

DISTRICT ACCOMPLISHMENTS AND INNOVATIONS 2020 - 2021

During the Year of the Global COVID-19 Pandemic

Category	Accomplishments and Innovations 2020 - 2021
<p>SUPERINTENDENT'S VISION FOR BPS</p> <p>A world-class education system that is rigorous for all students, where there is an effective teacher in every classroom every day, and 100% of our students graduate ready for college or career...</p> <p>Further, I imagine that students graduating from BPS will accumulate wealth, lead Buffalo to being the business and cultural center of the region, and our graduates will be responsible for important innovations in the arts, science, technology, medicine, education, and business.</p> <p>- Dr. Kriner Cash</p>	<p>Reopening Committee</p> <p>Created a model comprehensive District Re-Opening Plan to address safety and continuity of learning during the Pandemic. The link to 2020 - 2021 Reopening Plan.</p>
	<p>The District held nineteen (19) full membership Reopening Committee meetings since June 2020 including all union representation and stakeholder groups. In addition, there have been more than eighty-six (86) sub-committee meetings; Academics, Scheduling, Multilingual, Staffing, Transportation, Health & Safety, Social/Emotional, and Special Education. Along with over 22 public meetings, including 2 "All Teacher" meetings held in the summer of 2020.</p>
	<p>Academic Achievement</p> <p>Provided guidance and support for schools to implement remote and concurrent instruction, including instructional plans for ELA and math, an academic FAQ, and a Look-for companion to the Instructional Priorities Coaching Tool.</p>
	<p>Maintained continuity of learning for students:</p> <ul style="list-style-type: none"> • Reviewed and revised curriculum to make appropriate adjustments for remote instruction. • Facilitated the transition to in-person and hybrid learning through concurrent instruction, allowing students to remain with their assigned teachers. • Implemented Distance Learning Plans (DLPs) to monitor the delivery of specially designed instruction (SDI) during remote learning. • Provided related services via teletherapy. • Provided home instruction support, both in-person and digitally, to medically fragile students.
	<p>Provided teachers and students with numerous online tools to facilitate learning during remote and concurrent instruction (e.g., myON, Lexia, Zearn, Nearpod, Moby Max, Castle Learning, Schoology, Teams).</p>
	<p>Student data used for formative and summative assessment purposes this year include:</p> <ul style="list-style-type: none"> • Report card grades (PK-12) - Assessment of student learning. • iStation (PK) - Universal screening measure of basic literacy and mathematics skills. • Ages and Stages Questionnaire (ASQ) (PK-K) - Qualitative screening measure to pinpoint developmental progress in children between the ages of one month to 5 ½ years.

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STRATEGIC GOALS

◆ Student Achievement:

Accelerate the academic performance of all students.

◆ Accountability:

Establish a systematic program of work for Executive Team leaders that evaluates and improves the academic, operational, and fiscal performance of the entire school district.

◆ Parent and Community Engagement:

Build and strengthen family and community partnerships to support the academic development, personal growth and responsibility of parents and students.

◆ Healthy Youth Development:

Create a school and district-wide culture that listens to student input and promotes student leadership, emphasizes whole child and healthy youth development.

◆ Safety & Discipline:

Maintain a positive, safe, and respectful environment for all students and staff.

◆ Diversity & Equity:

Create a school community that is sensitive and responsive to the needs of an increasingly diverse population, and that strives to achieve curriculum equity and access to high quality educational experiences for all students, across all schools.

- DIBELS 8 (K-5) - Universal literacy screening measure; benchmark tests BOY, MOY, EOY and weekly/bi-weekly progress monitoring for struggling readers.
- STAR Math (K-8) - Adaptive, universal mathematics screening measure; benchmark tests BOY, MOY, EOY and progress monitoring as needed.
- DBAs (K-8) - Summative measures for ELA, math, science, social studies; optional administration this year.
- Las-Links (K-6 Dual language students) - Measures the domains of the four modalities in Spanish.
- Independent Reading Level Assessment (IRLA) and the Evaluación del nivel independiente de lectura (ENIL) (K-12 identified ELLs) - Formative literacy measure.
- NYSITELL (PK-12) - Assesses English language proficiency levels. If a student receives a score of Entering, Emerging, Transitioning, or Expanding, the student will receive ENL services. Administered one time.
- New Entrant Screeners (K-12) – screen new students for various skills; identify potential for giftedness or potential need for special education services.
- Moby Max (1-ELA I/Algebra I) – Summative assessments administered in September to measure students learning from the previous year.
- NYSAA (K-12) - Measures attainment of standards in ELA, math, science for students with the most severe disabilities.
- PSAT (10) – Measures aptitude; identify National Merit Scholars.
- Advanced Placement (AP students) - Summative subject area assessments.
- International Baccalaureate (IB students) - Summative subject area assessments.
- *RFP – interim benchmark assessments for implementation 2021-22.*

Additional data sources/tools for teacher use:

- Teacher observation
- Teacher created assignments and assessments
- Common formative assessments
- Schoology (quizzes)
- Nearpod (quizzes)
- Lexia (ongoing internal assessment)
- MyON (internal Lexile assessments)
- Zearn (exit tickets)
- eDoctrina (State items)
- Castle Learning (Regents items)

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CORE BELIEFS & COMMITMENTS

We believe in and **commit to ALL** children achieving at high global academic standards.

We believe that school culture and staff have a profound impact on student achievement and **commit to** hiring and supporting diverse, high quality teachers, principals, and staff.

We believe in and **commit to** being a high-performance organization that establishes a culture of continuous improvement, transparency, and accountability at all levels.

We believe that strong public support is essential for **ALL** students to excel and **commit to** developing productive and mutually beneficial family, district, and community partnerships.

We believe that good health is critical to high performance and **commit to** providing opportunities to improve the physical, mental, and emotional well-being of **ALL** students and staff.

We believe that schools that are free from bullying, discrimination or harassment, are essential for a productive teaching and learning environment and **commit to** providing safe schools.

We believe in and **commit to** respecting and embracing cultural, social, intellectual, and economic diversity and empowering **ALL** students and staff to reach their full potential.

Programmatic assessments (e.g., mid-module assessments, math module exit tickets, ELA module quick writes, Pearson science or social studies).

Additional data points:

- Credit accrual
- Attendance

State Tests Optional; (not administered to all students this year):

- NYSESLAT (K-12) - Measures the domains of the four modalities in English.
- 3-8 State Assessments – summative measures in ELA, Math.
- Science Assessments (4, 8) – summative measures in science.
- Regents (8-12) – summative measures in core areas.

- Procured graphing calculators and established a 1:1 distribution plan to mitigate the disparity some students experience with access to technology outside of school. (Calculator Guidance)
- Met the needs of students, created guidance for teachers regarding grading procedures during the pandemic. (Special Modifications to BPS Board Regulation 7210R).
- Created virtual summer school programming for students in PK-6 during summer 2020. Embedded CLRI and social-emotional learning, as well as enrichment activities for all students.
- Provided virtual summer school programming for students in grades 7-12 to recover learning and stay of track toward graduation.
- Created remote learning curriculum to support the transition back to school after the early stages of the pandemic by promoting social emotional learning and cultural and linguistical awareness during first two weeks of school.
- Maintained partnership with Equal Opportunity Schools (EOS) to increase the enrollment of traditionally underserved students in Advanced Placement classes. Overall increase of 826 traditionally underserved students since 2017 – 2018.

3,360,565 student activity submissions in Nearpod so far this year, (e.g., quizzes, polls, open ended questions).

Schoology student submissions:


- Quizzes/Tests/Assessments 13,525,731
- Assignments 2,847,128
- Discussions 1,172,992

Modified grading procedures to meet the needs of students during the pandemic.

Continued to hold CPSE, CSE and 504 meetings by moving to a virtual platform (Lifesize/Teams).

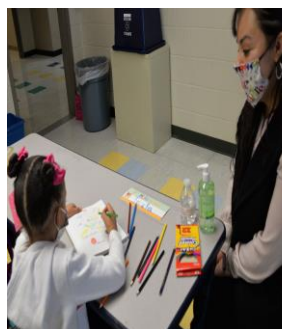
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	<p>Held student voice meetings to help designated eighth graders make informed decisions about differentiated CTE programs in high school.</p>
	<p>Awarded planning grant for Gates Effective Implementation Cohort for Middle Grades Math.</p>
	<p>1:1 Devices - 97% device distribution rate; partnered with Division of Multilingual Education to facilitate language translation for families picking up devices.</p>
	<p>Distributed over 5,000 hotspots to students.</p>
	<p>Established partnership with Charter-Spectrum to deliver internet connectivity to eligible households. The Buffalo Bills Social Justice Fund granted \$500,000 toward this initiative. As a result, over 1400 student households have (free to them) Spectrum broadband connectivity with more households being added weekly.</p>
	<p>Opened an information technology hub, the Center for Innovation, Technology and Training at #28. This center supports the distribution, repair, and replacement of technology for instruction. Future plans include using this center to develop and deliver opportunities for innovation and training.</p>
	<p>Provided virtual summer school programming in grades PK-12 during summer 2020.</p>
	<p>Paid for and facilitated administration of AP assessments remotely in 2020 and both in-person and remotely in 2021.</p>
	<p>Ensured that all BPS 10th and 11th grade students were provided with the opportunity to participate in District funded PSAT testing.</p>
	<p>Expediently created an online registration process which ensured immediate enrollment to school for new incoming students.</p>
	<p>Provided in-school and Saturday systematized G/T admissions testing for entry into schools #61, 64, 156, and 195 for the 2021- 2022 school year.</p>
	<p>The District launched its co-enrollment partnership with Hilbert College. Through this collaboration, BPS juniors and seniors are eligible for attaining post-secondary course credit from Hilbert College by successfully completing established higher-level courses at their high schools.</p>
	<p>Student Support Services</p> <ul style="list-style-type: none"> • The Office of Parent and Family Engagement pivoted from in-person to virtual Parent Centers programming to support families, including many who have historically found it challenging to engage, resulting in: <ul style="list-style-type: none"> ○ Over 200 programs conducted (via Teams, Zoom, and Facebook) ○ Over 17, 400 participants ○ Over 190, 000 viewers • Over 500 percent increase in followership (5,773) of the BPS Parent Centers Facebook Page resulting in strengthened information sharing and expanded communication with families and community.

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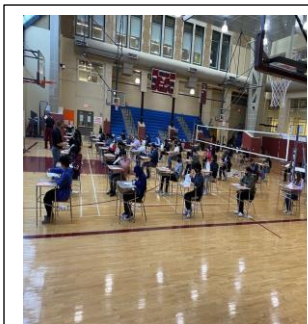
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- Awarded the 2021-2025 My Brothers' Keeper Family and Community Engagement Grant that will be designated to develop and sustain effective relationships with families toward the goal of student success.
- Celebrated the hard-work and commitment of parents, families, students, staff, and community during the 2021 Parent, Family, and Community Engagement Summit One Community...One Voice:
 - Sponsored by KeyBank and BPS Parent Congress.
 - Over 2300 viewers.
 - Dozens of volunteers delivered to families throughout the district 1500 delicious and nutritious chicken, vegetarian, and vegan meals prepared by BPS Food Service.
 - Delivered hundreds of gift bags to award recipients.
- Partnered with the BPS Parent Congress and other parent leaders:
 - Delivered Building and Engaging Together in collaboration with the Office of Parent and Family Engagement – a virtual presentation to share details about each Board-recognized parent group and provide opportunities for how to engage.
 - Provided Online Longer, Online Stronger digital safety webinar in partnership with the local FBI and the Office of Parent and Family Engagement.
 - Conducted Parent Town Hall meetings in collaboration with the Office of Culturally and Linguistically Responsive Initiatives.
 - As critical stakeholders, parent representatives regularly engage in shared decision-making including: Reopening Committees, American Recovery Plan Public Meetings, District Committee of Stakeholders, District Comprehensive Improvement Plan Committees, Interview Panels, etc.
- Partnered with organizations including Say Yes Buffalo, Teachers Desk, MVP, BPTO, and others to provide families with beautifully illustrated Disney books, student book bags, school supplies, facial masks, holiday gift cards to local business, winter coats, hats, gloves, scarves, and more.
- The Division of Student Support Services received a donation of \$750.00 from the Thermo Fisher Bioinformatic International Company in Grand Island to purchase PPE equipment for students and staff.
- Developed a triangulated safety strategy, which included: taking temperature readings of students and staff daily, having all persons in schools complete a daily health screener tool, and mandating the wearing of mask on school grounds resulting in no in-school transmission of the COVID virus.
- Coordinating the training of all Supplemental Health Care school nurses to conduct rapid antigen COVID testing for all student and staff who consented to be tested.

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- Created guidelines and trained building principals on successfully implementing Isolation Rooms at each school.
- Modifying the budget to ensure that all central office site locations also had a nurse to monitor safety protocols.
- Met weekly with the Superintendent’s medical advisory team comprised of the: Medical Director Team, Nurse Practitioner Team, and the leadership of Supplemental Health Care to guide all re-open recommendations and safety protocols.
- Applied to the NYSDOH for district and individual school Rapid Antigen COVID-19 test kits and succeeded in acquiring our own site license for testing.
- Increased COVID-19 testing from 30% of students and staff consenting to be tested, during the Phase 1 of school re-opening in Feb. 2021 to 40% each month between March and June 2021.
- Decreased non-immunized students (remote and in-person learners) for DTaP (Diphtheria, Tetanus, and Pertusis), Hepatitis B, Measles, Mumps, Rubella (MMR), Polio, and Varicella (Chicken Pox) from 994 in November 2020 by more than 65% to 335 by June 2021.
- Of our 33,000 students less than 1% are not immunized. There are only 356 students who are not immunized.
- School nurses conducted visual screenings in alignment with NYSED mandates for all students in grades K, 1, 2, 3, 5, 7, and 10.
- Hearing screenings provided by Supplemental Health Care School Nurses for all students in grades: Pre-K or K, 1,3,5, 7, and 11 in alignment with NYSED mandates.
- Developed a Code of Conduct Addendum document to guide student behavior expectations during the Pandemic.
- Trained more than 1,000 teachers on Restorative Practices and Trauma Informed Care.
- Tele mental health services provided to students at each BPS school.
- Developed first time-ever online application opportunities for students new to the district, those wanting to transfer, and for rising 4th and 8th grade students.
- Created a collective care café for teachers and staff to receive emotional support from trained BPS staff.
- The District's Crisis Prevention and Intervention Team expertly responded to more than 300 crisis events impacting the district's neediest students and staff.
- Facilitated administration for all 10th and 11th grade students participating in PSAT Testing.
- Created opportunities for all eligible students to participate in G/T testing for schools: Olmsted #64, Arthur O. Eve School of Distinction #61, Olmsted School #156, and City Honors School #195.

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	<p>Professional Development</p> <p>Transformed delivery of professional development (PD) by moving to online offerings. All PD since September 2020 is online in either virtual/synchronous or self-paced/asynchronous modes.</p>
	<p>Developed self-paced, asynchronous professional development offerings to provide choice and meet needs of staff during the pandemic.</p> <p>Trained approximately 3500 staff through online PD each day during Superintendent Conference Days (SCD) in September, April and May.</p> <p>Met with stakeholders and surveyed staff to create the District Professional Development Plan (PDP) that was subsequently approved by the BOE and submitted to NYSED. This link is to the PDP on the Staff Development website. https://www.buffaloschools.org/Page/86226</p> <p>In a year where grades 3 - 8 NYS ELA and Math assessments were optional for our students:</p> <ul style="list-style-type: none"> • Districtwide, 17.60% (2378/13511) of students enrolled and expected to participate took a ELA assessment. • 20% of Students with Disabilities (604/3009) and 20% English Language Learners (509/2579) participated. • Districtwide, 19.44% (2622/13485) of students enrolled and expected to participate took a Math assessment. • 21.33% of Students with Disabilities (644/3019) and 24.53% of English Language Learners (637/2597) participated. • Trained all 119 school and centrally located nurses, nurse supervisors, and nurse practitioners on COVID-19 safety and testing protocols. <p>Developed professional development offerings for a two-part cybersecurity awareness training series during Superintendent Conference Days in April and May.</p> <p>Annually train 235 administrators to effectively and equitably evaluate teachers and provide growth feedback; annually train Associate Superintendents of Leadership to effectively and equitably evaluate principals and provide growth feedback.</p> <p>Trained school data teams to use Data Driven Instructional Inquiry practices to drive the monitoring of student data, instructional decision making, and student achievement.</p> <p>Training 215 Master Schedulers (comprised of administrators and teachers) to create schedules that are aligned to NYSED and District accountability and reporting protocols as well as the District's equity and access priorities.</p> <p>Culturally and Linguistically Responsive Initiatives</p> <ul style="list-style-type: none"> • Created a Black Lives Matter at Schools Curriculum for opening weeks of school that centered the voices and identities of all students related to the struggle for racial equality and equity. National and state recognition.

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	<ul style="list-style-type: none">• Developed the Emancipation Curriculum which focuses on the cultural and historical backgrounds of African American, Latinx, Indigenous, and New American students in the District. Lessons and materials are infused into the English Language Arts and Social Studies curriculums, and focuses on centering joy and the arts, equipping students with well-rounded learning opportunities, experiences, and leadership skills for leading in a democratic society. National and State recognition.• Office of CLRI delivered professional development to a national audience, on the 1619 Project and Emancipation Curriculum implementation as featured speakers at Pulitzer Education Center in April 2021. Earned PEC recognition and grant funds to advance work.• During pandemic, District engaged in a series of culturally responsive, and anti-racist pedagogical book studies and training opportunities that engendered dismantling systemic racism and oppression in our schools and classrooms.• During Pandemic, several high-profile, nationally recognized experts on anti-racism, culturally and linguistically responsive pedagogy, and African American history and culture, presented virtually at District Disproportionality training opportunities and at the 6th annual Urban Forum. Speakers included, Dr. Ibram X. Kendi, Nikole Hannah Jones, Dr. Gholdy Muhammad, Dr. Christopher Emdin, and our distinguished student scholars from various District programs.• During pandemic, Buffalo scholars have continued their participation in several high leverage culturally and linguistically responsive instructional programs which include:<ul style="list-style-type: none">○ Big Sister Little Sister Dialogues – High school mentoring program to empower young women of color.○ Global Scholars – International digital exchange program that connects students from cities around the world to explore global challenges.○ My Brother’s Keeper – New York State recognized MBK Fellows receive mentoring, collaboration with their peers statewide, and internship opportunities in local government, legislative, and educational institutions.○ Our Story Project – An extended learning program for high school scholars based upon a CLRT framework.○ Scholars for Social Justice Scholars – serve as student leaders and social justice advocates for CLRI in their schools.
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	<p>Leadership</p> <p>Tiered process of cohort review for grades 9-12 with School Administrative Team, Data Champions, Guidance Counselors.</p>
	<p>Data Champions implemented at all schools according to a model developed to analyze graduation cohort data at ITEZ schools.</p>
	<p>Identification of elements during the graduation cohort review that support District wide disaggregation of subgroup performance data to match the building-based analysis.</p>
	<p>Supported school leaders and leadership teams in designing and implementing multiple rounds of school phase-in to best serve their students and maintain safety.</p>
	<p>Adjusted Principals' meetings to address the instructional needs of remote instruction and concurrent instruction as these models were instituted throughout the school year.</p>
	<p>Coordinated efforts to introduce models of synchronous and asynchronous learning and effective scheduling of the school day to support strong teaching and learning.</p>
	<p>Associate Superintendents of School Leadership worked closely with principals to create Professional Learning Communities where all principals shared best practices and strategies, in a supportive learning community.</p>
	<p>Buffalo Aspiring Leaders Academy- This partnership with the University at Buffalo and the Office of School Leadership has re-designed the principal preparation program so aspiring leaders are better equipped to take on the challenges of leading urban high-need schools and to achieve improved outcomes for all students. Nine (9) new students were admitted into cohort II of BALA which began in the Spring 2021 semester. Our continued partnership with University at Buffalo and The Leadership Academy has proven to be beneficial for all partners. Current Cabinet level leaders will continue to work as adjunct professors in the program to diversify and enhance the programming delivered.</p>
	<p>Buffalo Public School Leadership Academy (BPSLA) - The Buffalo Public Schools Leadership Academy is intended to complement the academic preparation and certification programs of current and aspiring administrators. Buffalo Public Schools Leadership participants will engage in learning opportunities designed to further develop their knowledge and understanding of the skills, competencies, and attitudes needed to become a transformational leader in the Buffalo Public Schools.</p>
	<p>Principal's Coaching Program is intended to support non-tenured principals in their leadership development, instructional program improvement, while modeling effective leadership techniques and to ensure proper implementation of District policies.</p>

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	<p>Assistant Principals Leadership Institute - The Office of School Leadership led the charge to provide one-on-one coaching support and professional development to approximately 25 Assistant Principals. A highly effective School Leader and Coach are tasked to support AP's in strengthening their leadership practices and improving outcomes for all students in the service of providing greater equity, access, quality, and opportunity.</p>
	<p>Close collaboration and coordination between the Office of Shared Accountability and the Office of School Leadership to develop, promote and support the newly developed data dashboard. This dashboard has a significant component dedicated to the tracking of graduation cohort data.</p>
	<p>Continued leading edge partnership with "Say Yes" to support academic success and college readiness.</p>
	<p>Gates Foundation "College Transition Course" piloted at MST and Olmsted and will be implemented in all high schools in 2021 - 2022.</p>
	<p>Dual enrollment programming offered and supported at multiple High Schools (IPrep, DaVinci, Middle Early College, McKinley, Burgard, Hutch Tech, South Park).</p>
	<p>Established a Technology Advisory Committee to collaborate with internal business partners and obtain input, feedback and buy in as it relates to technology processes and initiatives that support instruction and business operations.</p>
	<p>Recouped over \$730,000 in eRate reimbursements previously denied in funding years 2016, 2017, 2018, and 2019.</p>
	<p>Established a portal to collect a record of all contacts with students and families in the Parent Teacher Correspondence Tab in Infinite Campus. Categories for follow up and capturing all relevant data were created. Reports of all contacts were generated. From the beginning of school on September 8, 2020 until May 26, 2021 there are 1,210,803 recorded contacts.</p>
<p>With special funding for the BPS from the Bill and Melinda Gates Foundation, District administrators from Cabinet members to building principals completed professional development in cultural responsiveness and anti-racist leadership. The training was designed to complement the recognized training opportunities already available to our administrative teams and to help us be the change we seek for the BPS.</p>	
	<p>Accountability, District Data Management, Operations, Legal, Finance, and Business Reforms</p> <ul style="list-style-type: none"> • Ensured that Infinite Campus was able to adhere to the new NYSED attendance data collection process. • Created the Data Champions initiative to ensure that every school has a resident data expert to help with data informed decision making. • Upgraded internal District Data Dashboard for all district level administrators. • Created public facing COVID Data Tracker Dashboard.

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	<ul style="list-style-type: none"> • Master Scheduling clean up. • Out of teaching certification clean up. • Attendance data clean up • Graduating Cohort clean up. • Regular monitoring of BPS accountability data to ensure the timely reporting based on NYSED deadlines. • BEDS data verification and regular monitoring for accuracy.
	<ul style="list-style-type: none"> • Management of District level benchmark assessments in eDoctrina. • Administered NYS Assessments to students whose parents expressed their desire to have them participate in accordance with NYSED and CDC protocols. • Administered Gifted and Talented testing to 1000+ students whose parents expressed their desire to have them participate in accordance with NYSED and CDC protocols. • Established a customer service oriented group of departments to facilitate seamless school operations while addressing Principal needs in a timely manner through highly effective communication. • Developed and maintained plans for continuous, CDC level safety and cleaning protocols, maintenance and facility upgrades. • Established a cohesive team of top notch professionals who delivered A grade customer service during the pandemic – e.g. Over 9 million meals served to children and families during the Pandemic. • Collaborated with District Financial, Legal, IT, Human Resources Departments, BTF, and schools in an ongoing productive manner.
	<ul style="list-style-type: none"> • Designed and executed the reopening of school 28 as the new Technology site during pandemic for service to families and staff. • Personal Protective Equipment-selection and distribution. • Established Cleaning Protocols during pandemic, cooperation of engineers and custodians. • HVAC/Filtration for all District facilities in response to pandemic guidelines. • Service Center dispatch department delivered products timely to schools since March 2020. • Building Repairs Director has been hired and is contributing to renewed Dept. focus on customer service.
	<ul style="list-style-type: none"> • Continued to reduce reliance on outside counsel. Expenditures were significantly less than the budgeted amount of \$350,000.00 for outside counsel. • Continued to reduce expenditures on judgements and claims. Total payments were well below the budgeted amount of one million dollars.

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	<ul style="list-style-type: none"> • Article 78 Petition brought by Elmwood Village and Tapestry Charter Schools to reclaim monies recouped by the District due to an overpayment was dismissed. • Article 75 brought by the BTF to preclude the District from requiring teachers to report to work two days per week was dismissed. • Article 75 brought by the BTF to prevent the District from reopening schools to students on February 1, 2021 was denied and will be dismissed. • Article 78 Petition brought by two parent-teacher groups, funded and represented by NYSUT and BTF, seeking a judgment finding that the District was out of compliance with its art and music offerings was dismissed. • Arbitration with BTF seeking class size overage payments for over a hundred teachers going back to 2004 was denied by the arbitrator. • District settled two labor contracts with the Buffalo Educational Support Team (BEST) and the Buffalo Association of Substitute Administrators (BASA).
	<ul style="list-style-type: none"> • Third Quarter 2020 - 2021 results show a projected \$19.1 million surplus on the \$954.7 million general fund budget for fiscal year ending June 30, 2020. • Debt Refinancing - Net cash savings of \$46.3 million resulted from the refinancing of outstanding debt from 2016–2021. Reduced total bonded debt by \$409 million or 40% from June 30, 2015 to June 30, 2021. • The Purchase Department completed the implementation of Bonfire, an electronic Bid/RFP advertising, distribution, receipt, and evaluation software system. This system allowed the District to seamlessly transition from a paper process to a 100% electronic procurement process. The system has already improved compliance, increased the number of respondents, has reduced the cost of several Bids/RFPs issued through Bonfire. It has also assisted with the compilation and reporting of MWBE data to the Board. • In October 2020, the District concluded the challenging (due to Covid-19) 2019-20 fiscal year, with an unqualified audit opinion (highest possible rating) and a surplus of \$42.3 million, while overall fund balance increased to \$266.0 million. Cost controls implemented during the closure resulting in significant savings in expenditures. • Significant Federal Disaster Aid allocated to the District in 2020-21: <ul style="list-style-type: none"> ○ The District received and implemented plans for the utilization of \$29.7 million allocated through NYSED, and an additional \$4.4 million sub-grant allocated through Erie County from the Federal CARES Act. These CARES act funds are expected to be largely spent by June 30, 2021.

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	<ul style="list-style-type: none">○ The District received an additional \$289.2 million allocation under the CRRSA Act (\$89.1 million) and ARP Act (\$200.1 million) during 2020-21. Planning for these funds, which will be transformational, is underway with community input. It is expected the required ARP Plan describing the use of those funds over the next three plus years, beginning in the 2021-22 fiscal year, will be posted by July 1, 2021.● As a result of lobbying the New York State Legislature for State Foundation Aid, as part of the 2021-22 State Budget, the District received Foundation Aid increases of \$43.3 million or 8.0% in 2021-22, while overall State Aid is projected to increase 9.8% in 2021-22. This allowed the District to close a \$94 million budget gap in its 2021-22 budget, which was adopted on May 19, 2021. Additionally, the State approved legislation that is expected to fully fund Foundation Aid by 2023-24, with projected increases of \$27.6 million in both 2022-23 and 2023-24.● The Buffalo Fiscal Stability Authority (BFSA) approved the District’s Four-Year Financial Plan (the Plan) at its May 19, 2021 Board Meeting. The District Plan, covering the years 2021-22 through 2024-25 is structurally balanced at this time, primarily as a result of the State Foundation Aid increases included in the 2021-22 State Budget.<ul style="list-style-type: none">○ During, the predecessor 2017-18 through 2020-21 Four Year Financial Plan, which is projected to end at June 30, 2021, the District went to great effort to implement cost savings, cost avoidance, and revenue generating strategies over, and made related systemic improvements to continue the cost savings and revenue enhancements in future years. Coupled with conservative budgeting, this put the District in the strongest financial position it has ever been, with fund balance projected to be 285.0 million at June 30, 2021, and a \$102.5 million surplus over the four years of the Plan.● The District is expected to close the 2020-21 fiscal year with a projected surplus of \$19.1 million, based on projections in the Third Quarterly Financial Report released on April 16, 2021. These results may improve based on activity in the Fourth Quarter of fiscal year 2020-21.● In May 2021, the District completed the refinancing of \$136.9 million in outstanding debt issued under the Joint Schools Construction Board (JSCB) at a par value of \$109.1 million. Total cash flow savings amount to approximately \$28.0 million and a net present value savings amount to \$27.6 million. Due to the District’s strong financial position, this debt performed well during its market pricing, with the resulting savings being \$1.6 million higher than the estimate presented to the Board in March 2021. All savings will be transferred into the Capital Projects fund over the next two years to continue our building improvement projects.
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	<ul style="list-style-type: none"> In June 2021, the District came to a tentative agreement with the Buffalo Educational Support Team bargaining unit for a successor contract covering fiscal years 2021-22 through 2024-25. The net cost of the contract is expected to be financed with funds in the 2021-22 through 2024-25 Four Year Financial Plan.
	<p>Staffing, Diversity and Equity</p> <p>Through an interactive process to support COVID-19 accommodations, Human Resources returned 98% of District staff to in-person on February 1 and to support the return of students on March 1, 2020.</p>
	<p>Seamlessly transformed HR processes related to hiring, onboarding and orientation, open enrollment and teacher transfers to online processes.</p> <p>Since 2016:</p> <ul style="list-style-type: none"> Dr. Cash has hired 38 Senior Level Exempt staff. Out of these 38 hires, 17 (45%) are diversity. 26 Cabinet Level hires; 17/26 (65%) diversity. Hired 91 out of the 195 Assistant Principals (47%). Out of his 91 hires, 30% are diversity. Hired 59 out of the 107 current Principals (55%) Out of the 59 hires, 37% are diversity. Hired 81 of the 135 Central Office administrators (60%). Out of the 81 hires, nearly 20% are diversity hires. <p>Transitioned to virtual interviews using secure platforms that protected confidentiality and promoted a transparent fair process.</p> <p>Increased employee engagement by 5% from 10% to 15% with Employee Assistance Services that provide social emotional and other supports to staff.</p> <p>Protected and maintained hiring pipelines with the University at Buffalo, Buffalo State College, Medgar Evers College and Niagara University to ensure recruitment of top talent.</p> <p>Partnered with the office of Professional Development to provide training to Substitute Teachers to increase their online readiness to support students.</p> <p>Through the promotion of the convenience and efficacy of Telemedicine services, the District has realized significant savings in the amount of \$400,000 by decreasing urgent care and emergency room visits during the Pandemic.</p> <p>Realized significant savings of over \$200,000 in Workers Compensation costs through an improved review of processes and procedures related to claims.</p> <p>Reclaimed funds from the NYS Workers Compensation board on past claims with the support of our new Workers Compensation liaison PMA in the amount of \$2.5 million. The district is also significantly below average in</p>


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	<p>penalties assessed by the Workers Compensation board due to the timely turnaround of our reporting of information for cases and hearings.</p> <p>Transformed Human Resources website with information to support employee engagement and access to employee resources. The transformation has decreased the need for employees to call or email HR staff as the information is readily available. The clicks of website engagement increased by 30% over the 2020 – 2021 school year.</p> <p>Realized significant reimbursements in Unemployment Insurance costs through vigilance and guidance to our employees on Unemployment fraud claims.</p> <p>Collaborated with Office of Shared Accountability to develop an HR Dashboard with metrics to measure diversity recruitment, employee retention and staff turnover to promote equity in staffing.</p> <p>Expanded district-wide staffing effort to fill part-time vacancies in the identified shortage areas of Math, Science and Special Education to allow teachers to volunteer to teach an additional course at 20% of their total salary compensation.</p> <ul style="list-style-type: none"> • During 2020-2021, the District hired its first cohort members from the UB Teacher Residency Program. The Teacher Residency collaboration is a key strategic initiative aimed at expanding the diversity pipeline for certified classroom teachers. • The Urban Teacher Academy housed at McKinley High School for students interested in pursuing post-secondary Teacher Education programs graduated its first cohort of students. Most will be attending our partner college, SUNY Buffalo State. The District expects that successful graduates of the college will then return to the District as priority hires in their certification area.
	<p>Healthy Youth Development</p> <p>The IT Department developed a Technology Handbook for students, designed to offer guidance about proper use, safety, and care of district devices and other assigned technology.</p> <p>IT hosted the 2020 summer Student Technology Leadership Program with approximately 25 students working in person during the pandemic.</p> <p>Provided a gift giving campaign for students and families experiencing homelessness.</p> <p>83 Mayor’s Summer Youth were assigned to the Northland Workforce Training Center, via collaboration with the BPS Guidance and Career and Technical Education Departments, during the summer of 2020.</p>


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	<ul style="list-style-type: none">• Monthly professional development meetings with the BPS Inter High Council October 2020 - May 2021 for the purpose of building student leadership capacity at each of our high schools.• Creating opportunities to network with other high school leaders and to collectively work together to understand issues and to amplify their voice to ensure that the needs of students remain a focal point in district and schoolwork.• To come together to identify a community need, and to work together throughout the year to support addressing the community need - (mental health, domestic violence, etc.) <p>Led by the Community Foundation for Greater Buffalo and funded by the Ralph C. Wilson, Jr. Foundation, the District is participating in the launch of the Western New York Regional Youth Apprenticeship Model. Current BPS students and those attending local colleges will be able to participate in apprenticeships designed to create the next generation of leaders in Western New York.</p> <p>The District expanded its partnership with Buffalo Prep, an after-school and summer enrichment program, by creating a robust District-wide nomination process. Now, hundreds more BPS students have access to this long-standing academic advancement program that has helped gain access for under-represented students to the region's most competitive public and non-public high schools.</p> <p>The District has planned a 2021 launch of Halal-certified meal offerings for students who desire to adhere to the dietary guidelines of their Islamic faith. In joining other large Districts around the country, the BPS is emphasizing that meeting the needs of the whole child is essential to successful learning at school.</p> <p>In collaboration with the Buffalo/Niagara Partnership, the Community Foundation, and Say Yes Buffalo, CEO Connect was launched, providing talented, underrepresented students with high-access CEO internships with leading business leaders over a ten-week period.</p>
	<p>New internship partnerships with M&T Bank, Geico, and New York State Power Authority are underway.</p> <ul style="list-style-type: none">• NEW!! National Technical Honor Society Chapter for Buffalo Schools honoring 130 high achieving CTE Completers.• 9 of 13 Senior Urban Teacher Academy Students completed 2 courses this year and Received Acceptance letters to Buffalo State for Fall attendance.• 5 of 5 P-Tech Be-Green Students are Graduating from Alfred State in May. This is the inaugural class of the six-year Early College Program for Building Trades at McKinley. Fifteen new students have started


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	<p>Alfred State this year for the second cohort. Students are on track despite COVID pandemic.</p> <ul style="list-style-type: none"> • 9 of 15 Senior Students in Be-Solar at South Park are currently completing coursework for their six-year Early College Program for Electromechanical at South Park. On track despite COVID pandemic. • 10 students are employed at Tesla and taking college coursework as a part of their P-Tech Be-Solar at South Park.
	<p>Safety</p> <p>Created a Health Advisory Council (HAC) and hired a highly trained Medical Director to provide bi-weekly consultation to the Superintendent during the COVID-19 pandemic.</p>
	<p>BPS Social workers conducted hundreds of virtual home visits to check in with families and to assess wellness and other needs.</p>
	<p>Created an online school leadership “Tool Kit” of all necessary communication and guidance documents for building principals and assistant principals on COVID-19 related issues.</p>
	<p>Trained all building leaders in COVID- 19 safety protocols including: triangulating preventive measures- temperature readings, daily screeners, and rapid testing; safe room protocols, disposing of used test materials, reporting techniques to the NYSDOH and ECDOH, and much more.</p>
	<p>Systemically reported to various departments an accurate daily account of positive COVID-19 results including: Superintendent of Schools, transportation lead, associate of human resources, associates of school leadership, media relations, and the medical director team.</p>
	<p>Secured independent licenses for every BPS school from the NYSDOH to offer expanded COVID-19 rapid testing to BPS students and staff members.</p>
	<p>Purchased thermo temperature scanners for every BPS school.</p>
	<p>Purchased stockpiles of PPE equipment (hand sanitizer, masks, thermometers, gowns, etc.) for schools and central office locations.</p>
	<p>Created a Board Approved Code of Conduct Addendum, specific to student discipline during remote and in-person learning while in a pandemic.</p>
	<ul style="list-style-type: none"> • 3 Mobile security vehicles deployed to support all schools; in place as of January 2020. • Emergency plans developed for all BPS non-school sites. e.g. City Hall, CRC, 18 Annex, Service Center. • During the COVID-19 Pandemic - BPS Security department trained in different areas of Social - Emotional wellness of students returning to in person instruction after a global public health crisis. • Training included Trauma Informed Care, Implicit Bias, Social Emotional training- identify resources during pandemic.

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	<ul style="list-style-type: none"> • BPS Security Department provided stellar support during the entire BPS Food Distribution as the BPS District served over 9 million meals to the families of BPS.
	<p>COVID-19 Re-Entry:</p> <ul style="list-style-type: none"> • Working together with Erie County, the City of Buffalo, and BPS professional organizations, the District re-opened Central Office operations safely and effectively. An emphasis on continual communication and responsiveness to specific concerns provided staff with the conditions they needed for returning safely to in-person office hours. • Led by District Medical Director Dr. Dennis Kuo, Superintendent Cash convened the Health Advisory Council (HAC) made up of physician and parent leaders. The HAC provides the technical assistance needed for consistent, systematic decision-making for a safe re-entry for students and staff. • Both Erie County and City of Buffalo staff collaboratively supported the District's re-opening transition by conducting walk-throughs with BPS staff, sharing re-entry plans, and making recommendations for our adoption. • The District collaborated with the Child Care Resource Network, The Erie County Child Care Task Force, and Say Yes Buffalo to meet the childcare challenges faced by BPS parents throughout the pandemic. The District supported outreach and engagement programs to help parents find high quality childcare placements and Virtual Learning Centers (VLCs) where parents could receive much-needed childcare and students could complete their virtual instruction and learning assignments with support. • Through another partnership with SUNY Buffalo, BPS students received high quality, one on one tutoring from qualified, vetted college students. This allowed students experiencing the many challenges related to the pandemic to receive additional academic support outside of their school-based platform.
	<p>Parent and Community Engagement</p> <p>Over 200 total programs (inclusive of Microsoft Teams, Zoom, and Facebook Live)</p>
	<p>26,637 messages and announcements have been sent to families as of May 18, 2021 using Talking Points; 15,932 messages have been sent by families using Talking Points.</p>
	<p>Registration Cultural Aides have translated over 720 documents this school year.</p>

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In partnership with the Office of Parent and Family Engagement, the Information Technology Department delivered “Digital Citizenship and Internet Safety” and “Navigating Teams and Schoology” informational and training sessions to 391 parents.

Over 2,300 Parent Summit Participants.

The IT Student Technology Leaders Program participants delivered multiple informational and training sessions on the use of Schoology and Teams to parents.

The Division of Special Education produced written re-opening protocols for parents and created a video for parents to help students become acclimated to mask wearing.

Community Schools (July 2020 - June 2021)

- During the summer months, July 2020 - August 2020, Community Schools staff organized 21 “Pop In” events attended by 625 high school students who participated in workshops and seminars focused on career readiness as well as mental and physical wellness.
- Provided a six-week virtual summer camp for up to 100 Buffalo Public School students
- Community Schools staff organized a series of virtual college tours and information sessions featuring personnel and college students from a dozen local colleges and universities to encourage graduating seniors to stay the course and continue in their path towards postsecondary education.
 - (In addition to the Zoom attendance, sessions live-streamed on Facebook reached 16,666 users with 5,167 unique engagements and 10,521 views).
- From September 2020 - January 2021, Community Schools team produced 14 Virtual Saturday Academy events with activities for all ages.
 - Activities included, but not limited to: Academic based activities, STEM/STEAM, Health and Wellness, virtual field trips, SPCA, etc.
 - Over 107,310 viewed the programs across our Facebook live and Zoom platforms.
- From February 2021 to present, the team transitioned back to a school-based model with each Community School hosting 8-10 Virtual Saturday Academies for their individual school communities, providing engagement for those families familiar with teachers and administrators.
 - Since February 2021, CSN’s have completed 154 academies with a total of 3,052* participants who received academic and technology supports, supplies and specialty programming (“Passport to the World,” “Create a Mini Book,” Coding, etc.),

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	<p>virtual (on-site) college admissions and much more to help students and families stay engaged.</p> <ul style="list-style-type: none"> • In addition to Virtual Saturday Academies, the Community Schools team actively connected with students and families; 3,546 contacts were made to provide information, referrals, and resources regarding: school supplies, language services, clothing, food, and health insurance. <hr/> <ul style="list-style-type: none"> • The BPS Farm to School Program sourced over 30%, (\$2.6 million) of the lunch menu items from local New York farm to school partners. • Food Truck designed and implemented to deliver hot meals to families at 27 schools during the Grab and Go meal service. Served over 4,000 hot lunches with ingredients sourced from local farms. • Food service staff served over 9 million meals during closure and continues to serve families today, have not stopped working since March of 2020. • Food service staff collaborated with building administrators to help reopen schools successfully for students. • Serving an average of 22,000 meals (breakfast and lunch) per day. 9,576,400 is the combined total of meals served to students and families during the pandemic. <hr/> <ul style="list-style-type: none"> • From March 2020 to present delivered door to door over 8,500 learning packets to families in conjunction with First Student. • Completely rebuilt Versa-Trans system after malware attack to continue to support District reopening incorporating students from 137 different school sites with 18 different cohort models. • Contract negotiations underway with NFTA. • Currently providing transportation services to 21,757 students throughout the City of Buffalo. 15,298 on yellow bus. 6,457 with NFTA passes. 3,953 elementary students were added for Phase 4. <hr/> <p>Communication</p> <p>Over 100 Superintendent’s Daily and Weekly Briefs were disseminated to all District Users, the media, elected officials, community/business partners, and myriad stakeholders. The briefs are produced to inform our greater BPS family about specific issues, substantive news items, community engagements, and plans and operations of the District that advance the Education Bargain as well as keeping everyone informed regarding academics during the Pandemic of remote and hybrid learning.</p> <p>In an effort to stay informative to our public, we continue to speak with the media through virtual platforms, submit advertisements and articles to local and national publications, and we continue our billboard campaign, (18) near many of our schools in the City of Buffalo.</p>
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	<p>Over 70 daily COVID-19 case logs have been posted to our website beginning with in-school instruction on February 1, 2021 to keep the public informed of our daily in school rapid antigen testing program and the results.</p>
	<p>The District held nineteen (19) full membership Reopening Committee meetings since June 2020 including all union representation and stakeholder groups. In addition, there have been more than eighty-six (86) sub-committee meetings; Academics, Scheduling, Multilingual, Staffing, Transportation, Health & Safety, Social/Emotional, and Special Education. Along with over 22 public meetings, including 2 “All Teacher” meetings held in the summer of 2020.</p>
	<p>Athletics</p> <p>Buffalo Athletics – Goals and Objectives:</p> <ul style="list-style-type: none"> • Higher Student-Athlete Achievement and College Readiness <ul style="list-style-type: none"> ○ Increase collaborations to better structure and monitor student-athlete academic achievement. In progress ○ Increase student-athlete eligibility process in collaboration with school counselors. Objective met ○ Develop a BPS scholar-athlete recognition program. In progress ○ Develop a college signing awareness and recognition plan. Objective met • State of the Art Athletic Equipment and Facilities <ul style="list-style-type: none"> ○ Ralph C. Wilson / City of Buffalo fields and facilities upgrades. In progress ○ State of the art equipment for all student-athletes (e.g. football helmets, girls basketball practice gear). Objective met ○ G & G Fitness - weight room upgrades. Objective met • Highly Competitive Athletics Program <ul style="list-style-type: none"> ○ Improve BPS visibility, voice, and influence in Section VI. Objective met • Re-imagine and re-align all athletic programs. Objective met <ul style="list-style-type: none"> ○ Develop an equitable minority pipeline for sports officials. In progress ○ Design and cost out a modified sports program. Objective met • Highly Effective Coaches <ul style="list-style-type: none"> ○ MOU re: Most Qualified Coaches. In progress ○ Design and launch annual Coaches certification program. Objective met ○ Develop continuous training and coaching clinics for all coaches. In progress ○ Develop an Athletic Trainers certification program. In progress

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	<ul style="list-style-type: none"> ○ Utilize HUDL technology and services for recruitment, teaching and learning. In progress <p>Core Values:</p> <ul style="list-style-type: none"> ○ Performance Excellence ○ Equity ○ Efficiency ○ A.B.U. - Always Be Upgrading <p>On short gubernatorial notice, and amidst chaotic and inconsistent Section VI guidelines, we ramped up and executed a near flawless athletic season for multiple male and female sports in accordance with strict safety protocols.</p> <p>Ralph C. Wilson Jr. Foundation/Project Play of WNY, BlueCross Blue Shield Fund and the Teachers Desk provided over 11,000 Play Packs to students in Grades 5-8 to stay physically active while learning remotely.</p> <p>Offered SCD Professional Development for all K-12 teachers on the new 2020 Physical Education Standards and the Curriculum and Assessment Guidance Document in May 2021.</p> <p>56 Physical Education Teachers were recertified by BPS Instructors in AED/CPR/First Aid and lifeguarding. 51 teachers in schools with pools are now certified as lifeguards through May 2022.</p> <p>The mission of the Buffalo Public Schools Athletic Department is to provide students of all ability levels the opportunity to participate in interscholastic and intramural athletics, prioritizing academics first to reinforce character, lasting principles, faith, and fundamentals while continuously developing highly competitive athletic programs.</p> <p>District Honors and Awards</p> <p>Superintendent Dr. Kriner Cash was named as one of New York State’s Top 100 Most Powerful People in Education by City and State, February 2020, and February 2021.</p> <p>Superintendent Dr. Kriner Cash named a finalist in 2020 for the Council of Great City Schools Green-Garner award, the nation's highest urban education honor for the 3rd time in his career.</p> <p>Buffalo School Board President Sharon Belton-Cottman, the 2020 recipient of the Diana R. Miller Service to Education Award by the Erie County Association of School Boards (ECASB).</p>
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	<p>Board Members Paulette Woods and Jennifer Mecozzi have earned Board Achievement awards for Leadership Development training from New York State School Boards Association (NYSSBA).</p>
	<p>The Excellence in Education Award, given by the Friends for a Better Buffalo organization, went to world language teachers Alba Gomez, Nicole Roche and Peter Lojacono.</p>
	<p>PS #195 Social studies teacher Jennifer Reiss was named the Patricia Behring New York State History Day Teacher of the Year (junior division).</p>
	<p>PS #353 teacher Ryan Barrett received an honorable mention from the NYS History Day Teacher of the Year competition (senior division).</p>
	<p>Richard Pyszczek was awarded the Empire State Excellence in Teaching Award.</p>
	<p>During Pandemic the District CLRI Awards Include:</p> <ul style="list-style-type: none"> • New York State School Boards Association recognition for Anti-Racism work in the Buffalo Public Schools. • Mayor Diversity Award for the Culturally and Linguistically Responsive Initiatives and Emancipation Curriculum work of the Buffalo Public Schools. • Business First’s Inclusion Diversity Equity Awareness Award (IDEA) for anti-racist pedagogical teacher, parent, and administrator training and Emancipation Curriculum. • Garnered the 1619 Project Inaugural Grant through the Pulitzer Education Center. <p>Bloomberg Philanthropies Global Scholars program spotlighted as an International exemplar in the Buffalo Public Schools.</p>
	<p>US DOE designation of Leonardo da Vinci High School 212 as a national “Blue Ribbon” School.</p>
	<p>MST and Hutch successfully applied to be AP Capstone Project Schools in 2021-22. Social studies teacher John McTigue was awarded a College Board scholarship to attend training for the AP Capstone Project.</p>
	<p>The Buffalo Public Schools’ “Girls Who Game” team, led by Instructional Technology Coach Rebecca Fast, won 1st place in a National “Girls Who Game Minecraft for Education Competition”.</p>
	<p>Director of the Social Emotional Wellness Department accepted into the prestigious CASEL Social Emotional Learning Fellows Academy for the 2021 Inaugural Allstate Foundation.</p>
	<p>Dr. Fatima Morrell, Associate Superintendent of Culturally and Linguistically Responsive Initiatives and Jamie Warren, Associate Superintendent of Human Resources, selected to receive the “Friend of Hispanic Award for Education”. (June 2021)</p>

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Buffalo Public Schools Athletic Champions:

- Sectional Champions- City Honors Girls Volleyball- Class B
- South Park High School Football- Class A
- Lewis J Bennett Boys Basketball- Class B
- McKinley Boys Basketball- Yale Cup 1 Champs
- Riverside Boys Basketball- Yale Cup 2 Champs
- City Honors Girls Basketball- Canisius Cup D1 Champs
- Burgard Girls Basketball- Canisius Cup D2 Champs

