

**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](mailto:CAPFISCAL@nysed.gov) by the dates identified below.

DE Recommendation	Plan of Action	Timeline	Expected Outcome Submitted to NYSED	NYSED <sup>1</sup> 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><b>Have business department collaborate more closely with other departments (DE Rec. # 4)</b></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><b>Develop a long term financial plan (DE Rec. # 11)</b></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 VSHQGGLQJ			
	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 /HQUHQV			
	P ,QYHVWPHQW IRU )03 3KDVH ,,			

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	P ,GHQWLILHG 5HFHLYHUVKLS VFKRROV QHHGV P )XQGLQJ IRU 6FKRRO &OLPDWH UHSRUW			
<b>Distinguished Educator Recommendations Clarity/Transparency of Financial Issues for Public</b>				
<b>CFO and Chief Communications Officer work together to show what needs to be done to improve fiscal health (DE Rec. # 5)</b>	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	
<b>Develop an addendum to budget</b> <b>Rec #5 gives community a clear pic</b> 206.66 297.070111				



