

Final Rochester City School District Financial Plan Update December 2022

Finance Table Recommendation Number	Specific Text of Recommendation	Recommendation Type (Current, Modified, New)	Evidence of Implementation to be Submitted by District
Table 4 Recommendation #1	<p>Review Fund Balance Policy annually for modification and approval by April 15.</p> <p>Effective June 30, 2021, the District shall adhere to the current Fund Balance Policy.</p>	Current	Monthly financial reports, including quarterly trial reports
Table 4 Recommendation #2	<p>The Board and administration shall examine all contracts and programs providing direct service to students for the following:</p> <ul style="list-style-type: none"> ▪ Evidence of impact on student outcomes ▪ Alignment to the strategic plan ▪ Duplication of efforts ▪ Cost-effectiveness ▪ Feasibility ▪ Equity ▪ Need ▪ Sustainability 	Current	Documentation of results from the review of contracts
Table 4 Recommendation #3	<p>Provide consistent supports at each school based on an analysis of enrollment data during specified times throughout the school year.</p> <p>The District shall use class size guidelines for staffing/budget development in all schools.</p> <p>The District shall develop guidelines based on the documented need for related service providers for budget development.</p>	Current	<ul style="list-style-type: none"> • Updated staffing guidelines for schools and programs • Comprehensive analysis of current enrollment and staffing in each school • Membership, attendance, agendas, minutes, data from cross discipline team

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	<p>The District shall conduct a comprehensive analysis of current enrollment and staffing in each school, program, and Central Office annually by February 1.</p> <p>Effective immediately, create a cross-discipline team with human capital members, teaching and learning, and the finance departments specifically for staffing and budgeting.</p> <p>The team shall ensure:</p> <ol style="list-style-type: none"> 1) all staffing and contingent staff requests are in the budget, 2) all hired staff are appropriately placed in the District's software program, including position control and budget code, 3) any modifications to staffing are made in consultation with the team, principal, and chief. <p>This should help maximize resources and create efficiencies throughout the District while reducing expenses.</p> <p>Create a cross-discipline team with human capital members, teaching and learning, and the finance departments specifically for staffing and budgeting by February 2021 and every year after that.</p> <p>Develop a process to revisit enrollments and staffing using BEDS data after each semester and 30 days before the start of school.</p> <p>Communicate staff allocation designations for all collective bargaining unit members every year by July 1st.</p>		
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	Artifacts may include staffing reports, BEDS data, budget reports		
Table 4 Recommendation #4	<p>Central administration shall provide principals/directors and chiefs with three years of historical data for expenditures by February 1 every year.</p> <p>The District shall commit to the following:</p> <p>1- Hold the principals/directors and chiefs responsible for their budgets.</p> <p>2- Restrict the number of transfers that an administrator can request each month.</p> <p>3- Restrict the number of requests for substitutes an administrator can request each year.</p> <p>4- Restrict the number and usage of P-Cards</p> <p>5- Hold staff accountable for the proper use of the Concur system</p>	Current	<ul style="list-style-type: none"> • Budgets, • Financial reports for budget transfers, Substitutes reports • P-card usage reports • Agendas • Concur reports
Table 4 Recommendation #5	<p>All three District management systems shall be upgraded, with a comprehensive training plan for a cross-functional, interdepartmental team of staff members.</p> <p>A policy shall be adopted committing the District to keep all three systems upgraded, including funding. This will help the District better manage expenses and revenue. It will also increase efficiency in every department in the District.</p>	Modification	<ul style="list-style-type: none"> • Policy to maintain upgraded information management systems • Budget to maintain upgraded information management systems

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	<p>Identify a project manager to implement an upgraded fiscal management system by January 30, 2021. Present progress on the multi-tiered action plan to implement cross-training using all three management systems to the State Monitor quarterly.</p> <p>1- an upgraded fiscal management system 2- an upgraded student information management system 3- an upgraded SWD student information management system</p> <p>Implement the action plan beginning July 1, 2022, through July 1, 2024. (M)</p>		
<p>Table 4 Recommendation #6</p> <p>Removed November 2022</p>	<p>Establish a discontinue date for purchasing materials, supplies, books, and equipment. Consolidate as many purchases as possible to a single platform. Monitor the use of P-cards on a biweekly basis. As a result, reduce the number of P-Card users and reduce the credit limit on each card. Retrain all current holders of P-Cards. Hold P-Card holders and their supervisors accountable. This recommendation should improve the management of expenses. Effective immediately, spending on materials, supplies, curricular materials, and equipment should cease on February 15th of each year Artifacts may also include P-card usage reports, monthly statements, and Concur reports.</p>	Remove	Completed Ongoing
<p>Table 4 Recommendation #7</p>	<p>The Finance Department should review the Direct Pay list for reducing the expenditures allowable for Direct Pay. Progressive discipline should be implemented for</p>	Remove	Completed Ongoing

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<p>Removed November 2022</p>	<p>staff members who violate protocols or policies for Direct Pay.</p> <p>Hold staff accountable for the proper use of the Concur system and P-Cards.</p> <p>This recommendation should improve the management of expenses. Chiefs shall receive monthly reports identifying violators of Direct Pay procedures beginning February 15, 2021. A progressive discipline protocol should be established and shared with the cabinet for pending implementation by January 15, 2022. (M)</p>		
<p>Table 4 Recommendation #8</p>	<p>Spending on materials, equipment, books, and supplies should end on February 15th, every year.</p> <p>All spending after the 15th of February should require a signed approval from the requestor and the appropriate chief</p>	<p>Current</p>	<ul style="list-style-type: none"> • Memos • Expense Reports • Documented approvals from school chiefs
<p>Table 4 Recommendation #9</p>	<p>Effective immediately District shall initiate full implementation of Policy 8600.</p>	<p>Current</p>	<p>Documentation of the following:</p> <ol style="list-style-type: none"> 1. Superintendent Regulations are required to provide guidance, reporting, attestation, certification to the state, investigations, and resolution processes associated with the Medicaid activities. 2. A Medicaid compliance officer is designated to report this program directly to the senior administrator. 3. Regular Medicaid training for RCSD employees must exist.

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			<p>4. A confidential disclosure mechanism must exist to enable anonymous reporting.</p> <p>5. Procedures must support non-intimidation and non-retaliation for good faith reporting.</p> <p>6. A process to assure fair enforcement and ramifications for non-compliant behavior or failure to report non-compliance must exist.</p> <p>7. A process is to be defined and enacted to resolve non-compliance and assure prevention of non-compliance.</p> <p>8. Compliance risks based on regular provider types of evaluations are to be regularly assessed.</p>
Table 4 Recommendation #10	A protocol shall be established to ensure cabinet members are knowledgeable of contracts, memorandums of agreements, and memoranda of understanding regularly. This will increase the cabinet’s capacity to be good financial stewards of the District. It will also increase cross-functional knowledge of cabinet members and reduce the silo management approach commonly witnessed throughout the District. For example, new MOAs and MOUs could follow a process of reviewing similar position Management Action Form (PMAF).	Current	<ul style="list-style-type: none"> • Agendas • Memos
Table 4 Recommendation #11	<p>The District should adopt a formal practice of informing the Board of grants awarded to the District, including the following:</p> <p><input type="checkbox"/> Purpose</p>	Current	<ul style="list-style-type: none"> • COW agendas • COW presentations • Superintendent communication to the Board

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	<input type="checkbox"/> Amount <input type="checkbox"/> Duration <input type="checkbox"/> Scope of Work <input type="checkbox"/> Outcomes <input type="checkbox"/> Alignment to District Priorities <input type="checkbox"/> Staff Oversight		<ul style="list-style-type: none"> • Quarterly Reports
Table 4 Recommendation #12	<p>Starting January 1, 2022, shall develop and implement an updated PMAF process that is responsive, timely, and efficient.</p> <p>Completion of SOP of PMAF process and presentation to the cabinet for implementation, no later than January 31, 2022. (N)</p>	Modification	SOP for PMAF development
Table 4 Recommendation #13	<p>Effective immediately, the District administration shall conduct a monthly position control report for review and action by the cabinet, as needed. The report should be generated weekly at a minimum during the following months: February, March, August, and September.</p> <p>The report should be shared with the State Monitor. (N) Executive Cabinet agendas, submission of reports</p>	Modification	<ul style="list-style-type: none"> • Executive Cabinet agendas, • Position Control Reports • HRCOW agendas • HRCOW presentations
Table 4 Recommendation #14	<p>Effective immediately, the Medicaid Compliance Officer shall make quarterly reports to the Board at Finance Committee meetings throughout the year. Forty-five days following each report, the special education department will submit a response to the Superintendent, Deputy Superintendent for Teaching and Learning, the State Monitor, and the Board clerk for distribution to the Board, documenting specific corrective actions and resulting outcomes. (N)</p>	Modification	<ul style="list-style-type: none"> • Medicaid compliance reports shared at Finance Meetings • Special Education Responses to Medicaid Compliance Reports.

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<p>Table 4 Recommendation #15</p>	<p>Effective immediately, the District administration should submit a progress monitoring program implementation plan on all CRSSA and ARP funded activities and programs, including personnel evaluations as per communication from the Commissioner of Education.</p> <p>District administration should submit a semi-annual and annual report of all CRSSA and ARP-funded activities and programs, including personnel evaluations. (N)</p>	<p>Current</p>	<ul style="list-style-type: none"> • Copy of the plan • Copy of semi-annual reports. • ARP modifications • CRSSA modification
<p>Table 4 Recommendation #16</p>	<p>Effective immediately, develop and adhere to a process to ensure the Human Capital (HC) department is accountable for submitting complete and accurate documentation consistent with the yearly payroll calendar. (N)</p>	<p>Current</p>	<p>Reports from the payroll Department.</p>
<p>Table 4 Recommendation #17</p>	<p>Effective immediately, the Dept. of HC shall co-create with Finance and IMT an action plan to progress monitor, position control, extra pay, vacancies, and substitutes. Progress monitoring of this plan should be a regular agenda item for the Staff Relations Committee meetings</p>	<p>Modification</p>	<ul style="list-style-type: none"> • Budget • Reduction in complaints • Timely payroll • Reduction in substitute spending • Vacancy reports • Staffing • Resolutions extra pay • MOAs extra pay
<p>Table 4 Recommendation #18</p> <p>Removed November 2022</p>	<p>Produce an SOP for onboarding new employees and substitute teachers to the District by March 1, 2022. The SOP should be presented to the Executive Cabinet and principals for feedback before sharing the final draft at the HRCOW. (N)</p>	<p>Remove</p>	<p>Repetitive</p>

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Table 4 Recommendation #19	Effective immediately, district administration shall include transparent explanations for activities listed on resolutions for extra pay	NEW	<ul style="list-style-type: none"> • Resolutions • Executive summaries • Cost Analysis
Table 4 Recommendation #20	Effective December 2022, district administration shall shorten, while maintaining integrity and increasing accountability, the resolution development process.	NEW	<ul style="list-style-type: none"> • Resolutions • Executive Summaries • Cost Analysis • SOP
Table 4 Recommendation #21	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 23/24 school year.	NEW	<ul style="list-style-type: none"> • Investment strategy • Quarterly reports • Financial reports
Table 5 Recommendation #1	District priorities, goals, and major initiatives are sustained through the life of the RCSD Strategic Plan unless officially modified through a majority Board action. A multi-year commitment to the academic and financial plans will force any new leaders entering the organization to commit to the District plans.	Current	
Table 5 Recommendation #2	<p>Effective immediately administration shall:</p> <p>1) Adhere to contract staffing ratios.</p> <p>2) Increase enrollment at RCSD schools by increasing achievement and providing programs that meet the needs and interests of students and their families.</p> <p>3) Initiate a campaign to compete with charter schools for students.</p>	Modification	<ul style="list-style-type: none"> • Master schedules • Staffing allocations • Charter school enrollment data • Action plans • Campaign literature
Table 5 Recommendation #3	Effective July 2021, Superintendent should exercise all powers allowed under Education Law 211.f and Commissioner's Regulations 100.19. (See Academic Plan)	Remove	Repetitive

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Removed November 2022			
Table 5 Recommendation #4	The Board should adhere to all Board Goals by regularly reviewing selected data to monitor progress for each goal's attainment at least twice a year.	Current	<ul style="list-style-type: none"> • Board agendas • Board presentations
Table 5 Recommendation #5 Removed November 2022	<p>Require the proposed budget to reflect previous expenditures and do not allow all funding to be placed in one or two accounts for transferring throughout the year. This will help control the movement of money between budget codes after the budget has been approved and restrict the number of transfers that an administrator can request.</p> <p>Establish a Budget Transfer Policy, including specific guidelines for the frequency and amount of budget transfers. The policy shall require transfers to be approved for appropriate amounts and approved at different administrative levels.</p>	Remove	Completed Ongoing
Table 5 Recommendation #6	<p>Effective July 1, 2021, the administration shall include reports benchmarking the use of H and K funds in CFO reports during the Finance Committee of the Whole meetings (COW).</p> <p>Effective August 2022, the administration shall develop a process for benchmarking and reporting performance based on Key Performance Indicators (KPIs) for Food Service, Maintenance and Operations, Safety and Security, and Transportation like selected indicators funded through the Council of Greater City Schools Publication Managing for Results in America's Great City Schools.</p>	Current	<ul style="list-style-type: none"> • Monthly financial reports for H and K funds • Approved KPIs • Calendar identifying at least two work sessions dedicated to FMP

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	RCSD Board and District Leadership will conduct a work session a minimum of twice a year to reassess each phase of the Facilities Modernization Plan using fiscal, academic, facilities, and equity lenses. (M)		
Table 5 Recommendation #7 Removed November 2022	Effective July 1, 2021, review the contract request process with chiefs, directors, and school administration. Develop a mandatory mini-training online to support staff with the contract request process. Hold staff accountable for adhering to the guidelines.	Remove	Completed
Table 5 Recommendation #8	The Board should review this practice yearly to measure to what degree Board goals were met or surpassed	Current	
Table 5 Recommendation #9	Effective immediately all contracts and resolutions shall include an evaluation and a cost analysis. 1. All contracts shall come through the legal office, effective immediately. 2. The State Monitor shall continue to randomly select contract request documentation for review. 3. Effective immediately, all resolutions shall include a cost analysis and be reviewed at the cabinet and a designated committee meeting. 4. Expenditures on contracts shall be reduced to align with the expenditures on contracts in comparable districts.	Modification	Contracts with a completed cost analysis and an evaluation
Table 5 Recommendation #10 Removed November 2022	Effective immediately, all contracts and resolutions with a financial obligation for the District over \$25,000 should include evaluations and cost analysis. This will support the decision-making process for the Board.	Remove	Repetitive

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	<p>Effective immediately, all contracts and resolutions should be written in a manner that provides ample information and specifies the requested action of the Board.</p> <p>Effective immediately, all resolutions should include references to any other related Board actions.</p> <p>Board members should be encouraged to ask questions at committee meetings and through the Board, Question Log to gain greater understanding before voting on a resolution.</p>		
<p>Table 5 Recommendation #11</p> <p>Removed November 2022</p>	<p>Evaluate the efficiency of the print shop and provide a report to the Superintendent, State Monitor, and the Finance Committee by July 2022. (M) Print Shop Evaluation Report</p>	Remove	Completed
<p>Table 5 Recommendation #12</p>	<p>District leadership shall facilitate a financial audit of the RCSD athletic department by July 1, 2023. (N)</p>	Modification	Financial Audit Report of the RCSD Athletic Department
<p>Table 5 Recommendation #13</p>	<p>Effective no later than February 28, 2022, District leadership shall conduct a monthly analysis of the vacancy reports for the executive cabinet and the State Monitor. The report should be generated weekly at a minimum during the following months: February, March, August, and September. (N)</p>	Modification	<ul style="list-style-type: none"> • Executive Cabinet Agendas • Vacancy Reports • Presentations
<p>Table 5 Recommendation #14</p>	<p>1. Effective immediately, for the 2019-20, 2020-21, and 2022-23 fiscal year, district administration shall identify the various revenue components and amounts included in the following sources of revenue:</p>	Modification	Extension Financial Reports

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	<p>a) Local Revenue b) State Revenue (received directly or as a flow-through from other sources) c) Federal Revenue (received directly or as a flow-through from other sources) d) Flow through Revenue (received to flow through to others) e) Any other revenue source not included above</p> <p>2. Compare the revenue sources identified in 1 above to the expected revenues anticipated in 2021-22. For any revenues received in 2019-20 or 2020-21, 2021-22, but not anticipated in 2022-23 please verify and document the reason for the change.</p> <p>3. Identify any new revenue sources for the 2021-22 and the 2022-23 school year. (N)</p>		
Table 5 Recommendation #15	<p>For each of the revenue sources identified, administration shall develop a database or other repository which documents the following:</p> <p>a) criteria for the receipt of funding by the district. For example, enrollment, graduation rate, SWD classification, etc. b) specific requirements for each revenue source, including hearings or reporting c) the reporting deadlines d) the means of receipt and from whom e) the projected timing of receipt for the revenue (N)</p>	Modification	Revenue Reports
Table 5	The CFO shall designate a specific individual responsible for each revenue source, including	Modification	<ul style="list-style-type: none"> • Revenue Report

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Recommendation #16	obtaining the required data, ensuring that the data is accurate, providing the data is available and reported within the designated timeframes. (N)		<ul style="list-style-type: none"> List of individuals responsible for each revenue source
Table 6 Recommendation #1 Removed November 2022	A team including the Chief of HR, the Chief of Finance, Chief of Information, Management & Technology (IMT), or their designees should negotiate all MOAs and MOUs for collective bargaining units. Afterward, the negotiated agreement or contract should be forwarded to legal counsel for a final review.	Remove	Completed and Ongoing
Table 6 Recommendation #2 Removed November 2022	<p>RCSD Negotiating Team should be established by February 2021.</p> <p>All MOAs and MOUs for collective bargaining units should be negotiated by a team including the Chief of HR, the Chief of Finance, Chief of Information, Management & Technology (IMT), or their designees. A team including the Chief of HR, the Chief of Finance, Chief of Information, Management & Technology (IMT), or their designees should negotiate all MOAs and MOUs for collective bargaining units. The negotiated agreement or contract should be forwarded to legal counsel for a final review.</p>	Remove	Completed and Ongoing
Table 6 Recommendation #3	Effective immediately, the review of all MOAs and MOUs should occur as an agenda item for the executive cabinet. This process should start with reviewing past agreements resulting in any financial obligation for the District.	Modification	<ul style="list-style-type: none"> Cabinet agendas HRCOW agendas Presentations Minutes to state monitor

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<p style="text-align: center;">Table 6 Recommendation #4</p>	<p>Effective immediately, increase the use of independent legal counsel, when appropriate by the RCSD Board and Administration. (N)</p>	<p>Current</p>	<ul style="list-style-type: none"> • Budget • Contracts • Presentations
<p style="text-align: center;">Table 6 Recommendation #5</p>	<p>Increase the use of independent legal services to negotiate collective bargaining agreements by July 1, 2022.</p> <p>By July 1, 2022, have an independent lawyer conduct an audit of all collective bargaining agreements, for potential areas of improvement for the District, through negotiation. (N)</p>	<p>Current</p>	<ul style="list-style-type: none"> • Negotiation Team configuration. • Audit findings • List of areas for future negotiation
<p style="text-align: center;">Table 7 Recommendation #1</p>	<p>Train school and District leaders annually on best practices in finance and budgeting beginning with the 2021-22 school year.</p> <p>Create budget development and budget management training every year for all school and district leaders.</p> <p>Require the proposed budget to reflect previous expenditures and do not allow all funding to be placed in one or two accounts for transferring throughout the year. This will help control the movement of money between budget codes after the budget has been approved and restrict the number of transfers that an administrator can request.</p> <p>Establish a Budget Transfer Policy. The policy shall include a standard operating procedure for budget transfers. The policy shall require transfers to be approved for appropriate amounts and approved at different administrative levels.</p>	<p>Current</p>	<ul style="list-style-type: none"> • Agendas • Presentations • SOP Finance • Board Approved Budget Development Calendar • Budget Transfer Reports • Status reports Oracle Upgrade

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	Consolidate and upgrade the financial management systems, including training.		
Table 7 Recommendation #2	<p>Effective immediately, update budget development processes and timelines to produce sound budget forecasts. The earlier start date will allow the District ample time to deliberate using historical data and trending analysis. In addition, the earlier start date will provide more time for stakeholder engagement in the budget development process.</p> <p>Effective January 1, 2023, the administration shall be provided with the following tools every month to make school and department leaders more accountable for the funds being spent from their budgets</p> <ul style="list-style-type: none"> • Available Funds Report • Budget Transfer Report • Confirming Order Report • Staffing Template • Open PO Report • Substitute Utilization Report • Overtime and Regular Time Extended Report (bi-weekly) • P-Card Utilization Report 	Modification	<ul style="list-style-type: none"> • Copies of reports • Distribution lists
Table 7 Recommendation #3 Removed November 2022		Remove Duplication Recommendation #2	

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Table 7 Recommendation #4	<p>Budget codes must reflect intended expenditures. They are not intended to hold funds for future transfers to cover accounts that have not been budgeted. Therefore, all accounts must be reconciled to have a zero or positive balance at year-end.</p> <p>The District will transition all budget codes to the Uniform Code System by July 2023.</p>	Modification	Extension Budget documents
Table 7 Recommendation #5	<p>Pilot participatory, equity-based budget practices beginning with the 2023-24 school year budget development.</p> <p>Adopt a model for budget development that ensures equitable access to resources for the 2022-23 school year budget. (N)</p>	Modification	Extension <ul style="list-style-type: none"> • Budget development documents • Public meetings • Attendance documentation Presentations • Evaluations
Table 7 Recommendation #6	<p>Effective immediately, Update the revenue funding sources on an annual basis. This should be performed as part of the annual budgeting process. (N)</p>	Current	<ul style="list-style-type: none"> • Budget development documents • Budget Book • Revenue reports
Table 8 Recommendation #1	<p>District administration and the Board should collaborate to develop and implement a process for regularly reviewing all District policies. This process should be established, and implementation should start by October 1 and continue throughout the year on an annual basis. (M).</p>	Current	<ul style="list-style-type: none"> • Board policies • Agendas • Policy review calendar
Table 8 Recommendation #2 Removed November 2022	<p>Effective immediately, the District should initiate full implementation of Policy 6700R.</p>	Remove	Completed Ongoing

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Table 8 Recommendation #3	Effective immediately, the District should initiate full implementation of Policy 6110R.	Current	<ul style="list-style-type: none"> • Evaluations of programs • Asset maps • Long range financial plan
Table 8 Recommendation #4	Effective immediately, the District should initiate full implementation of Policy 6700.	Current	<ul style="list-style-type: none"> • Log of RFPs • Public notices • Bids • Responses to bids • SOP for the bidding process
Table 8 Recommendation #5	<p>Effective by January 2021, district administration shall require, monitor, and enforce that all service providers document in the IEP Direct RS Service log all services provided and events preventing the delivery of services within 48 hours of delivery of service.</p> <p>Effective by January 2021, district administration shall develop and implement a process to effectively monitor related services provided and ensure related services are provided in accordance with student IEPs.</p> <p>In addition, ensure all types of related services are monitored and document monitoring performed.</p>	Modification	<ul style="list-style-type: none"> • IEP reports, • provider logs • school visitor's logs
Table 8 Recommendation #6	Effective immediately, develop an RFP or RFQ to search to secure new health and dental brokers for the 2022-23 2023-2024 school year. (N)	Modification	<ul style="list-style-type: none"> • Dental and Health insurance options as an agenda item for Finance COW, HR COW, Executive Cabinet
Table 8 Recommendation #7	Effective immediately, district administration shall initiate a minimum of four strategies for implementation to reduce the rising cost of utilities in the District. Submit a report to the State Monitor, which includes actions and outcomes. (N)	Modification	<ul style="list-style-type: none"> • Finance Report • Utilities Utilization Report • Documentation of Implementation

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Table 8 Recommendation #8	District administration should establish and fund and hire a charter school coordinator position to serve as a liaison between charter schools, SED, SUNY, and the District in the before the conclusion of the 2022-23 school year budget. (N)	Modification	<ul style="list-style-type: none"> • Resolution to hire • Organization chart
Table 8 Recommendation #9 Removed November 2022	Create an Urban Campus Renewal position to accommodate the growing District and community needs associated with the implementation of closing, reconfiguring, and rezoning RCSD schools in the 2022-23 school year budget. (N)	Remove	
Table 8 Recommendation #10	To facilitate student centered, efficient and timely master schedules, district administration shall create a timeline/workplan for the development of secondary and elementary master schedules that incorporates input from all impacted stakeholders and delineates deadlines, duties and responsibilities of all relevant stakeholders for completion. The workplan will be shared with all parties and all parties will be held accountable by the superintendent or superintendent designee. The plan shall be shared with state monitor and progress executing the plan will be shared by Accountability with the superintendent, deputy superintendent and state monitor. The first draft of the plan shall be available January 31, 2023. The plan should be ready for initial implementation Fall 2023 and complete transition to the new protocol by Fall 2024.	NEW	<ul style="list-style-type: none"> • Plan • SOP • Draft plans • Presentations • Master schedules • Agendas • Feedback from staff
Table 8 Recommendation #11	To facilitate family centered, efficient, timely and accurate report cards, district administration shall create a timeline/workplan for the development of secondary and elementary report cards that incorporates input from all impacted stakeholders and	NEW	<ul style="list-style-type: none"> • Plan • Draft plan • New report cards • Presentations • Agendas

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	<p>delineates deadlines, duties and responsibilities of all relevant stakeholders for completion. The workplan will be shared with all parties and all parties will be held accountable by the superintendent or superintendent designee. The plan will be shared with state monitor and progress executing the plan will be shared by Terry Orden with the superintendent, deputy superintendent and state monitor. The first draft of the plan should be available September 1, 2023. The plan should be ready for initial implementation Fall 2024 with a complete transition to new report cards before Fall 2025.</p>		<ul style="list-style-type: none"> • Feedback from staff • Feedback from parents
<p>Table 8 Recommendation #12</p>	<p>To facilitate student centered, efficient and timely master schedules for summer school, district administration shall create a timeline/workplan for the development of summer school schedules that incorporates input from all impacted stakeholders and delineates deadlines, duties and responsibilities of all relevant stakeholders for completion. The workplan will be shared with all parties and all parties will be held accountable by the superintendent or superintendent designee. The plan will be shared with state monitor and progress executing the plan will be shared by Terry Orden with the superintendent, deputy superintendent and state monitor. The first draft of the plan should be available December 1, 2022. New protocol for developing the summer school schedules should be piloted summer 2023. Full implementation summer 2024. The timelines for summer school schedules and master schedules should be complementary and align with timelines for staffing.</p>	<p style="text-align: center;">NEW</p>	<ul style="list-style-type: none"> • Plan • Draft plan • Presentations • Agendas • Summer school reports • Feedback from staff

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Table 8 Recommendation #13	<p>District administration shall provide semiannual updates on the strategies and resulting outcomes for the KPIs in the following departments:</p> <ul style="list-style-type: none"> ▪ Finance ▪ Human Capital ▪ Operations ▪ Student Placement ▪ Transportation 	NEW	<ul style="list-style-type: none"> • Updates • KPIs • Presentations • Evaluations
Table 9 Recommendation #1	Acknowledging the District’s need to cut costs, the District should continue negotiating a more favorable contract with all transportation service providers, including RTS	Current	Ongoing
Table 9 Recommendation #2	<p>District administration shall review the Managed Choice Policy for modification, restoration, or elimination.</p> <p>Determine the approval status of the Managed Choice Policy by (M)March 1, 2023.</p>	Modification	Extension <ul style="list-style-type: none"> • Agendas • Presentations • Managed Choice Policy
Table 9 Recommendation #3	<p>Effective immediately, the District should initiate the following:</p> <p>1- A review of the services and accommodations written on IEPS, particularly the need for transportation.</p> <p>2- Consider renegotiating all contracts with transportation vendors.</p>	Current	<ul style="list-style-type: none"> • Contracts • IEPs • Budget
Table 9 Recommendation #4	<p>Ensure there is adequate staff, well-trained to manage the processes for enrollment and tuition at the charter schools.</p> <p>Ensure staff has the proper tools to manage records for tuition and enrollment at charter schools.</p>	Modification	<ul style="list-style-type: none"> • Agendas • Presentations • Budget • Reports • SED/SUNY Reports • Invoices

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	<p>Ensure there is alignment with the processes for enrollment and tuition for special education students at charter schools.</p> <p>Confirm the maximum enrollment allowed at each charter school to ensure against paying for students above the state allowed enrollment with SED.</p> <p>Confirm the residency of each student enrolled at the charter schools to ensure all students live in Rochester. RCSD is not required to pay tuition for students attending charter schools who are non-residents of Rochester.</p> <p>Establish an invoicing procedure that provides the information needed by RCSD in a conducive format to RCSD operations. These processes shall be established June 30 2023. Artifacts might include a new invoicing system, enrollment reports</p>		
<p>Table 9 Recommendation #5</p>	<p>Annually, by September 1, the District shall submit to the monitor an updated five-year financial plan such that, for each school year, the annual aggregate operating expenses do not exceed annual aggregate operating revenues, and the major operating funds of the District are balanced in accordance with accepted accounting principles. The financial plan shall include statements of all estimated revenues, expenditures, and cash flow projections of the District.</p>	<p>Current</p>	<p>5-year financial plan</p>
<p>Table 9 Recommendation #6</p>	<p>Create a user-friendly SOP, including training, for school and District leaders to understand the purchasing process in RCSD by January 31, 2022. (N)</p>	<p>Remove</p>	<p>Repetitive</p>

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Removed November 2022			
Table 9 Recommendation #7	<p>District administration shall conduct an audit of the following departments: transportation, facilities, food service, and operations by January 2023.</p> <p>Restructure the Department of Facilities, Operations, and Transportation to address the growing complexity of District needs by June 2023. (N)</p>	Modification	<ul style="list-style-type: none"> • Audit Reports • Organization Charts • Restructure Plan
Table 9 Recommendation #8	<p>Effective immediately, district administration shall initiate a minimum of four strategies for implementation to reduce District reliance on transportation and submit them to the State Monitor. (N)</p>	Modification	<ul style="list-style-type: none"> • Finance Report • Transportation Report • Documentation of implementation of 4 strategies

Legend

BOLD: new due dates or new conditions to the recommendation