

Rochester City School District Fiscal Corrective Action Plan

The New York State Education Department (NYSED) has established a Fiscal Corrective Action Plan and outlined specific expectations for the Rochester City School District. The items required under this plan shall be submitted to CAPFISCAL@nysed.gov by the dates identified below.

DE Recommendation	Plan of Action	Timeline	Expected Outcome Submitted to NYSED	NYSED ¹ Comment

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			<p>Provide evidence that all consultants working in RCSD are selected and evaluated with resulting methodology.</p> <p>Report to NYSED by January 15, 2020 for all current consultants. With updates to be provided every six months.</p>	
<p>Have business department collaborate more closely with other departments (DE Rec. # 4)</p>	<p>This recommendation addressed the risks of decentralized financial management.</p> <p>District must balance the essential need for the organization to move toward and then maintain fiscal stability . And the ability to respond to emerging programmatic needs.</p> <p>Plan should include improved cash, payroll and procurement management practices. If local capacity does not exist to make these decisions, district should consider engaging the services of a consultancy with appropriate expertise.</p>	<p>Ongoing. August 30 report stated that department heads would meet with a budget analyst monthly, with cash management triggers when overspending is a risk. This is inadequate.</p> <p>District will formulate a plan to build systems appropriate to manage an organization of this size.</p>	<p>By January 15, 2020, the district will present a plan to build systems that manage cash and protect resources.</p> <p>NYSED will monitor progress on that plan prospectively.</p>	<p>Approach in August 30 report was inadequate to address concerns. As OSC found in its 2017 audit, district systems do not protect taxpayer funds well.</p>

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	<p>adjusted to align to student enrollment. Institute a process whereby staffing allocation considers chronic absence and attrition. (Dec. 2019)</p> <p>C. Conduct an analysis of the allocation and use of resources aligned to the district priorities (Academic Return on Investment/AROI) through the budget planning process to inform 2019-2020 budget decision making. (Dec. 2019)</p>			
<p>Develop a long term financial plan (DE Rec. # 11)</p>	<p>'HYHORS D ORQ ILQDQFLDO SODQ 6 WDNHKROGHU WKDW DOLJQV LQVWUXFWLRQ ZLWK ILVFDO SODQ ZLOO LQFOXGH</p> <p>P \$OLJQPHQW WR WKH 'LVWULFW VWUDWHJLF SODQ P)LQDQFLDO VWDWXV RI WKH 'LVWULFW ZKLFK ZLOO EH XSGDWHG RQ DQ DQQXDO EDVLV</p>	<p>August report states complete by December 2019</p>	<p>Submit to NYSED January 15, 2020</p>	

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	P \$FWLRQV WR LPSURYH WKH ILQDQFLDO VWUHQJWK RI WKH 'LVWULFW			
	P)LVFDO DFWLRQV FRQWURO PHDVXUHV WR JDLQ HIILFLHQFLHV DQG HIIHFWLYHQHV LQ GDLO\ RSHUDWLRQV LQ RUGHU WR PDQDJH VSHQGLQJ			
	P 6WDELOLW\ LQ)XQG %DODQFH WR LQFUHDVH ILQDQFLDO VWUHQJWK RI WKH 'LVWULFW			
	P 6XVWDLQDELOLW\ RI LQVWUXFWLRQDO SURJUDPV DQG D UHYLHZ SURFHVV WR LQFRUSRUDWH FKDQJHV DV DSSURSULDWH			
	P 5HFRPPHQGDWLRQV IURP WKH 'LVWLQJXLVKHG (GXFDWRU V UHSRUW			
	P 5HFRPPHQGDWLRQV IRU 6SHFLDO (GXFDWLRQ			
	P 5HFRPPHQGDWLRQV IRU (QJOLVK /DQJXDJH /HQUHUV			
	P ,QYHVWPHQW IRU)03 3KDVH ,,			

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	P ,GHQWLILHG 5HFHLYHUVKLS VFKRROV QHHGV P)XQGLQJ IRU 6FKRRO &OLPDWH UHSRUW			
Distinguished Educator Recommendations Clarity/Transparency of Financial Issues for Public				
CFO and Chief Communications Officer work together to show what needs to be done to improve fiscal health (DE Rec. # 5)	August report describes a process to develop budget priorities and a long term financial plan, then communicate those priorities to stakeholder groups.	August report focuses on budget making for 2020-21, but this process should be ongoing.	Timeline for student based budget process submitted to NYSED by November 27, 2019. Communication plan to NYSED by January 15, 2020	
Develop an addendum to budget Rec #5 gives community a clear pic 206.66 297.070111				

