

# Final Rochester City School District Financial Plan Update December 2022

<b>Finance Table Recommendation Number</b>	<b>Specific Text of Recommendation</b>
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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"> <li>1) all staffing and contingent staff requests are in the budget,</li> <li>2) all hired staff are appropriately placed in the District's software program, including position control and budget code,</li> <li>3) any modifications to staffing are made in consultation with the team, principal, and chief.</li> </ol> <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 1<sup>st</sup>.</p>		
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<p><b>Removed November 2022</b></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><b>Current</b></p>	<ul style="list-style-type: none"> <li>• Memos</li> <li>• Expense Reports</li> <li>• Documented approvals from school chiefs</li> </ul>
<p>Table 4 Recommendation #9</p>	<p>Effective immediately District shall initiate full implementation of Policy 8600.</p>	<p><b>Current</b></p>	<p>Documentation of the following:</p> <ol style="list-style-type: none"> <li>1. Superintendent Regulations are required to provide guidance, reporting, attestation, certification to the state, investigations, and resolution processes associated with the Medicaid activities.</li> <li>2. A Medicaid compliance officer is designated to report this program directly to the senior administrator.</li> <li>3. Regular Medicaid training for RCSD employees must exist.</li> </ol>

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4. A confidential disclosure mechanism must exist to enable anonymous reporting.
5. Procedures must support non-intimidation and non-retaliation for good faith reporting.
6. A process to assure fair

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	<p>Amount Duration Scope of Work Outcomes Alignment to District Priorities Staff Oversight</p>		<ul style="list-style-type: none"> <li>Quarterly Reports</li> </ul>
<p>Table 4 Recommendation #12</p>	<p>Starting January 1, 2022, shall develop <b>and implement</b> 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>	<p><b>Modification</b></p>	<p>SOP for PMAF development</p>
<p>Table 4 Recommendation #13</p>	<p>Effective immediately, the District administration <b>shall</b> 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>	<p><b>Modification</b></p>	<ul style="list-style-type: none"> <li>Executive Cabinet agendas,</li> <li>Position Control Reports</li> <li>HRCOW agendas</li> <li>HRCOW presentations</li> </ul>
<p>Table 4 Recommendation #14</p>	<p>Effective immediately, the Medicaid Compliance Officer <b>shall</b> 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>	<p><b>Modification</b></p>	<ul style="list-style-type: none"> <li>Medicaid compliance reports shared at Finance Meetings</li> <li>Special Education Responses to Medicaid Compliance Reports.</li> </ul>

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Table 4  
Recommendation  
#15

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.

District administration should submit a semi-annual and annual report of all CRSSA and ARP-funded activities and programs, including personnel



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<b>Removed November 2022</b>			
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.	<b>Current</b>	<ul style="list-style-type: none"> <li>• Board agendas</li> <li>• Board presentations</li> </ul>
Table 5 Recommendation #5	Require the proposed budget to reflect previous		
<b>Removed November 2022</b>			

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Effective immediately, all contracts and resolutions should be written in a manner that provides ample information and specifies the requested action of the Board.

Effective immediately, all resolutions should include

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Table 6 Recommendation #4	Effective immediately, increase the use of independent legal counsel, when appropriate by the RCSD Board and Administration. (N)	<b>Current</b>	<ul style="list-style-type: none"> <li>• Budget</li> <li>• Contracts</li> <li>• Presentations</li> </ul>
Table 6 Recommendation #5	<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>	<b>Current</b>	<ul style="list-style-type: none"> <li>• Negotiation Team configuration.</li> <li>• Audit findings</li> <li>• List of areas for future negotiation</li> </ul>

Table 7  
Recommendation  
#1

Train school and District leaders annually on best practices in finance and budgeting beginning with the 2021-22 school year.

Create budget development and budget management training every year for all school and district leaders.

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

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Table 8





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Table 8 Recommendation #13	<p><b>District administration shall</b> provide semiannual updates on the strategies and resulting outcomes for the KPIs in the following departments:</p> <p style="padding-left: 40px;">Finance Human Capital Operations Student Placement Transportation</p>	<b>NEW</b>	<ul style="list-style-type: none"> <li>• Updates</li> <li>• KPIs</li> <li>• Presentations</li> <li>• Evaluations</li> </ul>
Table 9 Recommendation #1	<p>Acknowledging the District’s need to cut costs, the District should continue negotiating a more favorable contract with all transportation service providers, including RTS</p>		

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Ensure there is alignment with the processes for enrollment and tuition for special education students at charter schools.

Confirm the maximum enrollment allowed at each charter school to ensure against paying for students above the state allowed enrollment with SED.

