

**BUFFALO PUBLIC SCHOOLS
PUBLIC SCHOOL CHOICE (PSC) CORRECTIVE ACTION PLAN**

Overall Goal: <i>Provide all students who request a Public School Choice (NCLB) transfer an offered seat at a School in Good Standing.</i>			
SCHOOL YEAR	NUMBER OF PSC APPLICATIONS RECEIVED	TOTAL NUMBER OF PROJECTED NEW SEATS ESTABLISHED IN SCHOOLS OF GOOD STANDING	PERCENT OF TRANSFERS GRANTED*
2013-2014	2,110 (actual)	300-500 (estimated)	14-24% (estimated)
2014-2015	2,110 (estimated)	2150 (estimated)	>100% (estimated)

* In 2012-2013 parents declined or did not respond to PSC transfer offers at a rate of approximately 40%. Although not assumed for these projections, such patterns may yield greater rates of interested parents having their transfers granted than are represented in this chart.

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Explain the District’s overall strategy for making Public School Choice available to all eligible students who request Public School Choice. Identify key timelines and milestones in the Public School Choice process for the 2013-2014 school year and beyond.

Goal 1: *Open two (2) new schools; elementary or secondary, as Schools in Good Standing by September, 2014. New schools will be substantively different from typical district schools (i.e., thematic interest-based schools, charter schools, annexes to Schools in Good Standing).*

Increased Additional Seat Capacity Beyond Estimated Annual Vacancies of Approximately 200 Seats:
1200 (2014-15)

Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
Receive consensus from the BOE in committee and determine available buildings; to publish RFPs for EPOs, district-sponsored, and independent charters; to consider thematic interest-based schools (i.e., arts, medical professions, vocational, etc.); or to consider new annexes to Schools in Good Standing.	September, 2013	September, 2013	BOE Committee Agenda	Superintendent	
Convene applicable labor bargaining units to facilitate an orientation to the new school opening	October, 2013	October, 2013	Meeting Agenda/Minutes reflecting specific discussion regarding past practices and identifying issues requiring resolution	Director of Labor Relations Chief of Talent Management	

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Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
process.				Chief of Strategic Alignment & Innovation Chief of Curriculum, Assessment & Instruction	
Analyze associated physical plant costs for re-opening a closed school site and request guidance from NYSED on attaining maximum reimbursement levels for capital improvements.	October, 2013	October, 2013	Published costs estimates	Chief Financial Officer Executive Director Plant Services Technical assistance/presentation from NYSED	
Conduct review of potential facilities for compliance with the Americans with Disabilities Act	October, 2013	October, 2013	ADA Checklist	Executive Director Plant Services	
Confirm that the Facilities Planning Department (SED) will provide building aid for capital costs associated with the opening of new school buildings as annexes of Schools in Good Standing or new charter or traditional	October, 2013	October, 2013	Written confirmation from SED	Chief Financial Officer	

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Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
public schools.					
Confirm with NYSED the procedure to execute building lease agreements between charter schools and the school district where a potential provider provides lease payments to the district.	October, 2013	October, 2013	Written communication from SED	Executive Director Plant Services Chief Financial Officer	
Summarize associated operations costs and reimbursement levels (transportation, food services, maintenance, etc.) associated with re-opening a closed school sites.	September, 2013	October, 2013	Published cost estimates	Chief Financial Officer Technical assistance/presentation from NYSED	
Prioritize geographic areas in City of Buffalo that may benefit from opening of a school site. Use current PSC applicant ZIP Code data as the methodology to	October, 2013	October, 2013	Published ZIP Code PSC analysis	Executive Director Plant Services Chiefs of School Leadership Chief Financial Officer	

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consider potential locations.					
If new schools are to be annexes of existing Schools in Good Standing, identify such schools and the potential facilities suitable for the partnership.	October, 2013	October, 2013	List of Schools in Good Standing and Map of potential associated school sites BOE Minutes on annex discussion	Superintendent Executive Director Plant Services Chiefs of School Leadership Chief Financial Officer	
Begin monthly debriefing meetings with NYSED staff to assess progress in activity implementation.	October, 2013		Meeting minutes	Cabinet Members, Superintendent	
Use weekly Division Heads meetings to establish a trouble-shooting process by which Cabinet members describe, problem-solve, and remediate any barriers to activity implementation. The meetings shall also be used to summarize progress on activity completion.	October, 2013		Meeting Agendas	Cabinet Members	

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Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
If schools are to be new schools unassociated as an annex with current Schools in Good Standing, publish RFPs for EPO, district-sponsored, and independent charter school governance of potential new schools.	October, 2013	October, 2013	Request for Proposals	Chief of Curriculum, Assessment & Instruction Chief Financial Officer	
Analyze staffing requirements and costs for selected program type and location.	October, 2013	December, 2013	Published cost estimates	Chief of Talent Management Chiefs of School Leadership Chief Financial Officer	
Conduct review of RFP responses with an established rubric.	November, 2013	November, 2013	Summary of RFP submissions and scores for applicants	Chief of Curriculum, Assessment & Instruction Chief of Strategic Alignment & Innovation Director of Purchase	

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Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
Submit to BOE recommendations as a result of proposal review and determine options for school model best suited for potential openings (EPO, charter, traditional, annexes to Schools in Good Standing).	December, 2013	December, 2013	Written recommendations submitted to the BOE	Superintendent	
Obtain Board of Education approval for the re-opening of two school sites, elementary or secondary.	November, 2013	November, 2013	BOE Meeting Minutes reflecting approval of specific school site selections	Superintendent	
Obtain Board of Education approval for the selected model for the school (EPO, charter, annex, traditional) for the 2014-2015 school year.	November, 2013	December, 2013	BOE Meeting Minutes reflecting approval of instructional framework proposal (EPO, charter, traditional)	Superintendent	
If either of the new schools are charter schools, assure compliance with established NYSED timelines and	November, 2013	December, 2013	Completed documentation	Chief of Strategic Alignment & Innovation Chief of Curriculum, Assessment & Instruction	

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Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
complete applicable documentation pursuant to Sections 2851 and 2852.					
If a new school is a charter school, utilize charter school pre-opening documents and support as a guide.	November, 2013	December, 2013	Applicable NYSED Guidance Documents	Chiefs of School Leadership Chief of Strategic Alignment & Innovation Chief of Curriculum, Assessment & Instruction	
Complete all required NYSED new school registration documentation	January, 2014	January, 2014	Completed registration materials	Office of Shared Accountability	
Recruit and hire new principals for new schools who are either current principals of Schools in Good Standing or who have validated successful experience in school turnaround. Assemble diverse interview teams that include (in addition to required members) parents,	November, 2013	January, 2014	Job posting and BOE appointment	Chief of Talent Management Chiefs of School Leadership	

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Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
students, teachers, and community members.					
Convene appropriate administrators, including school principals, to identify capital improvement needs necessary to accommodate the new educational programs at the schools	December, 2013	January, 2014	Plant checklist	School Principals Executive Director Plant Services Chiefs of School Leadership	
Create a staffing matrix assuring that more than 50% of potential teachers are new to the school district with validated experience in effective instruction. Assemble diverse interview teams that include (in addition to required members) parents, students, teachers, and community members.	December, 2013	January, 2014	Job posting	School Principals Chief of Talent Management Chiefs of School Leadership Chief of Curriculum, Assessment & Instruction	

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Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
Select a Common Core-aligned curriculum that, if the school is an annex to a School in Good Standing, is consistent with the curriculum framework of that school; if a new school, ensure that curriculum is validated to have resulted in successful outcomes for students.	January, 2014	February, 2014	Selected curriculum scope and sequence	Chief of Curriculum, Assessment & Instruction	
Develop a professional development sequence for administrators, teaching staff, and paraprofessionals that develops expertise in the selected curriculum, multi-tiered student support frameworks currently used in the school district, and parent engagement protocols.	February, 2014	February, 2014	Professional development schedule with course topics and assigned trainers	Chief of Curriculum, Assessment & Instruction Chiefs of School Leadership Chief of Student Support Services	

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Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
Conduct community meetings at identified sites to share and gather input for a successful transition to a new school/model (EPO, charter, traditional), sponsored by parent leader groups of the school (PTO, PTA) and district (DPCC, SEPAC, MEAC).	February, 2014	March, 2014	Presentation Materials	Chiefs of School Leadership	
Implement school enrollment protocol with successful school partner including total potential enrollment, possible use of a lottery, reserved seats for PSC, and established percentages of assigned seats for bilingual/ELL and special education students.	February, 2014	February, 2014	Written enrollment protocol	Chiefs of School Leadership Chief of Curriculum, Assessment & Instruction Chief Financial Officer Chief of Student Support Services	
Utilize the District CSE Manual to guide any protocols	January, 2014	February, 2014	CSE Manual; written procedures for new schools	Chief of Curriculum, Assessment & Instruction	

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Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
related to assignment of students with disabilities. Such items include procedures for establishing a change in placement, assignment of related services, assurance of special transportation, and the implementation of established district procedures for CSE meetings.				Special Education Directors	
Determine staffing allocation for special education levels of service provided at the schools. Such levels may include all established services described in the District CSE Manual including special class programs.	January, 2014	February, 2014	CSE Manual; written procedures for new schools; staffing matrix	Chief of Curriculum, Assessment & Instruction Special Education Directors Chief Financial Officer	
Determine appropriate staffing levels for Student	January, 2014	February, 2014	District Code of Conduct; CSE Manual; Budget allocation	Chief of Student Support Special Education	

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Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
Support Teams that assure capacity to conduct required district protocols for multi-tiered intervention services and Committee on Special Education procedures.				Directors Chief of Curriculum, Assessment & Instruction Chief Financial Officer	
Establish a professional development sequence using SESIS staff that includes effective instructional strategies for SWDs exposed to the established curriculum of the schools and effective implementation of multi-tiered student support measures available to all students.	February, 2014	February, 2014	Professional development schedule with course topics and assigned trainers; Budget allocation	Chief of Curriculum, Assessment & Instruction Chiefs of School Leadership Chief of Student Support Services Directors of Special Education SEGIS Trainers	
Establish service levels for ELL students to be enrolled in the schools, including assessments of	January, 2014	February, 2014	Staffing matrix; Budget allocation	Chief of Curriculum, Assessment & Instruction Chiefs of School Leadership	

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appropriate space and staffing levels.				Executive Director of Plant Services Chief Financial Officer	
Establish a professional development sequence using Department of Multi-lingual Education staff that includes effective instructional strategies for ELL students exposed to the established curriculum of the schools and effective implementation of multi-tiered student support measures available to all students.	February, 2014	February, 2014	Professional development schedule with course topics and assigned trainers; Budget allocation	Chief of Curriculum, Assessment & Instruction Chiefs of School Leadership Chief of Student Support Services Director of Multilingual Education	
Develop school start-up action plan that provides a timeline and summary of comprehensive school start-up requirements for the hiring schedule,	January, 2014	February, 2014	Written action plan including timelines, start-up requirements for hiring, schedule, plant requirements, and professional development	Chiefs of School leadership	

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Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
plant requirements, and professional development.					
Obtain necessary occupancy certificates, fire inspections, permits and approvals for alterations from appropriate agencies (City of Buffalo, SED Facilities Planning).	February, 2014	February, 2014	Documents (permits, approvals, etc.)	Executive Director Plant Services	
Identify all furnishing, equipment, and technology needs and include in the prepared district budget	February, 2014	February, 2014	School space plan	Executive Director of Plant Services Chief Financial Officer	
Include established costs in 2014-2015 budget proposal.	January, 2014	April, 2014	Proposed Budget	Chief Financial Officer	
Implement student enrollment protocol and assignment process that includes regular choice application, possible use of lottery, and establishes reserved seats for upcoming	February, 2014	February, 2014	Parent applications, district materials	Chief of Student Support Services	

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PSC transfers, and special populations such as bilingual/ESL and special education students.					
Complete all staff hiring and Board instructional change recommendations in preparation for the proposed 2014-2015 district budget.	March, 2014	April, 2014	Board recommendations	Principal Chiefs of School Leadership Chief of Talent Management	
Upon approval of district budget, begin staff orientation including reviews of summer professional development and student enrichment services implemented at the new schools.	May, 2014	June, 2014	Written schedule of professional development and Board recommendations for summer staff work Budget allocations	Principal Chief of Curriculum, Assessment & Instruction Chiefs of School Leadership Chief of Talent Management	
Schedule parent and community welcome orientation at new school prior to launch of summer programming	May-June, 2014	June-July, 2014	Parent materials	Principal Chiefs of School Leadership Superintendent	
Launch of new schools.	July 1, 2014			District administrators, school staff, parents, Board	

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Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
				of Education members	
Commence planning to identify potential new schools, charter openings, or annexes for the 15-16 school year to address increases in transfer requests unmet for the 14-15 school year.	August, 2014	September, 2014	Division Head Agendas	District Administrators	

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Goal 2: *Close/Reopen at least one under-enrolled and under-achieving Priority elementary school and one under-enrolled and under-achieving Priority secondary school and reopen them as Schools in Good Standing by September, 2014. Re-opened schools will be substantively different from typical district schools (i.e., thematic interest-based schools, charter schools, annexes to Schools in Good Standing).*

Increased Additional Seat Capacity Beyond Estimated Annual Vacancies of Approximately 200 Seats:
600 (2014-15)

Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
Receive consensus from the BOE in committee to begin providing information to the workforce and public on the facts about school closure/re-open.	October, 2013	October, 2013	BOE Committee Agenda	Superintendent	
Convene applicable labor bargaining units to facilitate an orientation to the school closure/re-open process.	October, 2013	October, 2013	Meeting Agenda/Minutes reflecting specific discussion regarding past practices and identifying issues requiring resolution	Director of Labor Relations Chief of Strategic Alignment & Innovation Chief of Curriculum, Assessment & Instruction Chief of Talent Management	

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Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
Begin monthly debriefing meetings with NYSED staff to assess progress in activity implementation.	October, 2013		Meeting minutes	Cabinet members, Superintendent	
Use weekly Division Heads meetings to establish a trouble-shooting process by which administrators describe and remediate any barriers to activity implementation. The meetings shall also be used to summarize progress on activity completion.	October, 2013		Meeting Agendas	Cabinet members	
Conduct community meetings at identified sites to share and gather input for a successful transition to a new school/model (EPO, charter, traditional), sponsored by parent leader groups of the school (PTO, PTA) and district (DPCC,	October, 2013	October, 2013	Meeting Agendas	Superintendent Chiefs of School Leadership Chief of Strategic Alignment & Innovation Chief of Curriculum, Assessment & Instruction Technical	

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Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
<p>SEPAC, MEAC). Discuss the facts regarding closure/re-open, the curricular-instructional implications, including the use of EPOs and charter schools, thematic interest-based schools (i.e., arts, medical professions, vocational, etc.) or new annexes to existing Schools in Good Standing and the importance of school/neighborhood identity retention throughout the proposal process.</p>				<p>assistance/presentation from NYSED</p>	
<p>Establish a methodology for identifying schools that may potential be closed and re-opened. The criteria for such closures will be based on academic achievement trends over time;</p>	<p>October, 2013</p>	<p>October, 2013</p>	<p>Results of validated data analysis, using multiple measures (e.g. attendance, suspension, academic achievement, rate of SWD and ELL, drop-out, etc.) will produce a list of potential schools for closure.</p>	<p>Office of Shared Accountability Chief of Curriculum, Assessment & Instruction Chiefs of School Leadership</p>	

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Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
particularly how such trends have remained intractably unaffected by district or NYSED interventions.					
Identify and gain BOE approval for closing and re-opening buildings.	October, 2013	October, 2013	BOE meeting minutes reflecting the identification of specific schools selected for closure	Superintendent of Schools	
Confirm that the Facilities Planning Department (SED) will provide building aid for capital costs associated with the opening of new school buildings as annexes of Schools in Good Standing or new charter or traditional public schools.	October, 2013	October, 2013	Written confirmation from SED	Chief Financial Officer	
Summarize associated operations costs and reimbursement levels (transportation, food services, maintenance, etc.) associated with re-	September, 2013	October, 2013	Published cost estimates	Chief Financial Officer Technical assistance/presentation from NYSED	

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opening a closed school sites.					
Pursuant to NYSED requirements, complete the NYSED Educational Impact Form to create a school impact statement and address matters related to how the community and stakeholders will be affected by school closure.	October, 2013	November, 2013	Completed documentation	Office of Shared Accountability Chief of Curriculum, Assessment & Instruction Chiefs of School Leadership	
Convene stakeholders potentially affected by closures (parents, students, principals, teachers, staff, community). Discuss potential use of EPOs and charters.	October, 2013	November, 2013	Agendas, minutes, handouts	Chiefs of School Leadership	
Publish RFPs for EPO, district-sponsored, or independent charter school governance of potential new schools.	October, 2013	November, 2013	Request for Proposals	Chief of Curriculum, Assessment & Instruction Chief Financial Officer	

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Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
Conduct review of RFP responses with an established rubric.	November, 2013	November, 2013	Rubric Review; Summary of RFP process, including scores for applicants	Chief of Curriculum, Assessment & Instruction Chief of Strategic Alignment & Innovation	
Submit recommendations for BOE Review of proposals and determine options for school model best suited for potential re-openings (EPO, charter, traditional)	December, 2013	January, 2014	Written recommendations submitted to BOE	Superintendent	
Obtain Board of Education approval for the closure and reopening of one Priority elementary or secondary school for the September, 2014-2015 school year and one Priority elementary or secondary school for the 2015-2016 school year as EPO schools, charter schools, thematic interest-based schools (i.e., arts,	January, 2014	January, 2014	BOE Meeting Minutes reflecting the approval of specific schools scheduled for closure and the instructional reinvention prepared for the re-opening of the schools (EPO or charter).		

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medical professions, vocational, etc.) or new annexes to existing Schools in Good Standing					
Implement school enrollment protocol including total potential enrollment, priority for current students, reserved seats for PSC, and established seats for bilingual/ESL and special education students.	January, 2014	January, 2014	Presentation Materials	Chiefs of School Leadership Chief of Curriculum, Assessment & Instruction Chief Financial Officer Chief of Student Support Services	
Complete all required NYSED new school registration documentation	January, 2014	January, 2014	Completed registration materials	Office of Shared Accountability	
Complete all required NYSED school closure documentation	January, 2014	January, 2014	Completed closure materials	Office of Shared Accountability	
Dependent on which option is selected by the Board of Education, create applicable postings, interview schedules for potential 2014-	January, 2014	February, 2014	District Postings	Chief of Talent Management	

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2015 staffing of new school.					
Recruit new principals for new schools who are either current principals of Schools in Good Standing or who have validated successful experience in school turnaround. Assemble diverse interview teams that include (in addition to required members) parents, students, teachers, and community members.	January, 2014	January, 2014	Job posting and BOE appointment	Chief of Talent Management Chiefs of School Leadership	
Create a staffing matrix assuring that more than 50% of potential teachers are new to the school district with validated experience in effective instruction. Assemble diverse interview teams that include (in addition	February, 2014	February, 2014	Job posting	School Principals Chief of Talent Management Chiefs of School Leadership Chief of Curriculum, Assessment & Instruction	

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to required members) parents, students, teachers, and community members.					
Convene appropriate administrators, including school principals, to identify capital improvement needs necessary to accommodate the new educational programs at the schools	February, 2014	February, 2014	Plant checklist	School Principals Executive Director Plant Services Chiefs of School Leadership	
Include established costs in 2014-2015 budget proposal	January, 2014	April, 2014	Proposed Budget	Chief Financial Officer	
If either of the re-opened schools are charter schools, assure compliance with established NYSED timelines and complete applicable documentation pursuant to Sections 2851 and 2852.	February, 2014	February, 2104	Completed documentation	Chief of Strategic Alignment & Innovation Chief of Curriculum, Assessment & Instruction	
If a re-opened school is a charter school,	February, 2014	February, 2014	Applicable NYSED Guidance Documents	Chiefs of School Leadership	

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utilize charter school pre-opening documents and support as a guide.				Chief of Strategic Alignment & Innovation Chief of Curriculum, Assessment & Instruction	
Implement student enrollment protocol and assignment process that includes regular choice applications to other schools, possible use of lottery, and establishes reserved seats for upcoming PSC transfers and established percentages of assigned special populations such as bilingual/ESL and special education students.	February, 2014	February, 2014	Parent applications, district materials	Chief of Student Support Services	
Utilize the District CSE Manual to guide any protocols related to assignment of students with disabilities. Such items include	February, 2014	February, 2014	CSE Manual; written procedures for new schools	Chief of Curriculum, Assessment & Instruction Special Education Directors	

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procedures for establishing a change in placement, assignment of related services, assurance of special transportation, and the implementation of established district procedures for CSE meetings.					
Determine staffing allocation for special education levels of service provided at the schools. Such levels may include all established services described in the District CSE Manual including special class programs.	January, 2014	February, 2014	CSE Manual; written procedures for new schools; staffing matrix; budget allocation	Chief of Curriculum, Assessment & Instruction Special Education Directors Chief Financial Officer	
Determine appropriate staffing levels for Student Support Teams that assure capacity to conduct required district protocols for multi-tiered intervention services	January, 2014	February, 2014	District Code of Conduct; CSE Manual; Budget allocation	Chief of Student Support Special Education Directors Chief of Curriculum, Assessment & Instruction Chief Financial Officer	

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and Committee on Special Education procedures.					
Establish a professional development sequence using SESIS staff that includes effective instructional strategies for SWDs exposed to the established curriculum of the schools and effective implementation of multi-tiered student support measures available to all students.	February, 2014	February, 2014	Professional development schedule with course topics and assigned trainers; Budget allocation	Chief of Curriculum, Assessment & Instruction Chiefs of School Leadership Chief of Student Support Services Directors of Special Education SE SIS Trainers	
Establish service levels for ELL students to be enrolled in the schools, including assessments of appropriate space and staffing levels.	January, 2014	February, 2014	Staffing matrix; Budget allocation	Chief of Curriculum, Assessment & Instruction Chiefs of School Leadership Executive Director of Plant Services Chief Financial Officer	
Establish a professional	February, 2014	February, 2014	Professional development schedule and timelines with	Chief of Curriculum, Assessment & Instruction	

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development sequence using Department of Multi-lingual Education staff that includes effective instructional strategies for ELL students exposed to the established curriculum of the schools and effective implementation of multi-tiered student support measures available to all students.			course topics and assigned trainers; Budget allocation	Chiefs of School Leadership Chief of Student Support Services Director of Multilingual Education	
Ensure that SWDs and ELL students are not displaced through the closure/re-opening process unless parents have participated at their discretion in optional school choice opportunities.	February, 2014	February, 2014	Written communication to parents	Directors of Special Education Director of Multi-lingual Education	
Select a Common Core-aligned curriculum that, if the school is an	February, 2014	February, 2014	Selected curriculum scope and sequence	Chief of Curriculum, Assessment & Instruction	

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Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
annex to a School in Good Standing, is consistent with the curriculum framework of that school; if a new school is validated to have resulted in successful outcomes for students.					
Develop a professional development sequence for administrators, teaching staff, and paraprofessionals that develops expertise in the selected curriculum, multi-tiered student support frameworks currently used in the school district, and parent engagement protocols.	February, 2014	February, 2014	Professional development schedule with course topics and assigned trainers; Budget allocation	Chief of Curriculum, Assessment & Instruction Chiefs of School Leadership Chief of Student Support Services	
If applicable for re-opened schools, obtain necessary occupancy certificates, fire inspections, permits	February, 2014	March, 2014	Documents	Executive Director Plant Services	

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and approvals for alterations from appropriate agencies (City of Buffalo, SED Facilities Planning).					
Identify all furnishing, equipment, and technology needs and include in the prepared district budget.	February, 2014	February, 2014	School space plan	Executive Director of Plant Services	
Complete all staff hiring and Board recommendations in preparation for the proposed 2014-2015 district budget.	March, 2014	April, 2014	Board recommendations	Principal Chiefs of School Leadership Chief of Talent Management	
Upon approval of district budget, begin staff orientation including reviews of summer professional development and student enrichment services implemented at the re-opened schools.	May, 2014	June, 2014	Written schedule of professional development and Board recommendations for summer staff work	Principal Chiefs of School Leadership Chief of Talent Management	
Schedule parent and community welcome	May-June, 2014	June-July, 2014	Parent materials	Principal	

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orientation at re-opened schools prior to launch of summer programming.				Chiefs of School Leadership Superintendent	
Launch of re-opened schools.	July 1, 2014			District administrators, school staff, parents, Board of Education members	
Commence planning to identify potential closures/reopenings for the 15-16 school year to address increases in transfer requests unmet for the 14-15 school year.	July-August, 2014	September, 2014	Division Head Agendas	Cabinet members	

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Goal 3: *Create a school-within-a-school or multiple programs as annexes to Schools in Good Standing by the 2015-2016 school year under the leadership of principals of Schools in Good Standing that include options for English Language Learners and Students with Disabilities.*

Increased Additional Seat Capacity Beyond Estimated Annual Vacancies of Approximately 200 Seats:
300 (2015-16)

Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
Research current best practices for School-Within-A-School models (i.e., New York, Chicago).	September, 2014	November, 2014	Sample District Program Materials Current Research	Chief of Strategic Alignment & Innovation	
Identify schools that may become potential hosts for school-within-a-school frameworks. The methodology/criteria will be based on academic achievement strengths of the host school over time, including the recognized strengths of the professional staff in place at the host school.	October, 2014	October, 2014	Checklist of Academic Achievement trend data and applied interventions	Office of Shared Accountability Chief of Curriculum, Assessment & Instruction Chiefs of School Leadership Chief of Talent Management	
Evaluate the number	October,	October,	Documented waiting lists	Superintendent	

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Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
of students appearing on waiting lists for criteria-based schools and consider additional annexes of the school-within-a-school model for those schools	2014	2014		Chiefs of School Leadership Chief of Student Support	
Convene applicable labor bargaining units to facilitate an orientation to the new school opening process.	October, 2014	October, 2014	Meeting Agenda/Minutes reflecting specific discussion regarding past practices and identifying issues requiring resolution	Director of Labor Relations Chief of Strategic Alignment & Innovation Chief of Curriculum, Assessment & Instruction	
Confirm that the Facilities Planning Department (SED) will provide building aid for capital costs associated with the opening of new school-within-a-school program or as annexes of Schools in Good Standing, charter schools, thematic interest-based schools (i.e., arts, medical	October, 2014	October, 2014	Written confirmation	Chief Financial Officer	

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Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
professions, vocational, etc.), or annexes to Schools in Good Standing.					
Include in current monthly debriefing meetings with NYSED staff updates on this goal.	October, 2014	October, 2014	Meeting minutes	Cabinet members, Superintendent	
Use weekly Division Heads meetings to establish a troubleshooting process by which administrators describe, problem-solve, and remediate any barriers to activity implementation. The meetings shall also be used to summarize progress on activity completion.	October, 2014	October, 2014	Meeting Agendas and minutes relative to PSC plan work	Cabinet members	
Convene interested community partners for a facilitated discussion on their experience and/or recommendations for the school district.	November, 2014	November, 2014	Meeting Agendas/Minutes reflecting recommendations from partners	Chief of Student Support Services Chief of Strategic Alignment & Innovation	
Convene	November,	November,	Meeting Agendas/Minutes	Chief of Strategic	

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Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
school/district parent leaders (i.e., PTO, PTA, DPCC, MEAC, SEPAC, etc.) to review exploratory findings, best practices, receive feedback, and gauge interest in participating in proposal development.	2014	2014	reflecting discussions and interest/participation among parents for the proposal, and issues of concern to parents	Alignment & Innovation	
Conduct Focus Groups of parents, students, teachers, and administrators to identify critical elements for consideration by planning groups and responsible parties, and the BOE.	November, 2014	November, 2014	Focus Group Outcome Reports	Chief of Student Support Services	
Compose preliminary draft proposal to create a school-within-a-school for the 2015-2016 school year including cost analysis.	November, 2014	November, 2014	Proposed Draft	Chief of Strategic Alignment & Innovation Chief of Curriculum, Assessment & Instruction Director of Labor Relations Chief Financial Officer	

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Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
Review labor relations considerations and provide Superintendent and BOE with assessment of contractual considerations.	November, 2014	November, 2014	Memorandum	Director of Labor Relations Superintendent	
Obtain BOE approval for proposed location of shared facility or annex.	November, 2014	November, 2014	Meeting Agenda		
Convene administrative work group to identify barriers to proposal, costs, and operations requirements such as facilities alterations, transportation, and hours of operation.	December, 2014	December, 2014	Meeting Agenda/Minutes reflecting specific discussion on operational matters and costs		
Recruit new principal for new schools who is either a current principal of a School in Good Standing or who has validated successful experience in school turnaround.	December, 2014	January, 2015	Job posting and BOE appointment (January)	Chief of Talent Management Chiefs of School Leadership	

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Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
Assemble diverse interview teams that include (in addition to required members) parents, students, teachers, and community members.					
Convene appropriate administrators, including the school principal, to create a facilities sharing plan necessary to accommodate the new educational program at the host school.	January, 2015	February, 2015	Plant checklist and facilities sharing plan	Principal Executive Director Plant Services Chiefs of School Leadership Chief of Curriculum, Assessment & Instruction	
If a distinct BEDS Code is recommended, complete and submit required NYSED documentation for new school registration.	January, 2015	February, 2015	Documentation	Office of Shared Accountability	
Create a staffing matrix assuring that more than 50% of potential teachers are new to the school	January, 2015	February, 2015	Job posting	Principal Chief of Talent Management	

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Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
district with validated experience in effective instruction. Assemble diverse interview teams that include (in addition to required members) parents, students, teachers, and community members.				Chiefs of School Leadership Chief of Curriculum, Assessment & Instruction	
Utilize SESIS and Department of Multilingual Education staff to validate the proposed Common Core aligned curriculum as effective for special populations.	January, 2015	February, 2015	Selected curriculum scope and sequence	Principal Chief of Curriculum, Assessment & Instruction Chiefs of School Leadership Special Education Directors/SEIS Director of Multilingual Education	
Select a Common Core-aligned curriculum that is aligned with the curriculum of the host School in Good Standing or, if a new	February, 2015	March, 2015	Selected curriculum scope and sequence	Principal Chief of Curriculum, Assessment & Instruction Chiefs of School Leadership	

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Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
curriculum, is validated to have resulted in successful outcomes for students.					
Utilize the District CSE Manual to guide any protocols related to assignment of students with disabilities. Such items include procedures for establishing a change in placement, assignment of related services, assurance of special transportation, and the implementation of established district procedures for CSE meetings.	February, 2015	February, 2015	CSE Manual; written procedures for new schools	Chief of Curriculum, Assessment & Instruction Special Education Directors	
Determine staffing allocation for special education levels of service provided at the schools. Such levels may include all established services described in the District CSE	February, 2015	February, 2015	CSE Manual; written procedures for new schools; staffing matrix; budget allocation	Chief of Curriculum, Assessment & Instruction Special Education Directors Chief Financial Officer	

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Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
Manual including special class programs.					
Establish sufficient space for related services providers and other itinerant support staff.	February, 2015	February, 2015	Plant Services Space Plan	Principal Executive Director of Plant Services Special Education Director	
Determine appropriate staffing levels for Student Support Teams that assure capacity to conduct required district protocols for multi-tiered intervention services and Committee on Special Education procedures.	February, 2015	February, 2015	District Code of Conduct; CSE Manual; budget allocation	Chief of Student Support Special Education Directors Chief of Curriculum, Assessment & Instruction Chief Financial Officer	
Establish a professional development sequence using Department of Multi-lingual Education staff that includes effective instructional strategies for ELL	February, 2015	February, 2015	Professional development schedule with course topics and assigned trainers; budget allocation	Chief of Curriculum, Assessment & Instruction Chiefs of School Leadership Chief of Student Support Services Director of Multilingual	

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Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
students exposed to the established curriculum of the schools and effective implementation of multi-tiered student support measures available to all students.				Education	
Establish a professional development sequence using SESIS staff that includes effective instructional strategies for SWDs exposed to the established curriculum of the schools and effective implementation of multi-tiered student support measures available to all students.	February, 2015	February, 2015	Professional development schedule with course topics and assigned trainers; budget allocation	Chief of Curriculum, Assessment & Instruction Chiefs of School Leadership Chief of Student Support Services Directors of Special Education SEGIS Trainers	
If applicable for annex or school-within-a-school arrangements, obtain necessary occupancy certificates, fire	February, 2015	March, 2015	Documents (permits, certificates, etc.)	Executive Director Plant Services	

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Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
inspections, permits and approvals for alterations from appropriate agencies (City of Buffalo, SED Facilities Planning).					
Identify all furnishing, equipment, and technology needs and include in the prepared district budget	February, 2015	February, 2015	School space plan; Budget allocation	Executive Director of Plant Services	
Complete all staff hiring and Board instructional change recommendations in preparation for the proposed 2014-2015 district budget.	February, 2015	April, 2015	Board recommendations	Principal Chiefs of School Leadership Chief of Talent Management	
Upon approval of district budget, begin staff orientation including reviews of summer professional development and student enrichment services at new annex or school-within-a-school.	May, 2015	June, 2015	Written schedule of professional development and Board recommendations for summer staff work	Principal Chiefs of School Leadership Chief of Talent Management	
Schedule parent and	May-June,	June-July,	Parent materials	Principal	

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Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
community welcome orientation prior to launch of summer programming.	2015	2015		Chiefs of School Leadership Superintendent	
Launch of school program.	July 1, 2015			District administrators, school staff, parents, Board of Education members	
Commence planning to identify potential additional annexes or schools-within-schools for the 15-16 school year to address increases in transfer requests unmet for the 14-15 school year.	August, 2015	September, 2015	Division Head Agendas	District Administrators	

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Goal 4: *Establish a specific percentage of reserved seats available after the district's regular choice application process is concluded exclusively for general education and integrated special education PSC transfer students at Schools in Good Standing, including criteria-based schools for PSC students who apply and meet individual school admissions criteria.*

Increased Additional Seat Capacity Beyond Estimated Annual Vacancies of Approximately 200 Seats:
100 (2014-15)
100 (2015-16)

Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
Convene Principals of Schools in Good Standing in a facilitated discussion about establishing reserved classroom seats for PSC transfer applicants. Although PSC students apply to Schools in Good Standing and criteria-based schools through the regular transfer and application processes started in October of each year, these processes are insufficient to	To coincide with timeline for Goal 1		Meeting Agenda and Minutes reflecting discussion on the requirement to create capacity for PSC students and the expectation to provide seats for under-represented student populations in criteria-based schools	Chief of Curriculum, Assessment & Instruction Chief of Student Support Services Chiefs of School Leadership	

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Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
<p>provide adequate access to such programs by students in under-performing schools. Reserved seats will be established for schools so that an additional opportunity to provide PSC access to such schools is provided.</p>					
<p>Utilize the District CSE Manual to guide any protocols related to assignment of students with disabilities. Such items include procedures for establishing a change in placement, assignment of related services, assurance of special transportation, and the implementation of established</p>	<p>September, 2013</p>		<p>District CSE Manual</p>	<p>Chief of Curriculum, Assessment & Instruction Directors of Special Education</p>	

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Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
district procedures for CSE meetings.					
Establish indices for reserved PSC seats that address proposed percentages, standardized or individual school percentages; inclusive of a written description of the indices for inclusion in the schools Admissions Criteria Template.	September, 2013	December, 2013	Meeting minutes specifying numbers of PSC seats to be reserved and action steps assuring access for under-represented student populations; Written established criteria for Admissions	Chief of Student Support Services Chiefs of School Leadership	
Continue an enrollment rate stabilization process that limits SWD rates at schools over the district average (18.1% in 2012-13) to their prior rate and suspends new enrollments unless extenuating circumstances exist for an individual student.	October, 2013		Office of Shared Accountability Enrollment Reports	Chief of Curriculum, Assessment & Instruction Chief of Student Support Services Chiefs of School Leadership Office of Shared Accountability	
Include in current	October,		Meeting minutes		

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Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
monthly debriefing meetings with NYSED staff updates on this goal.	2013		Meeting minutes		
Use weekly Division Heads meetings to establish a trouble-shooting process by which administrators describe and remediate any barriers to activity implementation. The meetings shall also be used to summarize progress on activity completion.	October, 2013		Meeting Agendas		
Obtain Board of Education approval on any changes.	March, 2014	March, 2014			

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Goal 5: *Collaborate with area school districts immediately to establish seats available to Buffalo PSC transfer students no later than September 2014.*

Increased Additional Seat Capacity Beyond Estimated Annual Vacancies of Approximately 200 Seats:
TBD

Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
Inform area districts of BPS desire to enter into choice agreements and provide invitation to a meeting facilitated by Erie 1 BOCES to occur prior to the first day of school.	August, 2013	August, 2013	Letter of Invitation to area superintendents	Superintendent Executive Assistant to Superintendent	
Seek technical assistance from NYSED on established practices.	September, 2013	October, 2013	Communication (memoranda, email, etc.)	General Counsel Chief Financial Officer NYSED Technical Assistance	
Receive support from Erie 1 BOCES to facilitate a dialogue with area suburban school districts.	September, 2013	September, 2013	Written communication between the district and suburban school district(s) and BOCES	General Counsel Chief Financial Officer NYSED Technical Assistance	<u>Meeting scheduled for 8:15am, 9/26/13</u>

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Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
Determine transportation arrangements, state aid, and fiscal implications.	September, 2013	September, 2013	Written communication between NYSED, districts, and BPS	Chief Financial Officer Executive Director of Operations	
Update BOE.	October, 2013	October, 2013	BOE Committee Agenda	General Counsel	
Develop protocol and contracts for launching inter-district collaboration (i.e., RFPs, MOUs, etc.) for 2013-2014.	October, 2013	October, 2013	Written protocol	Chief of Curriculum, Assessment & Instruction General Counsel Chief Financial Officer	
Identify for parents which available seats exist in suburban districts and offer seats until filled	October, 2013		PSC Offer Roster	Chief of Student Support	
Include in current monthly debriefing meetings with NYSED staff updates on available seats in suburban districts.	October, 2013		Meeting minutes	Cabinet Members, Superintendent	
Use weekly Division Heads meetings to establish a trouble-shooting process	October, 2013		Meeting Agendas	Cabinet Members	

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Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
by which administrators describe and remediate any barriers to activity implementation. The meetings shall also be used to summarize progress on activity completion.					
Assess vacated seats in Priority and Focus schools to determine school consolidation potential in under-enrolled schools	November, 2013		Plant Department space plans and OSA enrollment data	Chief Financial Officer Chiefs of School Leadership Superintendent	

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Goal 6: *Increase bilingual/ESL student seats at current Schools in Good Standing based on demand; in addition to newly created seats established in Goals 1-2.*

Increased Additional Seat Capacity Beyond Estimated Annual Vacancies of Approximately 200 Seats:
50 (2014-15)

Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
Complete inventory of available classroom spaces not currently used for student instruction at Schools in Good Standing.	September, 2013	October, 2013	Published Inventory	Executive Director of Plant Services Chiefs of School Leadership	
Convene the district's Multilingual Education Advisory Committee (MEAC/official committee of the Board of Education) under Director of Multilingual Education, to establish goals, progress targets, and measurement strategies to make specific recommendations for Superintendent review.	September, 2013	December, 2013	Meeting minutes reflecting a discussion on the expected outcomes for developing classroom space for ESL/Bilingual students in Schools of Good Standing	Chief of Curriculum, Assessment & Instruction Director of Multilingual Education	
Include in current	October,		Meeting minutes	District Administrators,	

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Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
monthly debriefing meetings with NYSED staff updates.	2013			Superintendent	
Use weekly Division Heads meetings to establish a trouble-shooting process by which administrators describe and remediate any barriers to activity implementation. The meetings shall also be used to summarize progress on activity completion.	October, 2013		Meeting Agendas	District Administrators	
Complete financial audit of proposed recommendations considering plant costs such as furniture and instructional equipment.	January, 2014	January, 2014	Published cost estimate	Executive Director of Plant Services	
Complete cost estimate of FTE budget re-allocations including certified teaching staff and paraprofessionals.	January, 2014	January, 2014	Published cost estimate	Chief Financial Officer	
Obtain approval of	February,	February,	Published Budget Proposal	Chiefs of School	

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Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
Superintendent for location of additional student seats.	2014	2014		Leadership	
Include approved recommendations in 2014-15 budget.	January, 2014	April, 2014	BOE Approved Budget	Chief Financial Officer	

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Goal 7: Increase seats for students receiving self-contained special education services at current Schools in Good Standing based on demand; in addition to newly created seats established in Goals 1-2.

Increased Additional Seat Capacity Beyond Estimated Annual Vacancies of Approximately 200 Seats:
50 (2014-15)

Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
Complete inventory of available classroom spaces not currently used for student instruction at Schools in Good Standing.	September, 2013	October, 2013	Published Inventory	Executive Director of Plant Services Chiefs of School Leadership Director of Special Education	
Assure that available space for special classes are located in areas of schools that are integrated among general education classrooms.	October, 2013	October, 2013	Space plans	Chief of Curriculum, Assessment & Instruction Directors of Special Education	
Convene the district's Special Education Parents Advisory Committee (SEPAC/official committee of the Board of Education) under a Director of Special to establish	September, 2013	November, 2013	Meeting minutes reflecting a discussion on the expected outcomes for developing classroom space for students with disabilities in Schools of Good Standing	Chief of Curriculum, Assessment & Instruction Director of Special Education	

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Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
goals, progress targets, and measurement strategies and make specific recommendations for Superintendent review.					
Review proposed recommendations with Regional Associate of ACCESS-VR to receive input on proposal and consider IEP services implications.	December, 2013	December, 2013	Memorandum including recommendations or input from Regional Associate	Director of Special Education	
Identify special accommodations and supports required to maximize integration opportunities for special class students with their non-disabled peers—including extra-curricular activities.	December, 2013	December, 2013	Written communications for budget process	Chief of Curriculum, Assessment & Instruction Directors of Special Education	
Include in current monthly debriefing meetings with NYSED staff updates.	January, 2014		Meeting minutes	District Administrators, Superintendent	
Use weekly Division	January,		Meeting Agendas	District Administrators	

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Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
Heads meetings to establish a trouble-shooting process by which administrators describe and remediate any barriers to activity implementation. The meetings shall also be used to summarize progress on activity completion.	2014				
Complete cost estimate of FTE budget allocations including certified teaching staff and paraprofessionals.	January, 2014	January, 2014	Published cost estimate	Chief Financial Officer	
Assess and include in budget estimates all special transportation arrangements pursuant to IEPs (i.e., curb-to-curb, lifts, etc.)	January, 2014	January, 2014	Published cost estimate	Executive Director of Operations	
Obtain approval of Superintendent for school location of additional seats	February, 2014	February, 2014	Published Budget Proposal	Chiefs of School Leadership	
Include approved recommendations in 2014-2015 district	January, 2014	April, 2014	BOE Approved Budget	Chief Financial Officer	

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Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
budget proposal.					

Goal 8: *Expand seat capacity by identifying underutilized physical classroom space in existing Schools in Good Standing in their current sites for PSC transfer students.*

Increased Additional Seat Capacity Beyond Estimated Annual Vacancies of Approximately 200 Seats:
100 (2013-14)
300 (2014-15)

Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
Work with building and district administrators to conduct audit of current potential underutilized physical space and non-instructional classroom space at current schools in good standing for the 2013-2014 school year.	August, 2013	September, 2013	Report of classroom availability	Executive Director of Plant Services Chiefs of School Leadership	
Complete financial audit of proposed recommendations considering plant costs such as furniture and instructional equipment.	September, 2013	September, 2013	Published cost estimate	Chief Financial Officer	

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Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
Determine financial impact of FTEs for additional classrooms, instructional materials, and other program-related expensed	September, 2013	September, 2013	Published cost estimate	Chief of Talent Management Chief Financial Officer	
Obtain Board Approval for applicable budget amendments.	October, 2013	October, 2013	Board Agenda	Superintendent	
Complete applicable capital work for identified space if necessary.	October, 2013	October, 2013	Work requisitions	Executive Director of Plant	
Establish new classrooms including teacher hiring, furniture delivery, materials delivery.	October, 2013	October, 2013	Board agenda for teacher hires; Budget allocation	Chiefs of School Leadership Chief of Talent Management	
Include in current monthly debriefing meetings with NYSED staff updates.	October, 2013		Meeting minutes	District Administrators, Superintendent	
Use weekly Division Heads meetings to establish a trouble-shooting process by which administrators describe and	October, 2013		Meeting Agendas	District Administrators	

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Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
remediate any barriers to activity implementation. The meetings shall also be used to summarize progress on activity completion.					
Convene stakeholders at individual schools that may be affected by consumption of classroom space (principals, SSTs, parents, community partners) for the 2014-2015 school year.	January, 2014	February, 2014	Meeting minutes reflecting a comprehensive review of options for previously used spaces now slated for student classroom use	Chiefs of School Leadership Principals	
Complete financial audit of proposed recommendations considering plant costs such as furniture and instructional equipment.	February, 2014	February, 2014	Published cost estimate	Chief Financial Officer	
Convene school/district parent leaders (PTO, PTA, DPCC, MEAC, SEPAC) to receive feedback on space	February, 2014	February, 2014	Meeting Minutes reflecting discussion of barriers, options, and solutions for the re-location of non-student programs in classrooms	Chief of Student Support Services Executive Director of Plant Services	

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Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
usage proposals and implications.					
Obtain approval of Superintendent.	March, 2014	March, 2014			
Include approved recommendations in 2014-2015 district budget proposal.	March, 2014	May, 2014	BOE Approved Budget		

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Goal 9: *Define, update as necessary, and publish entrance requirements for criteria-based schools taking into account the unique and established intent of such programs and the special interests and eligibility of PSC transfer applicants and under-represented student populations.*

Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
Convene school/district parent leaders (PTO, PTA, DPCC, MEAC, SEPAC) to discuss process for addressing this goal and expected outcomes.	September, 2013	September, 2013	Meeting Agenda/Minutes reflecting a discussion on an overview of the critical issues and the expected outcomes of implementing the goal	Chief of Student Support Services	
Principals will individually convene School-Based Management Teams to review/reassess current established entrance criteria for their unique school programs for the purpose of increasing access for under-represented student populations.	September, 2013	September, 2013	SBMT Meeting Minutes contain the current protocol and entrance requirements for each criteria-based school	Principals	
Establish a plan with principals that adequately ensures the needed supports for SWDs and ELLs	October, 2013	November, 2013	Meeting agenda/minutes	Chief of Curriculum, Assessment & Instruction Directors of Special Education	

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Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
including the accommodations, assistive technology, and personnel support for special populations that enroll in criteria-based schools.				Director of Multi-lingual Education	
Publish current established entrance criteria on standard template that identifies admission criteria components including testing requirements, academic qualifications, audition requirements, special interests, etc. for each criteria-based school.	October, 2013		Standard Templates that Identify Components of Individual Criteria-Based Schools Admissions Requirements	Chiefs of School Leadership	
Include in current monthly debriefing meetings with NYSED staff updates.	October, 2013		Meeting minutes	District Administrators, Superintendent	
Use weekly Division Heads meetings to establish a trouble-shooting process by	October, 2013		Meeting Agendas	District Administrators	

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Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
which administrators describe and remediate any barriers to activity implementation. The meetings shall also be used to summarize progress on activity completion.					
Convene a Task Force of principals and SBMT representatives to establish benchmarks in their admissions criteria that address improved access for PSC, ESL/Bilingual, special education, or other under-represented student populations.	December, 2013	January, 2014	Task Force Agendas Minutes reflecting decisions to increase access for under-represented student populations	Chief of Curriculum, Assessment & Instruction Chiefs of School Leadership Chief of Student Support	
Review proposed admissions criteria changes to Superintendent's Cabinet for feedback.	January, 2014	January, 2014	Cabinet Agenda		
Based on feedback have SBMTs update	January, 2014	January, 2014	SBMT Meeting Minutes that reflect submission of	Chiefs of School Leadership	

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Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
admissions criteria template to include revisions and benchmarks for improved student population access.			the template and the listing of specific action steps designed to improve access for under-represented student populations. Admissions Criteria Template		
Convene public meetings at each criteria-based school to review Admissions Criteria Templates, proposed changes, student access benchmarks and receive feedback.	November, 2014	February, 2014	Public Meeting Agendas Presentation Materials	Principals	
Convene SBMTs and Chiefs of School Leadership to consider and integrate public feedback and prepare final Admissions Criteria Template for BOE review.	November, 2014	February, 2014	SBMT Meeting Minutes that describe discussion of public feedback Revised Admissions Criteria Template	Chiefs of School Leadership	
Present update to Board of Education Committee Meeting.	February, 2014	February, 2014	BOE Committee Agenda	Superintendent	
Obtain Board of	February	February,	BOE Meeting Minutes	Superintendent	

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Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
Education approval of admissions criteria including proposed changes.	2014	2014	containing approval of the criteria for each school		

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Explain the process that will be used to inform parents of their children’s right to Public School Choice. Identify key timelines and milestones in the Public School Choice process for the 2013-2014 school year and beyond.

Goal 10: *Comprehensive communication will be provided to families eligible for PSC.*

Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
Revise PSC materials to reflect additional options available for students (suburban, criteria-based, new schools, additional schools in good standing, charters).	November, 2013	November, 2013	PSC Application Materials	Assistant Superintendent for Registration	
Include in current monthly debriefing meetings with NYSED staff updates.	November, 2013		Meeting minutes	District Administrators, Superintendent	
Use weekly Division Heads meetings to establish a trouble-shooting process by which administrators describe and remediate any barriers to activity implementation. The meetings shall also be used to	November, 2013		Meeting Agendas	District Administrators	

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Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
summarize progress on activity completion.					
Post PSC information and application on district website that supplies necessary information for parents including school accountability profiles, capacity limitations in the district, and planned action steps for compliance.	March, 2014	March, 2014	Printout from Buffalo Public School website Parent/guardian letters Application Template	Assistant Superintendent of Attendance & Registration	
Send letters home with students from Focus and Priority schools.	March, 2014	March, 2014			
Mail first-class letters to eligible families.	March, 2014	March, 2014			
Send School Connects message to all eligible families.	March, 2014	March, 2014			
Make <i>Public School Choice Transfer Applications</i> available online or	March, 2014	March, 2014			

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Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
available for pickup from the Central Registration Center.					
Establish deadline for receipt of applications.	April 1, 2014	April 30, 2014			

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Goal 11: *Provide earlier notification of transfer offers to families who applied for PSC.*

Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
As seats become available, place students in rank order.	August 12, 2013	February 7, 2014	List of students placed	Assistant Superintendent of Attendance & Registration	
	May 1, 2014	January 31, 2015			
Include in current monthly debriefing meetings with NYSED staff updates.	October, 2013		Meeting minutes	District Administrators, Superintendent	
Use weekly Division Heads meetings to establish a trouble-shooting process by which administrators describe and remediate any barriers to activity implementation. The meetings shall also be used to summarize progress on activity completion.	October, 2013		Meeting Agendas	District Administrators	

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Goal 12: *Establish a fair and equitable ranking system based on most recently available academic performance data.*

Activities	Start Date	End Date	Documentation	Person(s) Responsible	Activity Status
Establish assessment results that will be used to for PSC rankings. PK: CIRCLES K-2: DIBELS/IDELS & mCLASS 3-8: ELA/Math (scale scores) 9-12: Regents examinations	July 28, 2013	July 31, 2013	Databases of student ranking by grade level	Chief of Student Support Services Assistant Superintendent of Accountability	
Include in current monthly debriefing meetings with NYSED staff updates.	October, 2013		Meeting minutes	District Administrators, Superintendent	
Use weekly Division Heads meetings to establish a trouble-shooting process by which administrators describe and remediate any barriers to activity implementation. The meetings shall also be used to	October, 2013		Meeting Agendas	District Administrators	

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Activities	Start Date	End Date	Documentation	Person(s) Responsible	Activity Status
summarize progress on activity completion.					
Establish, through BOE resolution, the PSC ranking system that prioritizes transfer offers for students who perform at lowest levels.	January, 2014	January. 2104	Board Meeting Agenda	Chief of Student Support	

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Goal 13: *To the extent permissible by state and federal regulation, partner with District-sponsored or independent charter schools and provide charter school enrollment information to parents of public school children requesting transfers from public schools identified as needing improvement pursuant to NCLB Choice provisions.*

Increased Additional Seat Capacity Beyond Estimated Annual Vacancies of Approximately 200 Seats:
50 (2013-2014)
50 (2014-15)

Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
Determine which charter schools have exhausted their student waiting lists yet may still have seat availability.	August, 2013	August, 2013	List from charter school enrollments from purchasing office	Chief of Student Support Services	
Meet with charter schools interested in providing the school district with information on available seats	August, 2013	September, 2013		Chief of Student Support Services Charter School Administrators	
Develop Charter School information sharing protocol with parents of public school students for which seat availability does not exist at a School in Good Standing	September, 2013	September, 2013	Written procedure	Chief of Student Support Services Charter School Administrators	

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Activities	Start Date	End Date	Documentation/Evidence	Person(s) Responsible	Activity Status
Provide materials prepared by charter schools to parents of public school students for which seat availability does not exist at a School in Good Standing.	September, 2013		Charter School application/materials	Chief of Student Support Services Charter School Administrators	
Include in current monthly debriefing meetings with NYSED staff updates.	October, 2013		Meeting minutes	District Administrators, Superintendent	
Use weekly Division Heads meetings to establish a trouble-shooting process by which administrators describe and remediate any barriers to activity implementation. The meetings shall also be used to summarize progress on activity completion.	October, 2013		Meeting Agendas	District Administrators	

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Explain the efforts that the Buffalo Public School District will make to increase the number of Public School Choice seats that will be available in the 2013-2014 school year and identify how many additional seats the Buffalo Public School District expects to make available, in which schools, and to serve which students.

The district will audit under-utilized space at schools in good standing and launch new classrooms. Spaces shall accommodate PSC students in order of their ranking, including general education, ESL, and special education students. This additional capacity from opening new classrooms will yield approximately 120 seats at schools in good standing.

Explain how the Buffalo Public School District will address situations in which there are more requests for transfers to a school than there are seats available to meet all requests.

The district will implement several goals by September, 2014 that create additional physical space to meet the anticipated demand for PSC transfers. These efforts include new schools such as charters, thematic interest-based schools, or annexes to schools in good standing. The district expects the yield from these efforts to expand PSC capacity by approximately 2100 seats.

Explain the strategies that the Buffalo Public School District will undertake to ensure that Public School Choice is available to any eligible English language learners, including students who wish a bilingual education program and students with disabilities.

The district's immediate strategy is to establish additional physical space at Schools in Good Standing—however, the district has ranked ELL students in the established system and has already placed ELL students as they are reached on the list. Additional ESL/bilingual staff will follow such placements when necessary.

Identify any student for whom the Buffalo Public School District asserts it lacks capacity to accommodate a Public School Choice request, the reason why the request cannot be accommodated, the steps the Buffalo Public School District is taking to address lack of capacity, the timeline for implementation of these steps, and the milestones by which it will measure progress towards addressing the capacity issues and coming into full compliance with Commissioner's Regulations.

The list of students for whom the district lacks PSC capacity is attached. Goals and timelines are provided in the CAP document.

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Provide an assurance that any student who was denied Public School Choice in the 2012-2013 school year because of “lack of capacity” and remains eligible for choice in the 2013-2014 school year will receive Public School Choice if a timely application is submitted.

As requested by NYSED, for this current school year only, the 59 students who were not offered PSC transfers in 2012-2013 have been moved to the top 59 spots in their assigned grade levels for the current PSC transfer process. These 59 students are included in the current transfer projections of 300-500 students for the 2013-2014 school year.