

Mount Vernon City School District
Annual Update for the Academic Improvement and Financial Plans
2026–2027

¹Note: Some recommendations that were originally scheduled to be completed in the 2025-2026 school year have yet to be fully implemented. In some cases, dates for completion have been modified in recognition of either the progress that the district has made or the circumstances that have prevented full implementation. In other cases, “past due” dates have remained unchanged, and unless the district reports that it has fully implemented the recommendation in the district’s first quarterly progress report for the period ending September 30, 2026, the monitor may submit a notice of plan violation to the Commissioner

¹Long Term Goals/Outcomes	Monitor Recommendation	Evidence
Turnaround Leadership		

	TL1 1. By ~~February 1, 2026~~, <u>June 30, 2026</u>, the board shall adopt standard operating procedures (SOP) for the professional development and training of board trustees, which shall include protocols for onboarding new board trustees. By ~~January 30, 2026~~, <u>June 30, 2026</u>, the board and district shall implement fully the SOP. (2026, annual review)	1. Board resolution adopting SOP. 2. Beginning ~~February 28, 2026~~, <u>June 30, 2026</u>, submission by the district to the monitor no later than 30 days following a new board trustee taking office of artifacts demonstrating that the new board trustee has been on-boarded in accordance with all elements of the SOP.
	TL2 1. All board trustees shall be required to attend at least two training offerings annually designed to build capacity on the board, cultivate trust and respect among the board trustees and the superintendent, and engage in continual learning as a board to improve governance skills while prioritizing the needs of all students. (2026, annual review)	~~1. The offerings shall be conducted by the New York State School Boards Association or other comparable entities. The schedule of the training sessions for the 2025-2026 school year shall be submitted to the monitor no later than February 1, 2026; The schedule of the annual training sessions shall be submitted to the monitor no later than September 30, annually.~~

	TL3 1. Beginning immediately, all board meetings shall be conducted in strict accordance with Robert's Rules of Order. (2026, annual review)	~~1. Documentation shall be collected every time legal counsel invokes the need for the board to follow Robert's Rules of Order. This shall be implemented immediately.~~ By <u>July 1, 2026</u>, artifacts demonstrating the following shall be made accessible for review by the monitor: • Annual training at the first board meeting on Robert's Rules of Order • District In-house counsel serving as Parliamentarian and documentation of violations of Robert's Rules of Order by trustees.
	TL4 1. By ~~May 1, 2026~~, <u>September 30, 2026</u>, and by May 1 annually thereafter, the board shall have developed and adopted board goals and vision and mission statements. (2026, annual review)	1. <u>By September 30, 2026</u>, the board shall put forth a resolution adopting the board's vision, mission, and goals.

	TL5 (Removed) ~~1. By February 1, 2026, the board shall adopt a process for regularly reviewing and updating board policies that has been developed by the Board Policy Committee. (2026, annual review)~~	~~1. By February 1, 2026, the board shall work with the New York State School Boards Association or organization with comparable expertise to complete a Policy Overview Service.~~ ~~2. By February 1, 2026, the Policy Committee Chair shall present during a Policy Committee of the Whole meeting the protocol/calendar for reviewing board policies.~~
	TL6 (Removed) ~~1. By January 30, 2026, and by September 30 annually thereafter, the board shall complete the superintendent's evaluation process and submit it to the monitor. (2026, completed annually)~~	~~1. Submission of evaluation process to the monitor.~~
	TL7 1. Beginning no later than <u>February 1, 2026, October 30, 2026</u>, the superintendent shall reconfigure the duties and responsibilities of the executive cabinet and cabinet to optimize efficiencies	1. By ~~February 1, 2026~~, October 30, 2026, the superintendent shall provide the monitor with a copy of the organizational chart of the executive cabinet and cabinet and the duties and responsibilities of all cabinet members.

	and align with the changing needs of the district. (2026)	
	TL8 1. By ~~June 30, 2026~~, December 1, 2026, district leadership shall develop a calendar for the period from ~~July 1, 2026~~, January 1, 2027, through December 31, 2027, that shows when each SOP shall be implemented for all district departments, areas, and programs. The SOP shall provide clear, step-by-step guidance that defines the purpose, responsibilities, and procedures for specific daily functions for all departments, areas, and programs. This shall be supported by a clear communication strategy that uses multiple channels, such as email, meetings, and training sessions to ensure all staff are aware of and trained in new and updated.	1. By January 1, 2027, a copy of the SOP calendar shall be provided to the monitor. 2. By January 1, 2028, the superintendent shall provide the monitor, in such format as determined by the monitor, with a report on the implementation of the SOP. 3. By July 1 of each year, the district shall review and submit updates to all SOPs to the monitor.

	procedures. (year 1, multi-year)	
Talent Development		
	TD1 ~~1. By February 1, 2026, the superintendent shall distribute to the board and district staff an organizational chart showing clear reporting lines for all departments.~~ 2. By August 1, November 1, 2026, a detailed description of job duties and responsibilities for all staff in each unit shall be attached to the organizational chart.	1. By ~~July 1, 2026~~ , December 1, 2026, the district shall provide the monitor with a copy of the organizational chart and associated job descriptions.
	TD2 ~~1. By May 1, 2026, November 1, 2026, the district shall develop an SOP and training program on progressive discipline of employees.~~	1. By ~~June 15, 2026~~ , December 1, 2026 the district shall provide the monitor with a copy of the progressive discipline SOP and the schedule of staff training. 2. Beginning ~~July 1, 2026~~ , March 1, 2027 , the district shall provide the monitor biweekly with

	2. Beginning January 30, 2027, the superintendent shall provide to the executive cabinet a monthly report on disciplinary actions taken in the previous month for review and potential board action.	a redacted report on employee progressive discipline actions taken by the district.
	TD3 1. By ~~June 30, 2026~~, December 15, 2026, the district shall submit its strategy to develop a timely, efficient, and equitable talent management cycle for recruiting, selecting, onboarding, supporting, and exiting staff for implementation to the monitor and superintendent. 2. By June 30, 2027, the district shall begin implementation of the talent management plan. (year 2)	1. By ~~July 1, 2026~~, January 30, 2027, the district shall submit a copy of the strategy to the monitor. 2. By August 1, 2027, the district shall submit evidence of implementation of the talent management plan in a format mutually agreed upon by the district and the monitor.
	TD4 1. By ~~May 1, 2026~~, November 15, 2026, the district shall develop a mechanism to create accurate monthly	1. The monitor shall be provided weekly with position control reports in February, March, August, and September, and monthly during other months.

	staffing data, utilizing position control, for master scheduling, staffing allocation, and budget development. 2. By ~~July 1, 2026~~, <u>February 1, 2027</u>, the district shall effectively use position control functions to accurately produce a monthly position control report for review and action by the cabinet, as needed. (2026)	
	TD5 1. By ~~September 30, 2026~~, <u>January 30, 2027</u> district leadership shall develop a three-year staffing plan, in a format approved by the monitor, to fully staff the following departments: Human Resources, Finance, Special Education, Bilingual Education and World Languages, and Curriculum and Instruction. (year 2 & year 3)	1. By July 31, 2027, the district shall provide the monitor with evidence that the above listed departments are fully staffed.
	TD6 (Removed) ~~1. Beginning immediately, the Human Resource Department shall review the~~	~~1. Evidence of full adherence to all components of the APPR, MPPR and PEP to be initiated in a~~

	implementation of the Annual Professional Performance Review (APPR), Multidimensional Principal Performance Rubric (MPPR) and Performance Evaluation Program (PEP) to ensure compliance with all provisions of contracts. (multi year)	format approved by the monitor shall be included in each district quarterly and each annual report.
	TD7 1. By June 1, 2027, district leadership shall, with input from school leadership, develop a comprehensive and data driven annual professional development plan for school leaders, teachers, and classroom support staff with corresponding funding sources to support district priorities with an emphasis on the needs of students and staff. Implementation and monitoring of the professional development plan shall begin upon its presentation to the board. The professional development plan, which shall be	1. By July 31, 2027, the professional development plan shall be reviewed by the superintendent and monitor and presented to the board. The superintendent shall provide reports on implementation of the professional development plan twice a year to the monitor in a format and on a timeline mutually agreed upon by the monitor and superintendent.

	updated annually by June 30, must be grounded in current research and evidence based best practices in the areas of literacy, mathematics, bilingual education, culturally responsive education, and high leverage instructional practices. (2027, annual review)	
Instructional Transformation		
	IT1 1.To improve academic achievement across the district will require a fully resourced team of highly qualified content area specialists with expertise in curriculum, data driven instruction, and assessment for all student populations, including students with special needs and ELL. (2027)	1. The Department of Curriculum and Instruction shall be restructured, and the additional appropriate leadership lines shall be included in the proposed 2027–2028 school budget that is provided to the monitor on March 1, 2027.
	IT2 (Removed) ~~1. District administration should establish an effective process for ensuring timely completion of annual IEP reviews. The Director of Special~~	~~1. Effective immediately, the district should establish an operational process for ensuring timely completion of annual reviews and provide monthly IEP review reports to the~~

	~~Education or designee shall by June 1, 2026, establish timelines for finalizing the annual reviews. (2026, reviewed annual)~~	~~monitor and superintendent in a mutually agreed upon format.~~
	IT3 1. Beginning no later than July 31, 2026, the Department of Special Education shall ensure that all Individualized Education Programs (IEPs) are finalized timely after the Committee on Special Education meeting. ~~2. Effective immediately, the district shall establish procedures and designate staff who are responsible for facilitating timely parent receipt of their child's IEP.~~	~~1. Beginning June 1, 2026, the district shall provide the monitor, in such format and in accordance with a timeline mutually agreed upon by the monitor and the district, reports on the percentage of families that received timely receipt of a student's IEP.~~ 2. By July 31, 2026, the district shall submit documentation to the monitor demonstrating that the district has developed and is implementing a process that allows supervisors to monitor the timeliness of IEP completion, review benchmarks for student success, and alert appropriate staff of upcoming meetings. (2026, reviewed annually)
	IT4 In collaboration with NYSED's Office of Special Education, the district shall review its protocols and procedures to ensure that they are aligned with Commissioner's Regulation Part 200. The district shall:	1. By December 1, 2026, and February 2, 2027, the district shall submit to the monitor copies of the draft and final alignment plans, respectively. 2. By August 1, 2027, the district administration shall submit, in such format as mutually agreed upon by the district and the monitor, documentation that the district has

	• No later than August 30, 2026, participate in an NYSED Office of Special Education review of the district's special education program. • By November 30, 2026, develop the first draft of the alignment plan. • By February 1, 2027, develop the final draft of the alignment plan. • By July 1, 2027, begin Implementation of the alignment plan. (2026, 2027, annually reviewed)	developed and is implementing written protocols and procedures for all specialized services processes, including referrals, parental consent, evaluations, CSE meetings, annual reviews and re-evaluations, due process, IEP development, and IEP Direct
	IT5 1. By December 1, 2026, the district shall review and develop a Mult-Tiered System of Support (MTSS) plan that establishes high-quality instruction, with learning environments that: • are effective and efficient, • are relevant for and supportive of all students,	1. By January 1, 2027, the district shall provide evidence to the monitor of a well-developed MTSS plan for grades K–8. 2. By February 20, 2027, the district shall provide to the monitor the implementation plan for the MTSS. 3. By September 1, 2027, the district shall provide documentation to the monitor, in a format mutually agreed upon by the district and the monitor, that the district has

	• identify those at risk for poor learning outcomes, and • provide increasing intensity of intervention based on a student's response. 2. By March 1, 2027, the district shall begin the implementation of the MTSS plan in grades K–8, with full implementation no later than September 1, 2027.	provided mandated training for school leadership teams and is implementing an MTSS program in grades K–8.
	IT6 1. By September 30, 2027, the district shall review, formalize, and begin to implement a districtwide comprehensive assessment plan. The comprehensive plan shall contain strategies to measure levels of proficiency for content standards, English language acquisition, and reading and math levels that will aid in monitoring student progress, guiding placement, assessing teaching method effectiveness, and providing	1. By July 31, 2027, district leadership shall submit to the superintendent and the monitor a districtwide comprehensive assessment plan for review. 2. Beginning with the 2027 2nd quarterly progress report, the district shall provide evidence, in a format determined by the monitor, of the district's successful implementation of the comprehensive assessment plan.

	intervention/support inside the classroom. (2027)	
	IT7 1. By ~~July 1, 2026~~ , October 1, 2026, the district shall hire a bilingual administrator to supervise the bilingual education department. (2026)	1. Inclusion of the position of bilingual education administrator in the adopted 2026–2027 school year budget.
	IT8 1. The district shall develop a comprehensive bilingual education program with guidance from the NYSED Office of Bilingual Education and World Languages (OBEWL). The district shall: • No later than May 30, 2026, participate in an NYSED OBEWL review of the district’s English as a new language (ENL) program. • By November 30, 2026, develop the first draft of the ENL plan. • By February 1, 2027, develop the final draft of the ENL plan.	1. By December 1, 2026, and February 2, 2027, the district shall submit to the monitor copies of the draft and final ENL plans, respectively. 2. By April 30, 2027, the district administration shall submit in such format as mutually agreed upon by the district and the monitor, documentation that the district has developed and is implementing a comprehensive bilingual education program.

	By May 1, 2027, begin implementation of the ENL plan. (2026, 2027, annual review)	
	IT9 1. By July 1, 2027, the board shall adopt a district strategic plan that shall include each school's School Comprehensive Educational Plan (SCEP) in alignment to the strategic plan. (2026, 2027)	1. By ~~May 31, 2026~~, October 30, 2026, the district shall provide the monitor with documentation that a districtwide strategic planning process, which shall include all district stakeholders, has begun. 2. By May 31, 2027, the district shall submit to the monitor, in accordance with a timeline specified by the monitor, copies of the strategic plan calendar, agendas, and summaries of meetings with district stakeholders, and a copy of the board resolution adopting the strategic plan. 3. By July 1 annually, district leadership and the monitor shall review the strategic plan.
	IT10 1. The district shall develop a comprehensive high school course catalog for the three schools that serve high school grades. (2026, yearly reviewed)	1. By October 31, 2026, district leadership shall submit a final draft of the district high school course catalog to the superintendent and monitor. 2. By November 31, 2026, the superintendent shall submit the final draft of the district high school course catalog to the board for approval for full implementation beginning fall 2027.

Culture Shift		
	CS1 1. Beginning in spring 2027, the district leadership shall review and revamp the district Family and Community Engagement (FACE) program to create a structured, collaborative system in which schools and families partner to support a child's education through clear communication, shared decision-making, and varied activities that cater to the different needs and schedules of families. 2. By September 1, 2027, the district shall implement the revised FACE plan/program, which shall have the following elements: ● clear expectations of roles and responsibilities, ● clear and open communications between school and home,	1. By September 30, 2027, the superintendent shall provide the monitor with evidence in a mutually agreed upon format that the district has developed and begun to implement the FACE plan. 2. The district's annual report shall provide the monitor, in such format as required by the monitor, with evidence of the district's implementation of the FACE plan.

	● an accessible format that is uniform and understandable and meets parents where they are by using various methods to connect with parents to overcome language and cultural differences. (2027, yearly reviewed) 3. By September 30 annually, the superintendent and the monitor shall conduct a joint review of FACE plan implementation.	
	CS2 1. By ~~July 31, 2026~~, October 15, 2026 district staff shall submit to the superintendent and the monitor a review of each school's implementation of the current Code of Conduct to ensure that schools are: ● using a tiered approach with clear expectations set by teachers and principals and disciplinary responses that progress with the severity of the violation, and	1. By ~~July 31, 2026~~, October 30, 2026 the required review shall be submitted to the monitor. The district's annual report shall provide the monitor, in such format as required by the monitor, with evidence of the adherence of students and staff to the district's Code of Conduct.

	involving parents and the community in fostering a positive school culture. 2. By ~~October~~ November annually, the district shall review the code with all stakeholders to ensure that rules are clear, communication is consistent, and systemic for monitoring and reporting violations are in place. (2026, annually reviewed)	
	CS3 1. By January 1, 2027, the district shall begin to design and develop a district communication plan that will increase transparency and trust by consistently sharing accurate information through streaming channels to better engage families and the community. Implementation shall begin no later than April 1, 2027.	1. By February 1, 2027, a communication plan shall be submitted to the monitor and superintendent. 2. By May 1, 2027, evidence of implementation of the communication plan in a format mutually agreed upon by the district and the monitor shall be submitted to the monitor.
Financial Findings		
	FF1	

	1. The district shall hire qualified personnel to fill the vacant financial and payroll positions. Once these positions are filled, the district shall institute processes and procedures to ensure that accounts are reconciled regularly throughout the year. In addition, implementing a year-end closing checklist would assist the district in ensuring all closing entries were properly posted and appropriate analysis of account balances is performed to ensure accuracy. To be implemented no later than ~~June 30, 2026~~ December 30, 2026.	1. By ~~July 1, 2026~~, January 15, 2027, the district shall have filled vacant positions and have the processes and procedures for account reconciliation.
	FF2 1. By September 15, 2026, the district shall obtain all Fiscal Oversight Training Certificates for all board trustees as required by NYSED.	1. By September 15, 2026, the board shall have certificates of Fiscal Oversight Training for all trustees
	FF3 1. By September 1, 2026, the Business Office shall begin to perform periodic reviews of the	1. Beginning September 15, 2026, the Business Office shall provide the monitor with copies of the reports within 10 business days of their completion.

	user login/logout reports available within nVision to determine whether users are accessing the application during appropriate business hours. The review process should be documented and communicated to the Assistant Superintendent for Business.	
	FF4 1. By ~~June 30, 2026~~, <u>September 30, 2026</u>, the district shall put in place a process by which the district shall enter into formal contracts with the district of residence for students placed in the district. These contracts shall be approved by the board.	1. By ~~July 1, 2026~~, <u>October 1, 2026</u>, the district shall provide the monitor, in such format as required by the monitor, documentation that the process has been implemented.
	FF5 (Remove) 1. By ~~March 1, 2026~~, the district shall establish a process whereby the person depositing cash into the district bank accounts is separated from the person reviewing or reconciling the bank accounts.	1. By ~~March 2, 2026~~, the Business Office shall provide the monitor with documentation that the process has been developed and implemented.
	FF6	

	1. By September 1, 2026, the Business Office shall update and finalize the draft payroll procedure manual. The draft payroll procedure manual should be revised to include detailed procedural information regarding payroll accounting and reporting, processing, disbursement, and reconciliation functions. 2. The procedural manual shall be periodically reviewed by the Assistant Superintendent for Business or designee to ensure that the responsibilities are adequately performed at the district and comply with federal and State regulations. (Quarterly)	1. By September 15, 2026, the Assistant Superintendent for Business shall provide the monitor with a copy of the finalized version of the payroll procedure manual. 2. The district shall include in its quarterly progress reports evidence that the periodic reviews by the Assistant Superintendent for Business have been conducted.
	FF7 1. By ~~June 15, 2026~~, <u>November 1, 2026</u>, the Business Office shall perform a cost-benefit review of the Payroll Department to determine and evaluate its current staffing model. This will provide the district with insight into where additional staffing is	1. By ~~July 1, 2026~~, <u>November 15, 2026</u>, the review of the Payroll Department shall be submitted to the superintendent and the monitor.

	needed and assess potential cost differentials of an in-house model or a co-sourced model.	
	FF8 1. No later than March 1, 2027, the Business Office shall formally appoint an individual as a Deputy Treasurer. This will enhance the payroll function and ensure there is an individual who can perform all of the payroll functions required should the Treasurer be absent.	1. By March 15, 2027, the district shall provide the monitor with evidence that the Deputy Treasurer has been appointed by the board.
	FF9 1. By January 1, 2027, a procedure shall be implemented by which all employee timesheets shall be approved by the appropriate individuals listed on the timesheet and the appropriate timesheets shall be utilized within each unit.	1. By February 1, 2027, the district shall provide the monitor with evidence that the procedure has been communicated to all employees and is being implemented.
	FF10 (Removed) ~~1. Effectively immediately, a district budget development calendar shall be created.~~	~~1. No later than December 1, 2026, the budget development calendar shall be reviewed by the superintendent and the monitor and approved by the board.~~

	FF11 1. The proposed budget each year shall be developed with the following aspects: ○ Input from stakeholders ○ Decision making informed by academic performance data and student social-emotional needs ○ Projections of future revenues, expenditures, and enrollment ○ Review of past and current year budgets ○ Analysis of current staffing, resource allocation, and expenditures	1. ~~By March 1, 2026~~, By March 1st annually the proposed district budget incorporating these aspects shall be submitted to the monitor.
	FF12 1. By ~~June 30, 2026~~, <u>October 30, 2026</u>, the board shall review the following budget policies: ○ #2330 – Compensation and Expense (Adopted, July 12, 2006)	1. By ~~June 30, 2026~~, <u>October 30, 2026</u>, the district shall submit to the monitor resolutions showing board adoption of updated policies.

	○ #4420 – Compensation and Related Benefits (Adopted, July 12, 2006) ○ #5110.2 – Budget Planning and Development (Adopted, July 12, 2006) ○ #5120 – School District Budget Hearing (Adopted, July 12, 2006) ○ #6520 – Workers' Compensation (Adopted, July 12, 2006)	
	FF13 1. By ~~June 30, 2026~~ , <u>June 30, 2027, and annually thereafter</u> , the district shall submit to the monitor resolutions showing board adoption of updated policies.	1. By September 15, 2027, the monitor and the superintendent shall have completed a joint review of the calendar.
	FF14 (Removed) 1. ~~Effective immediately, there will be a Treasurer's report presented monthly to the board.~~	1. ~~The Assistant Superintendent for Business shall provide the monitor monthly with a copy of the Treasurer's report.~~
	FF15 1. By ~~June 1, 2026~~ , <u>December 1, 2026</u> , the district leadership, including the Director of Special	1. By ~~June 1, 2026~~ , <u>December 1, 2026</u> , the superintendent shall provide the monitor with a copy of new Medicaid procedures.

	Education, Assistant Superintendent of Student Support Services, and the Assistant Superintendent for Business, shall review the Medicaid processes, establish a Medicaid Compliance Officer, and develop efficient procedures to appropriately submit Medicaid billing.	
	FF16 (Removed) ~~1. By February 1, 2026, all MOU's, MOA's and contracts shall be collected and be stored with the Board Clerk.~~	~~1. By March 1, 2026, the board clerk shall provide the monitor with an inventory of all MOUs, MOAs, and contracts in her possession.~~
	FF17 1. By November 30, 2026, the Business Office shall plan and develop a long-term facility and grounds plan with a building-by-building schedule for annual on-going repairs.	1. By December 15, 2026, the monitor and the superintendent shall be provided with a copy of the long-term facilities plan. 2. By January 1, 2027, the plan shall be submitted to the board for approval.
	FF18 1. By June 15, 2027, the district shall plan, develop, and implement a long-term financial plan that is a multiyear roadmap that projects revenues and expenditures to ensure the	1. By July 1, 2027, the multiyear plan shall be submitted to the monitor.

	district's financial stability and support its strategic goals. (year 3 & 4)	
	FF19 ~~1. By April 1, 2026, the district leadership along with the Technology Director and district stakeholders shall revise the technology plan to ensure that it enhances all learning, increases student engagement, and improves access to resources for students and teachers.~~ 2. By July 1, 2026, the district shall begin to implement the technology plan.	~~1. By April 1, 2026, the district leadership along with the Technology Director and district stakeholders shall revise the technology plan to ensure that it enhances all learning, increases student engagement, and improves access to resources for students and teachers.~~ 2. By July 1, 2026, the district shall begin to implement the technology plan.

1 Once the board has adopted a strategic plan, the academic improvement and financial plans will be amended by adding goals and outcomes in this column.”