with Caitlin Lazarski on April 8, 2025. Ms. Lazarski was in the district over the summer and we are awaiting a draft report.

East Ramapo Central School District
Ms. Ana Reluzco, Interim Superintendent
Quarter 1: Period Ending September 30, 2025
2025–2026 School Year District Quarterly Report

F18: By September 30th of each fiscal year, the district shall develop KPIs for operation areas including facilities, safety and security, transportation, business office, human resources, technology and food service. Starting in October of each year, the district shall report quarterly to the board and community on progress made on achieving the KPIs.	Partially Implemented/In Progress	Human Resources: HR KPI Tracker Technology: Technology KPI Tracker - Operational Food Services: Food Services KPI	Department leaders met with Fiscal monitor Shawn Farr on September 30, 2025 to review the work that they had done regarding KPI's for their departments. Department leaders have been asked to develop a report that will allow the district to keep track of their performance.
F26: Starting in September 2025 and bimonthly thereafter, district leadership shall issue and post on the district website a newsletter for families and stakeholders with information on upcoming dates and deadlines, safety and security procedures, general tips, and contact information for problems and issues.	Fully Implemented	Link to District Newsletters	The district launched its first family and stakeholder newsletter in September 2025. Since then, newsletters have been consistently updated and posted to the district website on a biweekly basis, providing timely information on key dates, safety procedures, helpful resources, and contact information to support communication and engagement.
F28: By October 2025, district leadership shall engage the services of a consultant to examine the current methods used to pay for and transport public and nonpublic students. By January 2026, a report of findings shall be issued that includes	Partially Implemented/In Progress		The District has engaged a consultant, Ammon Consulting Group. They have been on site and are working on findings for both public and non-public transportation issues.

East Ramapo Central School District
Ms. Ana Reluzco, Interim Superintendent
Quarter 1: Period Ending September 30, 2025
2025–2026 School Year District Quarterly Report

recommendations to make transportation operations efficient and cost effective.			
F30: By October 2025, the district shall have engaged an external consultant to review the existing special education services program and propose a comprehensive compliance program to include Medicaid reimbursement. The consultant’s report shall be issued by February 2026.	Partially Implemented/In Progress	The district has posted an RFP to engage an external consultant to review the existing special education services program and propose a comprehensive compliance program to include Medicaid reimbursement.	An RFP has been posted to engage an external consultant to review the existing special education services program and propose a comprehensive compliance program to include Medicaid reimbursement. The RFP was posted on October 3rd and will close on October 23rd.

Long-Term Goals/Outcomes Progress Summary

GOVERNANCE GOALS:

- a.) By June 30, 2026, the board will support superintendent efforts to increase student progress and outcomes districtwide as a standing agenda item in 100% of board meetings, as documented in meeting minutes and workshop attendance records.
- b.) By June 30, 2026, the board will improve communication and community engagement with at least 60% of participants reporting improved satisfaction with board communication and accessibility on an annual stakeholder survey.
- c.) By June 30, 2026, the board will improve its effectiveness in supervising and supporting the superintendent by implementing quarterly as measured by documented board minutes and an end-of-year self-assessment survey showing a 20% improvement in board-superintendent collaboration ratings.

**East Ramapo Central School District
Ms. Ana Reluzco, Interim Superintendent
Quarter 1: Period Ending September 30, 2025
2025–2026 School Year District Quarterly Report**

Governance Quarterly Progress Summary

The District continues to strengthen its governance systems to promote accountability, transparency, and alignment with student outcomes. The Board has adopted a Student Outcomes section on every agenda, established a calendar for performance reporting, and scheduled quarterly superintendent check-ins. The superintendent's evaluation goals were approved on time, and the search for a permanent superintendent is underway with an adjusted completion target of July 2026.

Board meetings are now held in school sites to foster community engagement, and key policies and reporting protocols have been institutionalized. While the Curriculum Committee work is pending stronger board participation, the overall progress under this domain reflects a marked improvement in the structure, communication, and oversight practices that guide district leadership.

TURNAROUND LEADERSHIP GOALS

- a.) By June 30, 2026, the district will ensure that all school-level planning, resource decisions, and instructional strategies are aligned to the Long-Term Strategic Academic and Financial Improvement Plan (LTSAFIP), monitored through leadership meetings, support visits, and data reviews, with at least 90% of school leaders reporting improved alignment between district and school priorities.
- b.) By June 30, 2026, the district will evaluate 100% of academic programs serving 100 or more students and annually review all district policies and protocols, resulting in aligned, evidence-based program decisions and a policy manual that is current, compliant, and actively guiding district operations.
- c.) By June 30, 2026, the district will implement and sustain a multi-year Executive Leadership Professional Learning Plan for cabinet-level leaders, resulting in increased effectiveness in strategic planning, data-driven decision-making, and school improvement implementation as evidenced by leadership evaluations and monitoring feedback.
- d.) By June 30, 2026, the district will fully implement and institutionalize standardized protocols for cabinet-led school support, leadership

**East Ramapo Central School District
Ms. Ana Reluzco, Interim Superintendent
Quarter 1: Period Ending September 30, 2025
2025–2026 School Year District Quarterly Report**

meetings, and performance reviews—resulting in 100% of CSI, TSI, and ATSI schools receiving monthly strategic visits, and all school leaders receiving quarterly, data-informed feedback aligned to school improvement goals.

Turnaround Leadership Quarterly Progress Summary

The District has made strong progress in leadership development, policy coherence, and program evaluation. Tools and protocols for assessing academic programs, reviewing district policies, and structuring district-school leadership meetings are now in place and functioning effectively. The active involvement of State Monitors in leadership hiring has added transparency and strengthened oversight for our CSI, TSI, and ATSI schools.

Work continues on finalizing and distributing compliance manuals for Multilingual and Special Education programs, both of which will standardize district practices and ensure full regulatory alignment. With clear evaluation frameworks and a consistent meeting structure now established, leadership across all levels of the organization is better aligned to drive improvement and sustain progress.

The next phase of work will focus on using leadership meeting data to evaluate the impact of these systems on instructional practice and student outcomes. The district’s quarterly review cycle will include feedback from principals and cabinet members to strengthen coherence across departments. These actions will continue to build the leadership infrastructure necessary for sustained improvement across all schools.

**East Ramapo Central School District
Ms. Ana Reluzco, Interim Superintendent
Quarter 1: Period Ending September 30, 2025
2025–2026 School Year District Quarterly Report**

TALENT DEVELOPMENT:

a.) By June 30, 2026, the district will ensure that monthly staffing data is accurate, complete, and aligned to position control, enabling its use for master scheduling, staffing allocations, and budget planning.

b.) By June 30, 2026, the district will reduce the overall staff vacancy rate by at least 10 percentage points from the 2023–2024 baseline. Additionally, baseline data for the 2024–2025 school year on the following indicators will be collected and reported in a monitor-approved format:

- Time to fill vacancies
- Employee turnover rate
- Qualified candidates per posting
- Compliance with Annual Professional Performance Review (APPR) requirements
- Number and timeliness of evaluations

c.) By September 1, 2025, initiate a districtwide onboarding and induction program for all newly hired teachers and school leaders, with at least 90% of participants reporting increased readiness and satisfaction by January 2026.

d.) By October 31, 2026, deliver professional learning sessions and monthly coaching for all school and district leaders focused on ethical leadership, effective data use, instructional leadership, and strategic planning in support of all students, with 90% of participants demonstrating growth on a leadership competency rubric.

e.) By May 31, 2026, ensure 100% of teacher and leader evaluations are completed on time.

Talent Development Quarterly Progress Summary

The District is building a coherent system of professional growth that supports both leadership and instructional capacity. A comprehensive coaching plan has been launched to guide mentoring and professional learning across schools, integrating the Danielson

East Ramapo Central School District
Ms. Ana Reluzco, Interim Superintendent
Quarter 1: Period Ending September 30, 2025
2025–2026 School Year District Quarterly Report

Framework and principal evaluation systems. Partnerships with REACH and Generation Ready are being finalized to strengthen administrator coaching and align leadership practice with district priorities.

The 2025–2026 Professional Development Plan is active and will continue to evolve with input from schools and data reviews each quarter. While some aspects of principal goal-setting are pending negotiation, the overall work in this domain reflects a strong and intentional focus on developing people—building leadership skill, instructional quality, and staff engagement in direct support of district improvement goals.

As we move into the next quarter, the District will expand leadership development sessions, focusing on ethical leadership, data-driven decision-making, and instructional feedback. The goal is to ensure that all professional learning opportunities are connected to student achievement and monitored for impact. By creating a unified system for talent development, the District is setting the foundation for stronger teaching, stronger leadership, and better results for students.

INSTRUCTIONAL TRANSFORMATION:

By June 30, 2026, ERCSD will:

- a.) Increase the early literacy proficiency rate for students in grades K–2 by at least 10 percentage points compared to spring 2024 rates, with measurable gains across all student subgroups.
- b.) Improve student proficiency rates on the New York State English Language Arts, Mathematics, and Science assessments by at least 10 percentage points at each tested grade level compared to 2023–2024 school year baseline data.
- c.) Increase the percentage of English Language Learners meeting or exceeding New York State English as a Second Language Achievement Test (NYSESLAT) benchmarks by at least 10 percentage points compared to the 2023–2024 school year results.
- d.) Increase the percentage of students in the 2025 freshman cohort who successfully pass at least one Regents course by 10 percentage points compared to the 2023 freshman cohort.

East Ramapo Central School District
Ms. Ana Reluzco, Interim Superintendent
Quarter 1: Period Ending September 30, 2025
2025–2026 School Year District Quarterly Report

- e.) Improve the overall subject-area pass rate of students in the 2025 cohort by 10 percentage points compared to the 2023 cohort.
- f.) Increase the number of students earning the New York State Seal of Biliteracy in the 2024–2025 school year by at least 15 percentage points over the 2023–2024 total.
- g.) Increase the 4-year and 5-year high school graduation rates for all student subgroups and the district overall by a minimum of 5 percentage points compared to 2023–2024 outcomes.
- h.) Increase student enrollment in Career and Technical Education (CTE) courses by at least 10 percentage points compared to enrollment levels during the 2023–2024 school year.
- i.) Increase the number of School Comprehensive Education Plan (SCEP) benchmarks and milestones met or surpassed by each ERCSD school, demonstrating improved alignment and execution of school improvement efforts.

Instructional Transformation Quarterly Progress Summary

Instructional improvement efforts are well underway across all levels of the District. The early literacy partnership with Innovative Design for Education (IDE) began successfully this summer, launching Future Powered Kindergarten and establishing a long-term framework for foundational learning. The Dual Language initiative has expanded through grade six, ensuring equitable access for multilingual learners, while high schools have implemented targeted strategies—including data tracking, added counselors, and student town halls—to improve promotion and Regents success rates.

The District’s comprehensive assessment plan is in final review and will standardize the use of data across classrooms and grade levels. Work is also progressing on the master scheduling calendars to improve efficiency and alignment of staffing, programs, and resources. Collectively, these initiatives are strengthening instructional coherence, advancing equity, and improving academic outcomes across the system.

Next quarter, attention will turn to monitoring implementation data from both the literacy and dual language initiatives, ensuring the

**East Ramapo Central School District
Ms. Ana Reluzco, Interim Superintendent
Quarter 1: Period Ending September 30, 2025
2025–2026 School Year District Quarterly Report**

work remains aligned to measurable student outcomes. The District will also prioritize teacher support through professional development and coaching to improve consistency in instructional practice. These combined efforts are positioning East Ramapo for steady gains in literacy, math, science, and overall student performance.

CULTURE SHIFT GOALS:

Develop family and community partnerships through active engagement, participation, and communication to support stronger and meaningful connections, as evidenced by June 30, 2026:

- a.) The existence of a functioning PTO/PTA/SEPTA, as defined by the monitors in at least 75% of ERCSD schools by December 1.
- b.) Increase monthly attendance at parent university by 15% compared to the previous year.
- c.) Improved outcomes from teachers and administrators on the Panorama Survey or its equivalent, by at least 5% points compared to 2023–2024 school year survey results.

Establish inclusive learning communities that support students with diverse social and emotional needs for equitable student growth and development, as evidenced by June 30, 2026:

- a.) 90% or higher monthly success rate in the registration and school assignment, schedule, and program placement within 72 hours of initiating registration, reviewed biweekly.
- b.) Reduction of chronic absenteeism rate for elementary school, middle school, and high school students by at least 10% points from 2023–2024 school year rates.
- c.) Increase the number of impactful programs designed to support the social emotional and academic enrichment needs of students, based on data from existing programs during the 2023–2024 school year.

Culture Shift Quarterly Progress Summary

The District is making meaningful progress in building stronger family and community partnerships. Family University sessions are fully underway with interpretation in Spanish and Haitian Creole, and two budget-focused sessions are scheduled later this year. PTAs have been established in every school, and the next step is to launch a SEPTA and Parent Leadership Advisory Council to ensure

East Ramapo Central School District
Ms. Ana Reluzco, Interim Superintendent
Quarter 1: Period Ending September 30, 2025
2025–2026 School Year District Quarterly Report

inclusive engagement. District and school websites now feature an Equal Opportunity statement reaffirming our commitment to diversity and inclusion.

Community outreach has expanded significantly through events like the Back-to-School Fair and the first annual Curriculum Expo, which together connected over 2,000 families with district staff and community partners. Efforts to operationalize the Parent Rights Hotline and expand SEPTA representation will continue in the next quarter, building on this strong foundation of transparency, access, and collaboration.

As this work evolves, the focus will shift toward sustaining family participation and using feedback from parents to improve communication and services. The District remains committed to creating schools where families feel welcomed, heard, and supported. These partnerships are vital to ensuring that students’ academic and social-emotional growth remain at the center of our collective efforts.

BUDGET DEVELOPMENT GOALS:

Establish a timely budget development process that provides for input from internal and external stakeholders and results in a balanced budget that meets the educational and social emotional needs of all students.

Monitor District Finances:

Closely monitor district finances with monthly reports to the board including revenue, expenditure, and cash flow. Communicate on a regular basis to stakeholders and the community the financial condition of the district and the condition of district buildings and facilities.

General Fiscal and Operational Practices:

Improve fiscal and operational practices of the district, including maintaining policies.

Transportation of Public and Nonpublic Students: Improve the operation of transportation services, including communication of information to families, coordination with nonpublic schools and contractors, safety and security, customer service, timeliness in addressing issues, and process used to contract for services.

**East Ramapo Central School District
Ms. Ana Reluzco, Interim Superintendent
Quarter 1: Period Ending September 30, 2025
2025–2026 School Year District Quarterly Report**

Special Education and Medicaid Reimbursement: Develop and implement a special education compliance process for Medicaid reimbursement.

Budget Development Quarterly Progress Summary

The budget development process for the 2026–2027 school year is well underway and remains ahead of last year’s schedule. The entire calendar was advanced to ensure that the budget is developed earlier and with greater alignment to the 2026–2027 Budget Development Calendar. While the District has made strong progress, the delay in closing the financial books for June 30, 2025 created several challenges in meeting Quarter 1 monitoring timelines. This delay was primarily caused by continued purchasing for grants after freezes were implemented to ensure that funds were fully utilized for the benefit of students and schools. The Fiscal Monitor and Assistant Superintendent for Business are working closely with the Funded Programs Department to shift planning, budgeting, and spending of funds to earlier points in the fiscal year.

Fiscal and operational practices continue to improve as new business office systems are being implemented in accounting, purchasing, and payroll to increase efficiency and accuracy. These changes are strengthening internal controls and helping the District modernize its financial processes. Transportation services, however, did not meet acceptable standards during the first quarter. The transition from one routing software to another, coupled with data inaccuracies and missing information, resulted in several hundred students—both public and nonpublic—receiving incorrect bus routing information at the start of the school year.

In response, the District has made staffing changes within the transportation department and hired a transportation consultant to help reorganize daily operations and rebuild systems for reliability and customer service. Consultants are also being engaged to assist in the areas of Special Education and Medicaid reimbursement to ensure compliance and maximize available funding. The RFP for these services has closed, and responses are currently under review, with a recommendation to the Board of Education expected in the coming weeks. Together, these steps reflect the District’s commitment to stronger fiscal management, improved operational systems, and transparent financial practices that directly support students and schools.