

RCSD ACADEMIC AND FINANCIAL PLAN UPDATES

Dr. Shelley Jallow
New York State Monitor
June 13, 2023



Statutory Authority of the Rochester State Monitor

Chapter 56 of the Laws of 2020 requires the Commissioner to appoint a Monitor to the Rochester City School District to provide oversight, guidance and technical assistance related to the academic and fiscal policies, practices, programs and decisions of the District, the Board of Education, and the Superintendent.

On May 26, 2020, I was appointed by Interim Commissioner Tahoe to be the monitor of the Rochester City School District.

On August 6, 2021, Commissioner Betty Rosa informed the RCSD of additional conditions for spending CRSSA and ARP funding. Those conditions included authorizing the State Monitor to approve CRSSA and ARP spending plans prior to submission to NYSED for final approval.

Responsibilities of The Monitor

- Serve as a non-voting ex-officio member of the Board.
- Assist the Board in adopting a conflict of interest policy that ensures board members and administrators act in the District's best interest.
- Work with the Board to develop a proposed academic improvement plan and proposed financial plan for the District no later than November 1, 2020 for the 2020-2021 school year and the four subsequent school years.
- Beginning with the 2021-22 school year budget, ensure that the budget is balanced and consistent with the District's long-term financial plan.

Responsibilities of The Monitor

- Provide semi-annual reports on the academic, fiscal, and operational status of the District.
- Assist in resolving any disputes and conflicts between the Superintendent and the Board and among members of the Board.
- Authority to disapprove travel outside the State paid for by the District;
- Recommend cost saving measures including, but not limited to, shared service agreements; and;
- Notify the Board in writing regarding violations of the academic and/or financial plan. .
- Beginning with the 2021-22 school year budget, ensure that the budget is balanced and consistent with the District's long-term financial plan.

RCSD Academic Plan

Total Recommendations	2022 - 2023	Proposed 2023 - 2024
Total Recommendations	108	103
Current	35	20
Modified	34	45
Removed	16	36
New	23	2
Active recommendations	92	67

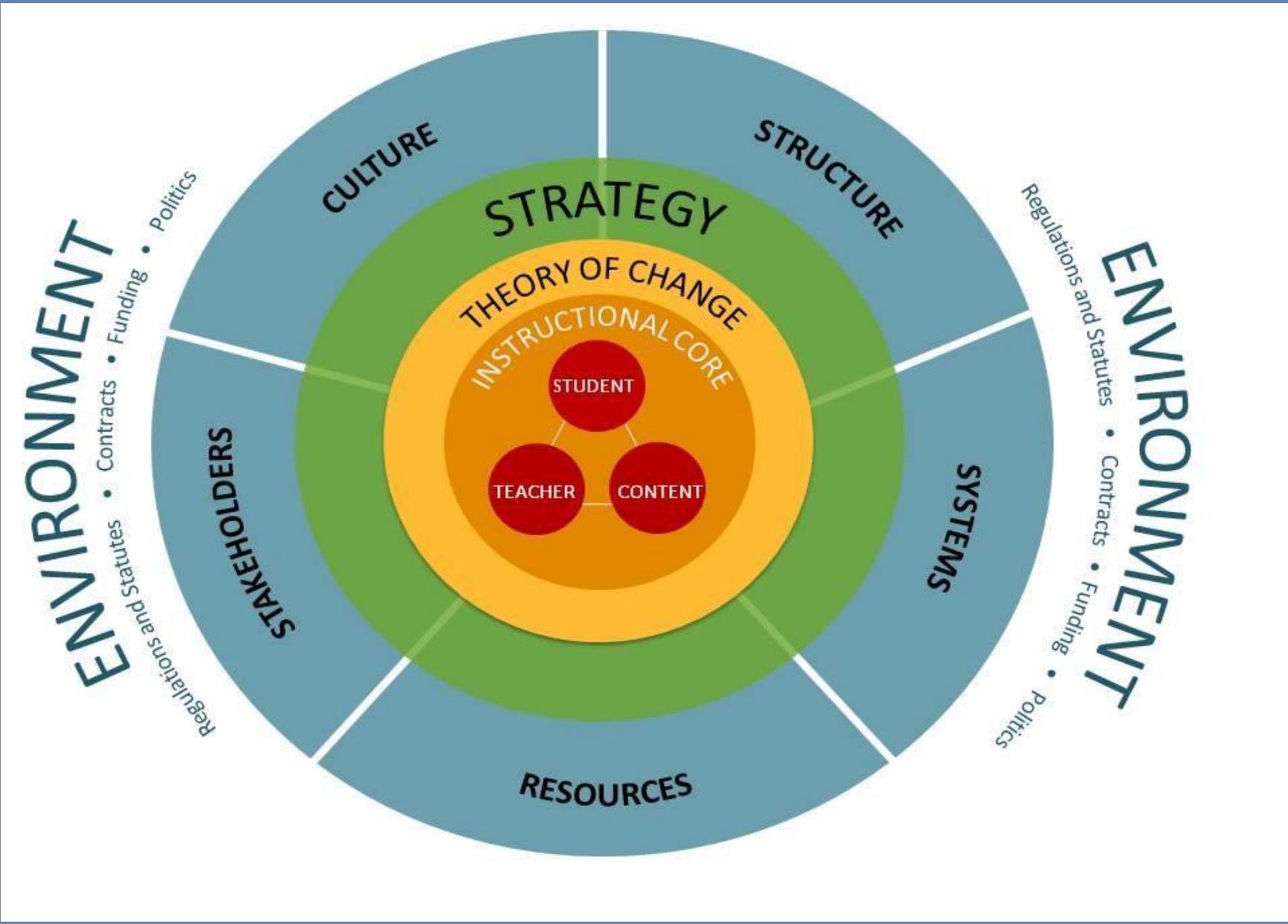


Table 5 Turn Around Leadership



Table 5 Recommendation #6: All Board goals shall be SMART: specific, measurable, attainable, relevant and time-based (p.4)

Table 5 Recommendation #18: The Board shall approve selected schools by January 1, 2023.

The District administration shall present a first draft of the Facilities Modernization Plan (FMP) master plan to the state monitor and financial consultant for feedback by August 15, 2023.

District administration shall present the FMP (academic and fiscal) for a Board vote of approval at the October 2023 business meeting. (pgs. 8-9)

Table 5 Recommendation #19: The Board shall receive a draft of a new RCSD Strategic Plan by August 30, 2023. and shall vote on a final framework of the new 5-year RCSD Strategic Plan no later than October 30, 2023. (p.9)

	SY22/23	Proposed SY23/24
Current	8	7
Modified	5	8
Removed	2	4
New	4	0

Table 7 Talent Development



Table 7 Recommendation #8: Establish Zone Offices led by Chiefs of Schools with staff to support each zone. District administration shall elevate the authority and responsibilities of the Chiefs of Schools.

Table 7 Recommendation #12: The District administration shall secure the services of a third party to conduct a Districtwide headcount of all District staff to determine number, location and functionality for all RCSD out classroom positions for completion prior to February 1, 2025.

Based on the results of the headcount and function audit, the District administration shall restructure the Central Office by reducing staff and reassigning key staff positions to schools and zone offices, by June 30 2025.(p.17)

	SY22/23	Proposed SY23/24
Current	3	3
Modified	5	3
Removed	3	5
New	0	1

Table 9, Instructional Transformation



Table 9 Recommendation #5: Implement a yearly training for school counselors and registrars that includes technical knowledge in the areas of transcript review and development, master scheduling, analysis of foreign transcripts, familiarity with the RCSD Course of Studies, Freshman Academy Design and CTE counseling. (p. 18)

Table 9 Recommendation #17: School counselors should transition to the Division of Teaching and Learning during the 2022–2023 school year. (p.27)

Table 9 Recommendation #19: A multiyear CTE plan shall be co-developed with school leaders, industry experts, and community stakeholders to be shared with the executive cabinet and implemented by August 1, 2023. (p.29)

Table 9 Recommendation #23: Annually, by August 1, District administration shall implement an action plan to address the disproportionately low graduation rates and disproportionally high dropout rates of Black and Hispanic RCSD male students. (p. 33)

Table 9 Recommendation #26: District administration shall employ research and evidence-based strategies to increase the number of students graduating college and career ready as evidenced by increased student participation and success in the following: Seal of Biliteracy, Dual Enrollment, CTE Pathway Completion, IB credits, AP credits and Grade 8 Algebra (p. 35)

	SY22/23	Proposed SY23/24
Current	12	11
Modified	16	25
Removed	4	14
New	18	0

Table 11, Culture Shift



Table11 Recommendation #5: The Superintendent or designee shall meet with the Executive Steering Committee of School-Based Planning Teams quarterly to exchange information on needs and opportunities to improve outcomes for RCSD students. (p. 51)

	SY22/23	Proposed SY23/24
Current	3	3
Modified	2	0
Removed	0	2
New	0	0

Table 13, Systems, Resources and Structures



Table13 Recommendation #16: By July 1, 2024, the District shall fully implement a strategy, where feasible, of phasing in a dual model approach of neighborhood and community schools for all schools serving students in grades kindergarten through 8. (p.62)

Table 13 Recommendation #23: District administration shall take documented actions to incorporate the phase in of professional learning communities (PLC) into the master schedules of every RCSD school and program. (p. 66)

Table 13 Recommendation #24: The District shall initiate a revised plan to ensure all student reports of academic achievement are available to parents in a uniform, timely, efficient and user-friendly format.

The District shall create and implement a plan to ensure full implementation by October 1 annually every RCSD parent or guardian of a secondary student has easy access to the RCSD Course Catalogue. (p.66)

	SY22/23	Proposed SY23/24
Current	9	3
Modified	7	9
Removed	6	11
New	1	1

RCSD Financial Plan

Total Recommendations	2022 - 2023	Proposed 2023 - 2024
Total Recommendations	69	76
Current	35	18
Modified	12	27
Removed	15	29
New	7	2
Active recommendations	54	47

Table 4, General Fiscal Practices



Table 4 Recommendation #2: The Board and administration shall utilize a process to examine all contracts and programs providing direct services to staff and students over \$75,000 for the following: evidence of impact on student outcomes, alignment to the strategic plan, duplication of efforts, cost-effectiveness, feasibility, equity, need, sustainability. (pgs. 67-68)

Table 4 Recommendation #19: Effective immediately, the District administration shall include transparent explanations for activities listed on resolutions for extra pay, including detailed descriptions of outcomes and deliverables. (p. 78)

Table 4 Recommendation #21: The District administration shall leverage State and federal funding to create a comprehensive investment strategy, based on equity and need, to support schools beginning with the 2023–2024 school year. The implementation of the investment strategy for blending and braiding ARP, Title I, Titles II, Title III and Title IV shall be shared and discussed at a monthly meeting, beginning September 30, 2023, the State Monitor and financial consultant. (p. 78)

	SY22/23	Proposed SY23/24
Current	12	7
Modified	3	10
Removed	3	4
New	3	0

Table 5, Governance and Programmatic Decision Making



Table 5 Recommendation #12: The District shall complete the athletics audit and present findings and recommendations from the athletics audit prior to January 15, 2024. The District administration shall amend and present an updated Athletics SOP to principals prior to April 30, 2024. (p. 84)

Table 5 Recommendation #13: Effective no later than February 28, 2022, District leadership shall submit a monthly analysis of the vacancy reports to the executive cabinet, financial consultant, and the State Monitor. The District administration shall record in their financial plan and execute a reduction of staff minimally equivalent to at least 30% of the unfilled positions recorded in the 2023-2024 school District budget or the number of vacant positions held for 3 or more years in the 2023–2024 school year budget. (p. 84)

	SY22/23	Proposed SY23/24
Current	8	4
Modified	3	4
Removed	5	9
New	0	0

Table 6, Legal Findings/ Financial Audit



Table 6 Recommendation #6: Effective immediately, the executive cabinet and the State Monitor shall review all Election to Work Agreements (EWAs) annually to better understand opportunities to further support Receivership schools. (p. 89)

	SY22/23	Proposed SY23/24
Current	2	1
Modified	1	2
Removed	2	2
New	0	1

Table 7, Budget Development/ Financial Audit



Table 7 Recommendation #5: District administration and Board leaders shall adopt, implement and monitor a participatory budget model beginning with the development of the 2024 – 2025 school year. (p.91)

Table 7 Recommendation #7: Effective immediately the district shall annually, create a budget book and any complementary budget materials showcasing the following:

- Programmatic information beyond the constraints of a line item budget
- School level budget allocations
- User friendly
- Transparent
- Highlights budget priorities and goals
- Highlights potential opportunities and threats to the fiscal wellbeing of the District (p. 92)

	SY22/23	Proposed SY23/24
Current	2	2
Modified	2	1
Removed	2	2
New	0	1

Table 8, Organizational Structure and Internal Operational Efficiencies



Table 8 Recommendation #7: Effective immediately, the District administration shall initiate a minimum of four strategies for implementation to reduce the rising cost of utilities in the District and submit a quarterly report to the State Monitor and financial consultant, which includes actions and outcomes. (p. 95)

Table 8 Recommendation #13: The District administration shall provide semiannual updates to the Board and the State Monitor on the metrics, strategies and resulting outcomes for the Key Performance Indicators (KPIs) in the following departments:

- Finance
- Human Capital
- Operations
- Student Placement
- Transportation
- Food Service
- Safety and Security (p. 99)

	SY22/23	Proposed SY23/24
Current	6	2
Modified	1	5
Removed	2	6
New	4	0

Table 9, Transportation



Table 9 Recommendation #2: The District administration shall annually review the Managed Choice Policy for modification, restoration, or elimination.

Quantitative and qualitative data, mutually agreed upon between the State Monitor, financial consultant and District administration will be identified for the purpose of evaluating the implementation and outcomes of the Managed Choice Policy. An annual report, using the 2022–2023 school year as a baseline shall be submitted to the state monitor and financial consultant by December 31. (p. 100)

Table 9 Recommendation #7: By January 2023, the District administration shall conduct an audit of the following departments: transportation, facilities, food service, and operations.

The District administration shall document the specific corrective actions taken to address the findings of the audit and present the corrective actions to the Board, financial consultant, and the State Monitor before December 1, 2023. (p. 103)

	SY22/23	Proposed SY23/24
Current	5	2
Modified	2	5
Removed	1	6
New	0	0