

*Providence School District  
Corrective Action Plan*

Quarterly Update:  
September, October, November 2007

December 7, 2007

### *Introduction*

The Providence School District submitted the 2007-2008 District Corrective Action Plan on May 1, 2007 and the Rhode Island Department of Education accepted and endorsed the Corrective Action plan in June 2007. The plan went into immediate effect as the guiding framework for improvement in the district's neediest schools. The immediate implementation of the District Corrective Action Plan was undertaken under the authority of the Superintendent and the Rhode Island Commissioner of Education.

Among many other items, the District Corrective Action Plan requires that the Providence School District create an effective monitoring and reporting system to ensure that key stakeholders are well-informed of the progress made against the plan's benchmarks. This quarterly report is the second of four reports that will provide a summary of district progress in all areas of the plan, including the identification of successes and significant challenges encountered to date. This report will, in various forms, be presented to all important district constituents including the Providence School Board, the Rhode Island Department of Education, the Providence Teachers' Union, parents, and community organizations.

### ***Important Successes: Quarter 2***

Providence School District has reached a number of targets identified in the District Corrective Action Plan. The district has seen some significant accomplishments during the months of September, October, and November 2007.

#### **(1) Widespread and enthusiastic implementation of SRA Reading Mastery across the participating elementary schools**

The seven SRA Reading Mastery schools utilizing a direct instruction approach to literacy instruction have been implementing the program with fidelity and rigor, and in many cases, enthusiasm and excitement. The District has been actively monitoring the implementation sites through both direct visits and regular reports submitted by JP Consulting Associates. A recently administered teacher survey indicates that the majority of responding teachers feel that the program is effective, will positively impact reading achievement, and is adequately resourced and supported. This is a significant achievement for the Providence School District and a testament to the adaptability and professionalism of Providence teachers.

#### **(2) Increased accountability at all Intervention Schools**

The Providence School District has begun in earnest the design and deployment of a true accountability system. School visits from the District-wide Assistance Team have begun at all levels of the system. In addition, the district has seen initial success with the roll-out of a more comprehensive data monitoring system at targeted schools and in targeted programs. The lessons learned during preliminary implementation will be incorporated into long-term plans for bringing an effective monitoring and visit system to scale across the district.

#### **(3) High quality, third party evaluations of critical district systems are imminent**

Several third party evaluations and audits have been negotiated, planned, and scheduled for the late winter and early spring. These evaluations, which were a priority for both RIDE and the Providence School District, will yield rich information about the health, coherence, and effectiveness of all divisions of the school district.

***Challenges Encountered and Challenges Projected, Quarter 2***

The Providence School District has been aggressively implementing the District Corrective Action Plan over the last six months. During that period, several challenges have emerged, while others have persisted. A summary of the challenges include:

**(1) Lack of an approved operating budget for the Providence School District**

Though the Providence School Board approved the 2007-2008 operating budget in the fall of 2007, final approval from Providence City Council continues to be delayed. The lack of an approved operating budget is preventing the district from hiring several federally-funded positions that have key responsibilities under the District Correction Action Plan:

- |                                   |                             |
|-----------------------------------|-----------------------------|
| (1) Supervisor of Math,           | (4) Strategic Planner, and  |
| (2) Supervisor of Science,        | (5) Call Center Specialist. |
| (3) Supervisor of Social Studies, |                             |

These continued vacancies are having a crippling effect on the district's ability to enact the curricular and instructional reform initiatives spelled out the in the corrective action plan, thereby putting the district at risk for non-compliance under NCLB.

**(2) Ongoing instructional, structural, and programmatic challenges associated with full-scale implementation of the Providence School District Diploma System**

The Providence School District spent the last three months engaging key district staff and community constituents in a thorough review of the district's Diploma System implementation efforts and plans for growth. These review efforts, which have been supported by the Rhode Island Department of Education, have exposed a number of significant challenges over the coming months and years. While the district is making progress, the rate of system-wide improvement isn't currently adequate to reach Diploma System goals. To that end, the District seeks the Rhode Island Department of Education's continued support in strategic and appropriately staged implementation of the Diploma System.

**(3) Potential communication difficulties around the creation and submission of the 2008-2009 Consolidated Resource Plan**

The District Corrective Action plan spells out an ambitious reform initiative that includes widespread reform at all levels of the district in a manner consistent with the mission, vision, and strategies described in the Providence Effective Schools Initiative. To that end, the 2008-2009 Consolidated Resource Plan will include marked programmatic and budgetary changes from previous submissions. To that end, the district looks forward to the opportunity to communicate early and frequently with all appropriate RIDE staff to ensure that the June 1, 2008 submission is clear, appropriate, and rapidly fundable.

**(4) Unique constraints associated with implementation while key unions work without a contract**

The Providence School District is attempting to enact the District Strategic Plan while two critical labor unions work without a contract. This has widespread affect on the district's reform vision. The Providence School District has been grateful for RIDE's continued













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support in ensuring that most fundamental elements of the plan – instructional and curricular reform – are implemented with fidelity and rigor.












The following pages provide a summary of the status of each action item of the approved District Corrective Action plan. In addition, the quarterly report places each action item into one of three status levels: (1) Completed, (2) In Progress, or (3) Encountering Challenges. Finally, the report provides notes about the implementation of each item, providing additional context to better understand progress to-date.

This report will be followed by two additional reports during the 2007-2008 academic year: one in March 2008, and the final report in June 2008.












*Increasing Student Achievement*

	<b>Specific Action or Strategy</b>	<b>Timeline/Target Date</b>	<b>Resources/Materials Needed</b>	<b>Person(s) Responsible</b>	<b>Target for 2007-2008</b>	<b>Quarter 1 Status</b>	<b>Quarter 2 Status</b>	<b>Quarter 2 Reporting Notes</b>
1(a)	Contract with high quality independent evaluators to review Providence's professional development, inst. coaching model, and other initiatives	<ul style="list-style-type: none"> <li>Contracted: Fall '07</li> <li>Completed: Spring '08</li> </ul>	Approx. \$50,000 in evaluation funds	CAO	<ul style="list-style-type: none"> <li>Completion of two evaluations</li> </ul>	 In Progress	 In Progress	PSD has been working closely with RIDE PS&I and Title I staff to develop appropriate funding and program plans for critical district evaluations. The district has been working with CRM to develop a value-added model to track the effect of the new literacy initiative.
1(b)	Contract with a high quality third party consultant to conduct a cross-disciplinary curriculum audit to improve alignment, cohesion, adequacy of central office support, and appropriate distribution of resources	<ul style="list-style-type: none"> <li>Contracted: Winter '07</li> <li>Completed: Spring '08</li> </ul>	Approx. \$100,000	CAO	<ul style="list-style-type: none"> <li>Completion of curriculum audit</li> </ul>	 In Progress	 In Progress	PSD has solicited a proposal from PDK International for a curriculum audit of the Providence School District. This audit has been scheduled for early winter 2008. (Please see attached proposal.)
1(c)	Ensure implementation of all elements of 3 tiered literacy framework including necessary PD, reorganization & training of TAs, school-level participation in external coaching, implementation of instructional groupings, revision of IEPs, and revision of school & teacher schedules as appropriate	<ul style="list-style-type: none"> <li>Designed: Spring '07</li> <li>Cohort 1 rollout: Summer '07 – Spring '08</li> </ul>	Curricular materials: approx. \$1.3M Consultant support: approx. \$500K	CAO Level Directors Supervisors & District Literacy Team School staff & administrators	<ul style="list-style-type: none"> <li>Roll-out to 9 ES, 7 MS, and 2 HS</li> </ul>	 In Progress	 In Progress: ES & MS  Encountering Challenges: HS	Providence has been successful implementing the 2 <sup>nd</sup> and 3 <sup>rd</sup> tier interventions in Cohort 1 (7 Elementary Schools). The Middle Schools have also been implementing 2 <sup>nd</sup> and 3 <sup>rd</sup> tier interventions after a delayed start due to staffing issues. The high schools have only recently begun to implement their 2 <sup>nd</sup> /3 <sup>rd</sup> tier interventions after problems with staffing. Both FHS and MPHS staff completed training in November and are have not yet fully implemented the program.
1(d)	Ensure implementation of new core math programs and interventions at ES, MS & HS, including provision of necessary PD, school-level participation in external coaching, appropriate revision of IEPs, and revision of school & teacher schedules .	<ul style="list-style-type: none"> <li>Designed: Spring '07</li> <li>Roll-out: Summer '07 – Spring '08</li> </ul>	Curricular materials: approx. \$500K, Consultant support, approx. \$50K	CAO, Level Directors, & Supervisors	<ul style="list-style-type: none"> <li>Roll-out to 9 elementary schools, 7 MS, and 2 HS</li> </ul>	 Completed		Providence has completed the ordering and distribution of updated math intervention programs at select elementary schools, all middle schools, and two high schools. This includes teacher training.
1(e)	Establish an English Language Learner Task Force to review district policies and practices and national best practice models	<ul style="list-style-type: none"> <li>Task Force Creation: Winter '07</li> <li>Final report: Summer '07</li> </ul>	Task Force Funding Staff Time	Superintendent CAO ELL staff Community	<ul style="list-style-type: none"> <li>Creation of Task Force</li> <li>Completion of Task Force</li> </ul>	 In Progress	 In Progress	The ELL task force visited Minneapolis/St. Paul on a fact-finding visit and has crafted preliminary recommendations for improvements to Providence's ELL instructional framework.
1(f)	Establish a Fine Arts Task Force to review district policies and practices and regional & national best practice models	<ul style="list-style-type: none"> <li>Task Force Creation: Winter '07</li> <li>First report of Task Force: Spring '07</li> <li>Final report: Summer '07</li> </ul>	Task Force Funding Staff Time	Superintendent, CAO Arts staff Community	<ul style="list-style-type: none"> <li>Creation of Task Force</li> <li>Completion of Task Force</li> </ul>	 In Progress	 In Progress	The membership of the Fine Arts Task Force has been established and the meeting schedule is currently being finalized. The Task Force start is being delayed pending finalization of the work of several other active task forces and the identification of a facilitator.

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Specific Action or Strategy		Timeline/Target Date	Resources/Materials Needed	Person(s) Responsible	Target for 2007-2008	Quarter 1 Status	Quarter 2 Status	Quarter 2 Reporting Notes
1(g)	Design and implementation of a 1200 student middle school summer program focusing on math and literacy interventions	<ul style="list-style-type: none"> <li>• Planning for summer school: Spring '07</li> <li>• Summer school: July '07</li> </ul>	Teacher time: \$150K Materials: \$500K Transportation: \$60K	CAO Level Directors Special Asst.	• 60% student participation rates	 Completed		Summer school for middle school students was completed for approximately 1000 middle school students.
1(h)	Continue high school renewal efforts, including high school renewal committee and expansion of PBGR system support	<ul style="list-style-type: none"> <li>• Monthly meetings of committee</li> <li>• Summer Institute '07</li> <li>• Increased systematization of PBGR system: 07-08 School year</li> </ul>	Staff time for summer institutes: \$50,000 PBGR Development time & materials: \$150K PBGR PD: \$300,000	CAO, HS Level Director, HS staff, HS principals	<ul style="list-style-type: none"> <li>• 100% enrollment @ summer institute</li> <li>• Finalization of proficiency standards</li> </ul>	 Encountering Challenges	 In progress	The Providence School District has been working closely with the RIDE Office of PS&I and Office of HS Reform to develop an appropriate and feasible implementation plan. PSD has begun training to bring HS onto Title I for the 2008-2009 academic year.
1(i)	Provide enhanced PD to elementary teacher assistants to better equip them to enhance the instructional programs using a three-tiered, RTI model	<ul style="list-style-type: none"> <li>• Full training of all appropriate teacher assistants: Summer '07</li> <li>• Continued PD during 2007-2008 and 2008-2009 academic years</li> </ul>	Teacher aide time Consultants to train TAs: \$100,000	Level Directors, Building principals	<ul style="list-style-type: none"> <li>• 100% TA participation in SRA training, summer 2007</li> <li>• 100% participation</li> </ul>	 Encountering Challenges	 Encountering Challenges	TA training has been postponed pending finalization of a Local 1033 contract. The lack of TA participation if resulting in larger-than-ideal instructional groups for teachers and is therefore having a deleterious impact of implementation.
1(j)	Design and implement an enhanced accountability system to ensure fidelity to district instructional and curricular systems in schools identified as "In Need of Improvement"	<ul style="list-style-type: none"> <li>• Establishment of District Assistance Teams (DAT) across ES, MS, and HS: Summer '07</li> <li>• Restructuring of instructional coaches: Spring '07</li> <li>• Quarterly progress monitoring in select schools: Fall '07</li> </ul>	District office staff time School level staff time <ul style="list-style-type: none"> <li>• Establishing DATs, approx: \$1.2 M</li> <li>• Wallace LEAD team</li> </ul>	CAO, Level Directors, DATs Building Principals	<ul style="list-style-type: none"> <li>• Hiring full contingent of DATs at all level</li> <li>• Full design of enhanced accountability system</li> <li>• Pilot implement..</li> </ul>	 In Progress	 In Progress	Providence has hired most DATs and instructional coaches. The literacy and math coaching structure has been completely reconfigured to maximize the impact of the coaches. The TAFs have been incorporating into the DATs and the first round of visits has been completed at the elementary intervention schools. The middle and high school visit schedule has been recently finalized. (Please see the attached visit schedule and summary memo from ES.)
1(k)	Support the implementation of Positive Behavioral Support and Intervention at corrective action and restructuring schools	<ul style="list-style-type: none"> <li>• Provide targeted schools with info about PBIS: Summer/Fall '07</li> <li>• Support school efforts to complete critical planning activities: Fall/Winter '07</li> <li>• Ensure full participation of staff in planning &amp; PD</li> </ul>	District office staff time School Level staff time Funds for SWIS software	Level Directors, Building Principals, DATs School Staff	<ul style="list-style-type: none"> <li>• Targeted schools write school wide expectations</li> <li>• All targeted schools have begun implementation</li> </ul>	 In progress	 In Progress	All elementary and middle schools are in the midst of intensive PBIS implementation. All schools with PBIS interventions are participants in the Sherlock Center cohort and the middle schools have been actively using their SWIS data to inform their behavioral management plan. In addition, the district has begun recruiting for a new PBIS cohort, which will apply in April 2008.
1(l)	Develop a protocol for assigning highly effective teachers to the neediest classrooms of schools	<ul style="list-style-type: none"> <li>• Develop draft protocols with PTU, Summer '07</li> </ul>	Staff time	COO, HR, PTU	•Development & piloting of protocols	 Encountering Challenges	 Encountering Challenges	This item is contingent upon resolution of the PTU contract negotiations.









***Building Capacity through an Infrastructure of Support***

Specific Action or Strategy	Timeline/Target Date	Resources/Materials Needed	Person(s) Responsible	Target for 2007-2008	Quarter 1 Update	Quarter 2 Update	Quarter 2 Reporting Notes	
<b><i>As a district in corrective action, the Providence School District will engage in the following strategies to build an infrastructure of support:</i></b>								
2(a)	Review and reconfigure school-based coaching model	<ul style="list-style-type: none"> <li>• Model review: Winter '07</li> <li>• Creation of new coaching model and postings: Spring '07</li> <li>• Hiring of new coach cohort: Summer '07</li> <li>• Deployment of new coaching model: 07-08 school year</li> </ul>	Approx. \$2.5M	CAO Level Directors Supervisors District Literacy Team	<ul style="list-style-type: none"> <li>• Completion of redesigned, cohort-based coaching model</li> <li>• Hiring of new coaching cadre</li> <li>• Training of new coach cadre</li> </ul>	 Encountering Challenges	 Encountering Challenges	Providence continues to have difficulty recruiting a full compliment of qualified literacy coaches. To date, seven of the seventeen coaching positions have been filled.
2(b)	Develop district-wide assistance teams (DATs) that include ELA, ELL, Special Education, and Math specialists at elementary, middle, and high school	<ul style="list-style-type: none"> <li>• Model design: Spring '07</li> <li>• Hiring of DAT teams: Summer '07</li> <li>• Training of teams: '07</li> <li>• Deployment of teams: '07-08 school year</li> </ul>	Approx. \$1.2M	Superintendent CAO Level Directors Supervisors	<ul style="list-style-type: none"> <li>• Finalized DAT model</li> <li>• Hiring of DATs</li> <li>• Phase I of DAT training</li> </ul>	 Encountering Challenges	 Encountering Challenges	Providence is having difficulty recruiting sufficient DATs, with two positions still unfilled. However, a candidate pool has been identified and interviews are scheduled for coming weeks.
2(c)	Central Office reorganization, including completion of Superintendent's cabinet, revised role of Division Chiefs and Executive Directors, and creation of new positions and offices	<ul style="list-style-type: none"> <li>• Completion of Central Office Review, Spring '07</li> <li>• Phase I of Central Office reorganization: Summer '07</li> </ul>	Salaries	Superintendent Cabinet	Completion of Phase I	 In Progress	 Encountering Challenges	The redesign and reorganization of the Providence School District Central Office has been delayed because of the lack of an approved operating budget, preventing the filling of several key vacancies.
2(d)	Design and implementation of a summer teacher pd academy for identified schools	<ul style="list-style-type: none"> <li>• Design: Spring '07</li> <li>• Programming: Spring '07</li> <li>• Implementation: Summer '07</li> </ul>	<ul style="list-style-type: none"> <li>• Approx. \$3M in teacher stipends</li> <li>• Approx. \$100K in facilitators</li> </ul>	CAO Level Directors Supervisors, PD Office	90% teacher participation rate	 Completed		Providence implemented a full teacher academy for schools for math and reading; 758 teachers were trained during the academy.
2(e)	Creation of "Turn-Around Principal & Teacher Leader Academy" to develop leadership in corrective action & restructuring schools	<ul style="list-style-type: none"> <li>• Grant proposal submitted Spring '07</li> <li>• Anticipated award date (if funded): Summer '07</li> <li>• Anticipated start date (if funded): Fall '07</li> </ul>	• Approx. \$550K	Superintendent CAO Leadership Office Level Directors	• Enrollment of all MS Principals and APs in program	 In Progress	 In Progress	The Wallace Turn-Around Principal Academy is in full implementation, with regular training and over 300 hours of one-to-one coaching delivered. Teacher leaders have not yet been recruited into the program.
2(f)	Continued implementation of Principal training for all principals K-12	<ul style="list-style-type: none"> <li>• Monthly meetings</li> </ul>	Approx. \$100K	Superintendent CAO Leadership Office Level Directors	• 100% principal participation	 In Progress	 In Progress	Principal training continues to happen on a monthly basis, with ongoing training of PESI and effective leadership practices.

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Specific Action or Strategy		Timeline/Target Date	Resources/Materials Needed	Person(s) Responsible	Target for 2007-2008	Quarter 1 Update	Quarter 2 Update	Quarter 2 Reporting Notes
<b><i>As a district in corrective action, the Providence School District will engage in the following strategies to build an infrastructure of support:</i></b>								
2(g)	Reorganization of the Office of Research, Assessment & Evaluation for greater emphasis on (1) school-level data analysis, (2) program evaluation, and (3) management	<ul style="list-style-type: none"> <li>Division Audit: Spring '07</li> <li>Division Reorg: Summer &amp; Fall '07</li> </ul>	Consultant funding (local) PD for Division staff, 07-08	CAO, RAE staff	<ul style="list-style-type: none"> <li>Completion of first round revision of organization and duties</li> </ul>	● In Progress	● In Progress	RAE has been actively focusing on expanded evaluation efforts, including administration of the DI survey. In addition, RAE has identified an updated data dashboard that will soon be rolled out.
2(h)	Reorganization of Division of Teaching and Learning, including hiring of Director of Teaching and Learning and curriculum supervisors to align and streamline instructional programs	<ul style="list-style-type: none"> <li>Office reorg: Spring '07</li> <li>Posting of new positions: Spring '07</li> <li>Hiring of positions: Summer '07</li> </ul>	Approximately \$350,000 in salaries	Superintendent CAO	<ul style="list-style-type: none"> <li>Hiring for position</li> <li>Completion of office reorg</li> </ul>	● In Progress	● Encountering Challenges	The redesign and reorganization of the Providence School District Division of Teaching and Learning has been delayed because of the lack of an approved operating budget, preventing the filling of several key vacancies.
2(i)	Reorganization of Central Office Division of Teaching & Learning, including creation of Office of Federal Programs	<ul style="list-style-type: none"> <li>Office reorg: Spring '07</li> <li>Posting for Director of Federal Programs: Spring '07</li> <li>Hiring Director of Federal Programs: Summer '07</li> </ul>	Director salary	Superintendent CAO	<ul style="list-style-type: none"> <li>Hiring for positions</li> <li>Completion of office reorg</li> </ul>	● In Progress	● Encountering Challenges	The redesign and reorganization of an Office of Federal Programs has been delayed because of the lack of an approved operating budget, preventing the filling of the Director position.
2(j)	Development & implementation of a corrective action communication and accountability plan targeting (1) Parents and the Community, and (2) Schools and school-level staff.	<ul style="list-style-type: none"> <li>Creation of communication plan, Summer '07</li> <li>Establishment of Parent Advisory Council (PAC), 07-08 School year</li> <li>Organize Supt. Fora</li> </ul>	School level staff time District level staff time Superintendents' Fora: \$5000	CAO, Level Directors, DAT, Director of Fed. Programs, Director of Parent Engagement	<ul style="list-style-type: none"> <li>Hosting of 4 Sup. Fora</li> <li>4 Parent Advisory Council Mtgs</li> </ul>	● In Progress	● In Progress	The district has completed two School-level Superintendent's Fora focused on the school sanction status and its meaning, the corrective action plan and literacy initiatives. (Please see attached flyers and agendas.)
2(k)	Establish an accountability process in conjunction with RIDE to report upon successes and challenges	<ul style="list-style-type: none"> <li>Identify priorities areas with RIDE: Spring '07</li> <li>Regular meetings with RIDE: '07-'08</li> <li>Quarterly reports submitted to Commissioner: Fall '07, Winter '08, Spring '08, Summer '08</li> <li>Hosting of school-based Commissioner's visits</li> </ul>	Staff time	Superintendent CAO Level Directors Director of Fed. Programs	<ul style="list-style-type: none"> <li>Submission of 4 reports</li> </ul>	● In Progress	● In Progress	This accountability process is being developed in conjunction with PS & I. Regular meetings and quarterly reporting has begun. The first Commissioner's visit was completed at Hope HS. T & L is beginning to schedule visits to distinguished Title I districts to review high quality accountability systems.

***Strengthening Parent and Community Engagement***

Specific Action or Strategy	Timeline/Target Date	Resources/Materials Needed	Person(s) Responsible	Target for 2007-2008	Quarter 1 Update	Quarter 2 Update	Quarter 1 Reporting Notes	
<b><i>As a district in corrective action, Providence will engage in the following strategies to strengthen parent &amp; community engagement:</i></b>								
3(a)	Design, implement and staff a district call center to increase district responsiveness to parent and community needs	<ul style="list-style-type: none"> <li>• Design: Winter '07</li> <li>• Hire staff: Summer '07</li> <li>• Install &amp; publicize call center: 07-08 school year</li> </ul>	Approx. \$50K in salaries Approx. \$5K in equipment	Superintendent Chief of Communications Director of Parent Engagement	TBD	 In progress	 Encountering Challenges	The implementation of the call center has been delayed because of the lack of an approved operating budget, preventing the filling of the Call Center staff position.
3(b)	Host Superintendent's Fora to discuss issues pertinent to public education in Providence	<ul style="list-style-type: none"> <li>• Host 4 community fora</li> </ul>	Approx. \$5,000	Chief of Communications Director of Parent Engagement	<ul style="list-style-type: none"> <li>• Host 4 community fora</li> </ul>	 In Progress	 In Progress	The first District-wide Community Fora has been scheduled for early December.
3(c)	Increase support for school-level parent involvement activities	<ul style="list-style-type: none"> <li>• Provide parent engagement PD: Fall '07</li> <li>• Support school-based newsletter generation/translation</li> </ul>	Staff time Workshop materials: approx. \$5K	Chief of Communications Director of Parent Engagement	<ul style="list-style-type: none"> <li>• Facilitate 15 PD sessions</li> </ul>	 In Progress	 In Progress	The DATs have been working closely with the TAF to review the parental engagement plans and develop effective school-based parental outreach.
3(e)	Work with building administrators in all schools "In Need of Improvement" to develop and implement a revised SIT meeting schedule to better accommodate families and community members	<ul style="list-style-type: none"> <li>• Complete new SIT schedules: Fall '07</li> </ul>	Building level staff time District staff time	Level Directors School principals SIT Chairs	<ul style="list-style-type: none"> <li>• 10% increase in parent &amp; community member meeting participation</li> </ul>	 In Progress	 In Progress	Schools principals have been notified about changes to the schedule of their SITs. Implementation is underway, and is being monitoring by level leaders and TAFs.