

# **Exhibit 1**

**EXHIBIT 1: PLAINTIFFS' PROPOSED MODIFICATIONS TO THE SPECIAL MASTER'S RECOMMENDATIONS****NEAR-TERM RECOMMENDATIONS**

ID	Recommendation	Modified Recommendation <sup>1</sup>	Comments
1-NT	Develop a customer support plan (people and tools) and timeline to build the capacity for the Implementation Unit to address questions from parents and providers, (e.g., a “helpdesk”), routing Tier II questions to IU Implementation Managers.	<u>Within three months of the date of this Order</u> , the DOE will develop a customer support plan, including people and tools, for the Implementation Unit to address questions from parents and providers, routing Tier II questions to Implementation Unit Implementation Managers.	<b>Category 1</b> Minor modification. Revised (i) for clarity, (ii) to include timeframe for completion.
2-NT	For the Implementation Unit and OGC to monitor progress of implementations, define key performance indicators (KPIs) to measure effectiveness of the IU’s operations, (e.g., time to unpack an order). Assess existing data assets for ability to measure.	<u>Within three months of the date of this Order, the Special Master and DOE will identify the Key Performance Indicators (“KPIs”) to be monitored by the Implementation Unit, which will then be proposed to the Plaintiffs for agreement.</u> The Implementation Unit and OGC will monitor progress of implementation, and KPIs, and <u>report on the progress of KPIs to the Special Master and Plaintiffs on a monthly basis.</u>	<b>Category 1</b> Moderate modification. Revised (i) for clarity, (ii) to include timeframe for completion, (iii) to reflect Special Master’s continuing engagement, (iv) to require Plaintiffs’ agreement on key performance indicators, (v) reporting.
3-NT	In accordance with ongoing user research around due process (i.e., Zenda), redesign the workflows and address key pain points around the implementation of payment orders and service orders. Document the improved processes and incorporate new workflows into trainings and communications.	<u>Within two months of the date of this Order, the Special Master will identify by type of Action Item the key pain points around the implementation of payment orders and service orders.</u> <u>Within three months of the date of this Order</u> , the DOE will redesign the workflows and address key pain points around the implementation of payment orders and	<b>Category 1</b> Moderate modification. Revised (i) for clarity, (ii) to include timeframe for completion, (iii) to reflect Special Master’s continuing role in identifying pain points in the implementation process.

<sup>1</sup> Underlined text denotes noteworthy substantive modifications to the original Recommendation. Not all modifications are underlined; for example, non-substantive edits generally are not underlined. Strikethrough text denotes language that has been deleted from the original Recommendation.

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		service orders. The DOE will document the improved processes and incorporate new workflows into trainings and communications <u>with its staff, parents, parent attorneys and advocates, and providers.</u>	
4-NT	Recognizing they do not fall under the authority of this Court, invite OATH and NYSED leadership to join DOE in a commission to develop a shared framework for issuing the Impartial Hearing Officer's decision / order, (see 6-NT). The Special Master, as per the order of the Court, can support and facilitate discussions such as these and we propose a working group (a "Task Force") led by the Special Master to coordinate efforts and work through challenges. Focus is on tools and training of Impartial Hearing Officers.		<b>Category 5</b> Plaintiffs cannot accept this Recommendation. At a minimum, the discussion must include Plaintiffs, but having the DOE advise OATH on what can be included in hearing orders threatens the independence of the hearing orders. To the extent possible and permissible, the efforts must be joint and include Plaintiffs.
5-NT	Build and maintain a toolkit of existing assistive technology that DOE can implement in a relatively timely manner. Build and maintain an ongoing inventory of DOE services, programs, schools for quickly populating Hearing Officer decision form fields, (with an 'Other' option).	<u>Within three months of the date of this Order</u> , the DOE will build and maintain a toolkit of existing assistive technology that the DOE can Timely Implement (as defined in the Stipulation) any Action Items for provision of assistive technology. <del>Build and maintain an ongoing inventory of DOE services, programs, schools for quickly populating Hearing Officer decision form fields.</del>	<b>Category 2</b> Significant modification. Revised (i) for clarity, (ii) to remove development of list of items to populate decision form fields to maintain the independence and discretion to order the necessary individualized relief for the student as required by the IDEA. <i>See</i> discussion regarding Recommendation 5-NT in Plaintiffs' cover letter submitted herewith.

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6-NT	Define the core data points needed to document and triage an order and an action item, (e.g., type, deadline). Build the user-friendly web form for capturing orders from Hearing Officers (4-NT) in phases to add key data points for implementation over time. Includes the ability to capture the decision/order in writing.	<u>Within three months of the date of this Order, the DOE and Special Master will define the core data points needed to document and triage an order and an action item. With endorsement from Plaintiffs, DOE, OATH and NYSED leadership, within six months of the date of this Order, research and design a web-based interface for Impartial Hearing Officers to issue decisions and build the user-friendly web form for capturing orders from Hearing Officers in phases to add key data points for implementation. The web-based interface must include the ability to capture the decision and order in writing, with the full independence and discretion of the Hearing Officer.</u>	<b>Category 1</b> Moderate modification. Revised (i) for clarity, (ii) to include timeframe for completion, (iii) to reflect Special Master's continuing engagement, (iv) to require Plaintiffs' agreement on key data, (v) to recognize the independence and discretion of the impartial hearing officer in ordering relief.
7-NT	In planning for training, formalize an approach to sustaining knowledge of implementation processes, such as one that empowers experienced staff to onboard, train and mentor more junior staff, (e.g. recognition, reward).	<u>Within three months of the date of this Order, the DOE will formalize an approach to sustaining knowledge of implementation processes, to give the ability of experienced staff to onboard, train and mentor more junior staff.</u>	<b>Category 1</b> Minor modification. Revised (i) for clarity, (ii) to include timeframe for completion.
8-NT	Use the process flows and recommendations provided in this report as a baseline for the development of the Operating Procedures Manual described in 7-LT. Identify writers, contributors and proofreaders.		<b>Category 4</b> This is incorporated into 7-NT. In addition, while Plaintiffs believe this is a good practice, this recommendation need not be included in an order by the Court.
9-NT	Convene a Steering Team to oversee progress of these initiatives, as outlined on the following slide. Appoint a project owner to coordinate and manage the people, process and technology work resulting from these recommendations. Leverage the initiatives and timeframes		<b>Category 4</b> Plaintiffs believe this would be a good practice but need not be included in an order by the Court.

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	defined in this report as a starting point and adapt, as necessary.		
A1-NT	Explore a simple file-sharing process and tool to improve transparency of all documentation presented as evidence at the hearing (automated if possible; manual if necessary). Ensure all pertinent documents can be continually accessed by the Implementation Unit.	<u>Within three months of the date of this Order</u> , the DOE will <u>identify</u> a file-sharing process and tool to improve transparency of all documentation presented as evidence at the hearing so that all pertinent documents can be continually accessed by the Implementation Unit.	<b>Category 1</b> Minor modification. Revised (i) for clarity, (ii) to include timeframe for completion.
A4-NT (a)	(a) Design a process by which to collect relevant documentation from parents/guardians and attorneys (e.g., proof of payment for tuition or service) earlier on in the DPC process (pre-hearing). Conduct user research with parents to design a web-based (and offline) data collection process to facilitate this.	Within three months of the date of this <u>Order</u> , the DOE will design a process by which the DOE can collect relevant implementation documentation from parents and guardians, <u>parent representatives</u> , and <u>providers</u> before the hearing; the DOE will conduct user research with parents to design a web-based and offline data collection process to facilitate this. The DOE will <u>immediately</u> allow parents to submit payment documentation as multiple files or different formats.	<b>Category 1</b> Moderate modification. Merged; revised (i) for clarity, (ii) to include timeframe for completion.
A4-NT (b)	(b) allow parents to submit payment documentation as multiple files or different formats where applicable, (DOE currently requires one PDF file of all documentation combined). Assess system impacts.		
A6-NT	Some reimbursement documentation needed of parents and providers should be required, but not as a condition of payment. In other words, proof of payment (e.g.) would be collected in the same manner it is now. Payments should be made upon calculation or confirmation of the payment amount and the payee being registered with the City. Clear messaging should be developed to firmly convey that all payees are subject to audit by federal/state/City investigators. [See	<u>The DOE may not condition payment on payment Orders on the receipt of specific payment documentation. The DOE will make payments pursuant to the timelines in the Stipulation for Timely Implementation</u> upon calculation or confirmation of the payment amount required by an Action Item in an Order and the payee being registered with the City. <u>The DOE and Comptroller will identify for the Special Master the specific documents that the DOE and</u>	<b>Category 2</b> Significant modification. Revised for (i) clarity and (ii) to add requirement regarding audit-related documentation.

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	specific documentation in xls worksheet #3]	<u>Comptroller will require in any audit of payments and publicly provide a list of those documents on the DOE's website and as an attachment to every Payment Order.</u>	
A7-NT	Assess ability of the DOE to transition invoices for ordered services to the NYC Vendor Portal system and to pay providers immediately upon timesheet submission (as per other City, NYC special education processes). Conduct user research to understand invoicing pain points and design a solution.	The DOE will pay providers immediately upon timesheet submission. <u>Within three months of the date of this Order</u> , the DOE will assess the ability to transition invoices for ordered payments to the NYC Vendor Portal system.	<b>Category 1</b> Moderate modification. Revised (i) for clarity, (ii) to add timeframe for completion, (iii) to require sooner compliance.
X4-NT (a)	(a) Develop a systems-generated notification (or equivalent) to inform the Implementation Unit (Accounts Specialists, Payment Specialists) that OGC/SEU has settled a case where payments are being distributed from an order. Define business and technical requirements to do so.	<u>The DOE will</u> develop a systems-generated notification to inform the Implementation Unit that the Office of General Counsel/Special Education Unit has settled a case where payments are being distributed from an Order. The DOE will define business and technical requirements to do so. The DOE will	<b>Category 1</b> Moderate modification. Merged; revised (i) for clarity, (ii) to add timeframe for completion, (iii) to require sooner compliance.
X4-NT (b)	(b) Develop a process and service for schools to electronically refund overpayments that happen due to this disconnect.	develop a process and service <u>for the DOE to notify schools</u> and schools to electronically refund overpayments that happen due to this disconnect.	
B1-NT (a)	(a) Liaisons (or IMs) should communicate all service orders to the schools	Implementation Liaisons and Implementation Managers will communicate all service orders and action items to schools <u>in a manner that allows for the order to be Timely Implemented within the definition of the Stipulation.</u> <u>Within three months of the date of this</u>	<b>Category 1</b> Moderate modification. Merged with B1-LT; revised (i) for clarity, (ii) to add timeframe for completion, (iii) to require sooner compliance; (iv) to require input from Plaintiffs.
B1-NT (b)	(b) The IU should assign a full-time resource to flag incoming orders deemed timely and high priority, (e.g., D75). Flagged orders could then be routed to schools in a timelier manner.	<u>Order</u> , the Implementation Unit will assign a full-time resource to flag incoming orders deemed high priority, <u>as the DOE and Plaintiffs agree upon the term "high-priority."</u> The	

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		<u>Implementation Unit will triage and route orders accordingly.</u>	
B2-NT	Define data/system requirements for monitoring incoming, and tracking the ongoing implementation of, orders comprised of service action item(s). Structured input by the hearing officer issuing the order should include deadline/due date types of input fields.	<u>Within three months of the date of this Order</u> , the DOE will define data/system requirements for monitoring incoming and tracking the ongoing implementation of orders comprised of service action items. Structured input by the hearing officer issuing the order should include deadline and due date types of input fields.	<b>Category 1</b> Minor modification. Revised (i) for clarity, (ii) to add timeframe for completion.
B3-NT (a)	Using the customer support function (1-NT), build a formal network structure for the Implementation Manager (IM) role to serve as the point-of-contact and coordinate service action items across DOE offices, schools, attorneys and parents	<u>Within three months of the date of this Order</u> , the DOE will (a) build a formal network structure for the Implementation Manager role to serve as the point-of-contact and coordinate service action items across DOE offices, schools, attorneys and parents, and (b) add additional implementation manager staff to distribute caseloads, freeing up time for the Implementation Managers to monitor service Action Items.	<b>Category 1</b> Minor modification. Merged; revised for clarity.
B3-NT (b)	Add additional IM staff to distribute caseloads, freeing up time for the Implementation Managers to monitor service action items (not just unpack).		
B3b-NT	Formally designate Implementation Liaisons in all Districts and relevant Central offices (e.g., OPT, OSH, OSE) to act as points-of-contact in their respective areas for Implementation Managers to facilitate the arrangement of the ordered service(s). Establish a process to transfer the role to other staff when needed, (i.e., mitigate turnover). Many Liaisons are already in place, even if informally. (See 10d-NT for OPT)	<u>Within three months of the date of this Order</u> , the DOE will formally designate Implementation Liaisons in all Districts and relevant Central offices (e.g., OPT, OSH, OSE) to act as points-of-contact in their respective areas for Implementation Managers to facilitate the arrangement of the ordered service(s). The DOE will also establish an escalation process when an Implementation Liaison is unavailable or unable to resolve a particular issue, with the escalation role being in an executive role within the DOE.	<b>Category 1</b> Minor modification. Merged; revised for clarity.
B3c-NT	See B3b-NT. Also establish an escalation process when the Liaison is unavailable		

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	or unable to resolve a particular issue. Escalation roles must be documented for each Central office and District and must be in executive role to effectuate solution, (e.g., Deputy Chancellor, Superintendent).		
B3d-NT	Define and build an automated service to generate emails to parents and attorneys at key milestones in the administrative workflow, such as when an Implementation Manager approves the composition of the order, (i.e., it is unpacked) or a payment action item has been authorized.	<u>Within three months of the date of this Order</u> , the DOE will implement an automated service to generate emails to parents, attorneys and advocates, and providers at key milestones in the administrative workflow of the implementation of an order, such as when an Implementation Manager unpacks the hearing order, <u>when a service provider has been identified</u> , when a payment action item has been authorized, <u>or when the payment has been sent to the parent or provider</u> .	<b>Category 1</b> Moderate modification. Revised (i) for clarity and (ii) to add detail and notification triggers.
B6-NT	Share common documentation needed in due process and in special education overall, such as Related Services Authorizations (RSAs), evaluations, IEP Meeting notice, etc. across systems. Currently, such documents must reside in both systems (SEGIS and DAITS). Define common documentation/evidence and explore how to share more efficiently across processes.	<u>Within three months of the date of this Order</u> , the DOE will share common documentation among all processes, <u>such as due process, special education generally, and hearing order implementation</u> .	<b>Category 1</b> Minor modification. Revised (i) for clarity and (ii) to include timeframe for completion.
B9-NT	The Implementation Unit must develop and communicate a more consistent and clear procedure to inform schools and CSEs that an IEP meeting has been ordered and to follow up and ensure the IEP was updated.	<u>Within three months of the date of this Order</u> , the DOE Implementation Unit will develop and communicate a clear procedure to inform schools and CSEs that an IEP meeting has been ordered and to ensure that the IEP was updated pursuant to that order.	<b>Category 1</b> Minor modification. Revised (i) for clarity and (ii) to include timeframe for completion.



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B10-NT	Aside from the Medication Administration Form (MAF) and HIPAA forms, no other paperwork or evidence should be required once an order requires the provision of nursing.	Aside from the Medication Administration Form (MAF) and HIPAA forms, no other documentation or evidence is required before implementation of an impartial hearing order for the provision of nursing services.	<b>Category 1</b> Minor modification. Revised for clarity.
B11-NT	The DOE and the Office of School Health shall modify applicable contracts with nursing agencies to specify that postings shall remain open until an individual nurse has been formally assigned to the student, (i.e., not when the nursing agency claims the case).	<u>Within three months of the date of this Order</u> , the DOE and the Office of School Health will modify any applicable contracts <u>and procedures</u> with nursing agencies to specify that <u>postings and assignments</u> for a nurse will remain open until an individual nurse has been formally assigned to a student <u>rather than when the nursing agency has claimed the posting</u> .	<b>Category 1</b> Moderate modification. Revised (i) for clarity, and (ii) to include timeframe for completion.
B12-NT	Formalize, designate and confirm a Liaison role in OPT (with escalation path) to coordinate orders between the IU, OPT (and OSH as applicable). Improve communications and track implementation of an order requiring transportation. The IU should regularly provide status to parent on status of the action item.	<u>Within two months of the date of this Order</u> , the DOE will formalize, designate and confirm a liaison role in OPT, with an escalation path, to coordinate the implementation of transportation orders between the Implementation Unit, OPT, and OSH as applicable. The DOE will improve communications and track implementation of an impartial hearing order requiring transportation and provide <u>weekly</u> status updates to parents on the implementation of such orders.	<b>Category 1</b> Minor modification. Revised (i) for clarity, (ii) to include timeframe for completion, (iii) to add timing of updates to parents whose children require the ordered transportation to school.
C2-NT	Establish competitive salaries as stated in C3-NT. Provide all administrative staff who directly support NYC special education students with the option to work from home, indefinitely. This would include DOE attorneys.		<b>Category 4</b> Plaintiffs believe this would be a good practice but need not be included in an order by the Court.
C3-NT (a)	Add a part-time role supporting IU hiring practices.		<b>Category 4</b>

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			Plaintiffs believe this would be a good practice but need not be included in an order by the Court.
C3-NT (b)	Form a working group of staff from Implementation Unit (IU) and DOE HR to coordinate (weekly, track progress) and address issues of recruiting and salary disparities.		<b>Category 4</b> Plaintiffs believe this would be a good practice but need not be included in an order by the Court.
C3-NT (c)	Establish competitive salary ranges for all existing and future positions in the Implementation Unit.		<b>Category 4</b> Plaintiffs believe this would be a good practice but need not be included in an order by the Court.
C4-NT	As per organizational restructuring (C5-NT, Appendix I), develop recruitment and hiring strategy for new staff needed. Continue to recruit and hire Implementation Managers to address backlog.	The DOE will continue to recruit and hire Implementation Managers to address the backlog <u>of hearing orders that are not implemented.</u>	<b>Category 1</b> Minor modification. Revised for clarity.
C5-NT	Reorganize the Implementation Unit to report to the OGC. Establish an organizational structure for the Implementation Unit based on teams that can more easily collaborate.		<b>Category 4</b> Plaintiffs believe this would be a good practice but need not be included in an order by the Court.
C6-NT	Recruit and hire (or reassign) a resource to plan, develop and deliver training materials for Implementation Unit and OGC staff (based on future state processes). Identify a part-time resource to create a training plan, develop materials, and deliver training pertinent to the implementation of orders.	The DOE will recruit and hire a resource to plan, develop, and deliver training materials for Implementation Unit and OGC staff and <u>within three months of the date of this Order,</u> create a training plan, develop materials, and deliver training pertinent to the implementation of orders. The DOE will update training materials to reflect changing policies and <u>processes.</u>	<b>Category 1</b> Moderate modification. Merged with C6-LT; revised (i) for clarity, (ii) to add timeframe for completion, (iii) to reference processes.

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D1-NT	Inventory all functional issues of DAITS that impede the implementation workflow (See Appendix IV for list to be prioritized). Gather other existing problems with DAITS, (e.g., performance, browser compatibility). Prioritize enhancements and assign Business Analysts to elaborate needed requirements where needed.	<u>Within three months of the date of this Order, the Special Master and DOE will inventory all functional issues of DAITS that impede the hearing order implementation workflow, including but not limited to system crashes, system outages, and system timeouts, and prioritize enhancements. Within six months of the date of this Order, the DOE will develop, test, and release the DAITS enhancements.</u>	<b>Category 1</b> Moderate modification. Merged with D1-LT, D3-NT and D3-LT; revised (i) for clarity, (ii) to add timeframe for completion.
D3-NT	Investigate and rectify DAITS performance issues – (1) system crashes, (2) system outages, (3) system timeouts – as soon as possible.		
D9-NT	Explore Software-as-a-Service (SaaS) solutions specializing in case management (or equivalent) and assess fits and gaps. Requirements should include the ability to capture all due process documentation pertinent to student/case(s) in a single, central application and user interface (UI). This will facilitate and streamline multiple special education and DOE/legal/reporting operations. See A4-LT and A1-NT.		<b>Category 4</b> Plaintiffs believe this would be a good practice but need not be included in an order by the Court.
E1-NT	Assign a small team of IU resources/Implementation Managers (2-3) to inventory and investigate the cases that are 35+ days past the date of the order. Identify solutions to obstacles and barriers to implementation (via the Steering Team, as needed), and expedite cases accordingly.	<u>Within two months of the date of this Order, the DOE will assign an additional team of Implementation Managers to expedite the implementation of any hearing order that is more than 35 days past the date of the hearing order. This team will continue its work until such time as orders are consistently being implemented within the implementation deadlines.</u>	<b>Category 1</b> Minor modification. Merged with E1-LT; revised (i) for clarity, (ii) to change “small” team to “additional” team to reflect that currently 97% of orders fall within this category of backlog and a “small” team is not enough to address the backlog.

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F1-NT	Define a role of Data Analyst within the Due Process Systems and Analytics Office to build capacity for data integrity and measure KPIs (2-NT). See additional details on roles and proposed organization chart in Appendix I.		<b>Category 4</b> Plaintiffs believe this would be a good practice but need not be included in an order by the Court.
F2-NT	For IU processes, analyze the types of action items (and/or combinations of action items) that require the greatest levels of effort to process, (and at different stages of the workflow), as well as those most likely to contribute to backlog.	<u>Within three months of the date of this Order, the Special Master and the DOE will identify the types of action items that require the greatest levels of effort to process as well as those most likely to contribute to the backlog of hearing order implementation, and develop solutions to remove the causes for the backlog.</u>	<b>Category 1</b> Moderate modification. Revised (i) for clarity, (ii) to include timeframe for completion, (iii) to reflect Special Master's continuing work and investigation, and (iv) to add the development of solutions.

**LONG TERM RECOMMENDATIONS**

<b>ID</b>	<b>Recommendation</b>	<b>Modified Recommendation</b>	<b>Comments</b>
1-LT	Develop and deploy an accessible status indicator (e.g., web-based) for parents to easily view their case's status in the due process workflow.	<u>Within one year of the Order</u> , the DOE will develop and deploy an accessible status indicator (web-based) for parents to easily view their case's status in the due process workflow.	<b>Category 1</b> Minor modification. Revised to include timeframe for completion.
2-LT	Copy and collect data assets from implementation-related data sources (e.g., DAITS, IHS, FAMIS, etc.) to analyze for IU workflow purposes. Analyze data as per KPIs, to identify solutions to problems, and to answer questions and hypotheses.	The DOE will copy and collect data assets from implementation-related data sources, including but not limited to DAITS, HIS, FAMIS, and SESIS, to analyze for Implementation Unit workflow purposes. The DOE will analyze the data as they relate to the KPIs and, <u>with the Special Master</u> , identify solutions to problems and answer questions and hypotheses <u>regarding failure to meet the Stipulation's benchmarks based upon the analysis</u> . The DOE will report to Plaintiffs on a <u>quarterly basis the results of this analysis and meet with the Plaintiffs on a quarterly basis to identify solutions to problems and answer questions and hypotheses regarding failure to meet the Stipulations benchmarks based upon the analysis</u> . The <u>Special Master will include in reports to be provided to the Court every six months the DOE's analysis of such data</u> .	<b>Category 2</b> Significant modification. Revised to add quarterly meeting and Special Master reporting requirements.
3-LT	Maintain documentation of workflows and continue process of streamlining processes by adding the role of Implementation Systems Analyst to the Due Process Systems and Analytics Office. The role would be ongoing versus a single instance of change. See Appendix I for further description of the role.	<u>Within six months of the date of this Order</u> , the DOE will add the role of Implementation Systems Analyst to the Due Process Systems and Analytics Office to maintain documentation of workflows and continue the process of streamlining <u>implementation</u> processes.	<b>Category 1</b> Minor modification. Revised (i) for clarity, (ii) to include timeframe for completion.

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4-LT	Build the structured input fields of the Hearing Officer's decision/order as required (6-NT). Develop a communications plan, messaging/training and communicate new process to Hearing Officers.		<b>Category 5</b> Plaintiffs cannot accept this Recommendation. At a minimum, the discussion must include Plaintiffs, but having the DOE advise OATH on what can be included in hearing orders threatens the independence of the hearing orders. To the extent possible and permissible, the efforts must be joint and include Plaintiffs.
5-LT	Build the Hearing Officer decision input process to include above data values. Maintain lists of available assistive technologies and services.		<b>Category 5</b> Plaintiffs cannot accept this Recommendation. At a minimum, the discussion must include Plaintiffs, but having the DOE advise OATH on what can be included in hearing orders threatens the independence of the hearing orders. To the extent possible and permissible, the efforts must be joint and include Plaintiffs.
7-LT	Expand the LV Payment/Service Guidelines (for IU staff) into an Operating Procedures Manual, and design and implement a professional development series for staff.	<u>Within six months of the date of this Order</u> , the DOE will expand the LV Payment and Service Guidelines for Implementation Unit staff into an <i>Operating Procedures Manual</i> , and design and implement a professional development series <u>on order implementation</u> for <u>DOE</u> staff.	<b>Category 1</b> Minor modification. Revised (i) for clarity, (ii) to include timeframe for completion.
9-LT	Track and report status of the roadmap initiatives on an ongoing basis. Identify risks and issues and proactively manage. Escalate issues and key risks to the Modernization Steering Team.		<b>Category 4</b> Plaintiffs believe this would be a good practice but need not be included in an order by the Court.

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A1-LT	Centralize the collection, submission and sharing of pertinent documents and evidence among the Impartial Hearings Office, OATH and the IU on a single platform. Establish a process (pre-implementation) by which documentation from families is captured by the IHO rep/staff at hearing, or sooner.	<u>Within six months of the date of this Order</u> , the DOE will centralize the collection, submission and sharing of pertinent documents among the DOE's impartial hearing <u>representatives</u> and Implementation Unit on a single platform. The DOE will establish a process by which documentation from families is captured by the <u>DOE IHO</u> representative at the hearing.	<b>Category 1</b> Minor modification. Revised (i) for clarity, (ii) to include timeframe for completion.
A2-LT	Train and enable Hearing Officers to issue decisions through use of the web form. Grant access of the resulting data to the Implementation Unit to view orders as they are submitted.		<b>Category 5</b> Plaintiffs cannot accept this Recommendation. At a minimum, the discussion must include Plaintiffs, but having the DOE advise OATH on what can be included in hearing orders threatens the independence of the hearing orders. To the extent possible and permissible, the efforts must be joint and include Plaintiffs.
A6-LT	Conduct regular audits into payments, as to be determined.		<b>Category 3</b> Prior to conducting audits, the Comptroller and DOE must identify and publish the payment documentation required for any audits.
A7-LT	Evaluate scenarios and build/procure a mobile app by which providers can enter their hours on their phone upon providing the service, (i.e., a timesheet). (Medicare providers follow a process like this). A traditional "invoice" would no longer be necessary.	<u>Within a year of this Order</u> , the DOE will build or procure a mobile application by which providers can enter their hours on their phone upon providing the service and the DOE will not require a traditional invoice for payment. The new invoicing process and tool will be designed to streamline the invoice approval process. <u>The DOE will conduct user research with providers and parents to identify the mobile application.</u>	<b>Category 1</b> Moderate modification. Merged with A8-NT and A8-LT; revised (i) for clarity, (ii) to add timeframe for completion, (iii) to include requirement for parent and provider consultation.

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X4-LT	Build the notification process and system integration defined in near-term recommendation.	<u>Within six months of the date of this Order</u> , the DOE will build the notification process and system integration defined in near-term recommendation.	<b>Category 1</b> Minor modification to add timeframe for completion.
B3-LT	Launch the process of monitoring and coordinating service action items, as defined in B3-NT.	<u>Within six months of the date of this Order</u> , the DOE will launch the process of monitoring and coordinating service action items, as defined in B3-NT.	<b>Category 1</b> Minor modification to add timeframe for completion.
B3b-LT	Establish ongoing communications with Liaisons as a community, (e.g., newsletter). Ensure functionality in new special ed data system supports the designation and re-assignment of Liaisons.		<b>Category 4</b> Plaintiffs believe this would be a good practice but need not be included in an order by the Court.
B6-LT	Build the necessary document management functionality into the new special education data system to share documents across special ed processes, (as defined in B6-NT).	<u>Within six months of the date of this Order</u> , the DOE will build the necessary document management functionality into the new special education data system to share documents across special ed processes, (as defined in B6-NT).	<b>Category 1</b> Minor modification to add timeframe for completion.
B14-LT	For each home instruction order, the Implementation Manager should confirm the actual provision of home instruction as defining implementation of the order.		<b>Category 1</b> Plaintiffs request that this be ordered as written.
B15-LT	For each order placing a student at a DOE school, the Implementation Manager and OSE should confirm the actual placement as appropriate and meeting the need of the student, (per order and IEP).		<b>Category 1</b> Plaintiffs request that this be ordered as written.
C2-LT	Provide opportunities to staff that promote career progression, (e.g. goal-setting, professional development tracks, regular meetings with line manager, demonstrated leadership and rewarded accordingly (performance)).		<b>Category 4</b> Plaintiffs believe this would be a good practice but need not be included in an order by the Court.



ID	Recommendation	Modified Recommendation	Comments
C3-LT	Adapt and sustain competitive salary ranges for hearings staff, IU staff, attorneys and related services staff.		<b>Category 4</b> Plaintiffs believe this would be a good practice but need not be included in an order by the Court.
C4-LT	As per organizational expansion (see Appendix I), develop recruitment and hiring strategy for new staff needed.		<b>Category 4</b> Plaintiffs believe this would be a good practice but need not be included in an order by the Court.
C5-LT	Periodically evaluate the organizational structure of the Implementation Unit to align with future process improvements and broader DOE organizational changes.		<b>Category 4</b> Plaintiffs believe this would be a good practice but need not be included in an order by the Court.
C6-LT	Develop a continual process of updating training materials to reflect changing policies and business rules.	<u>The DOE will</u> develop a continual process of updating training materials to reflect changing policies and business rules.	<b>Category 1</b> Minor modification. Revised for clarity.
D1-LT	Dedicate technical resources (DIIT) to build the enhancements identified in the near-term recommendation. Develop, test and release subsequent DAITS enhancements.		This was merged with D1-NT.
D5-LT	Continue to conduct ongoing user research on LV and due process functions in efforts to modernize and redesign NYC DOE due process functions and align them with (migrate to) the special education system (SEDMS).	<u>The DOE will</u> continue to conduct ongoing user research on LV and due process functions in efforts to modernize and redesign NYC DOE due process functions and align them with (migrate to) the special education system (SEDMS).	<b>Category 1</b> Minor modification. Revised for clarity.
E1-LT	Continue the work in the near-term recommendation until such time as orders are consistently being implemented within the compliance deadline.		This was merged with E1-NT.
F1-LT	Leverage new data made accessible by future state special education and due process data system to grow and mature analytics capabilities.		<b>Category 4</b> Plaintiffs believe this would be a good practice but need not be included in an order by the Court.