



**New York State Education Department
State Monitor of the
Rochester City School District
PUBLIC HEARING**

November 30, 2021

WELCOME AND INTRODUCTIONS

Moderator

Mr. Dan T. White, Monroe One BOCES District Superintendent

New York State Education State Monitor

Dr. Shelley Jallow

Rochester City School District Representative

Dr. Lesli C. Myers-Small, Superintendent of Schools

New York State Education Department Representative

Dr. Kim Y. Wilkins, Deputy Commissioner

VIRTUAL MEETING PROTOCOLS

After the monitor has finished her presentation, we will open the meeting up for questions.

Anyone who submitted a request to speak will be given 3 minutes to talk and will be called upon by name when it is their turn.

Anyone who did not submit a request to speak before the hearing can still submit comments to statemonitor@rcsdk12.org.

STATUTORY AUTHORITY OF THE 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 as the Rochester City School District State Monitor.

RESPONSIBILITIES OF THE STATE 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 STATE MONITOR *continued*

- 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.

STATUTORY AUTHORITY OF THE STATE MONITOR

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

FINANCIAL PLAN

- General Fiscal Practices (36%)
- Governance and Programmatic Decision Making (50%)
- Legal and Financial Audits (0%)
- Budget Development (75%)
- Organizational Structure and Internal Efficiency (40%)
- Transportation (80%)

OVERVIEW OF THE SCHOOL DISTRICT FINANCIAL PERFORMANCE

- A raised credit rating from Moody's that supports lower interest rates when borrowing in the municipal market
- Elimination of the need to have a Revenue Anticipation Note (RAN)
- Produced a balanced 20-21 RCSD budget, with an increased fund balance
- Reduced the use of P-Cards
- Funded the beginning of a transition to a new financial management system

OVERVIEW OF THE SCHOOL DISTRICT FINANCIAL PERFORMANCE

General (A) Fund | 4 Year Fund Balance Projection Summary

Long Range Forecast

	BUDGET		REVENUE / EXPENDITURE PROJECTIONS				
	2022	2023	%Δ	2024	%Δ	2025	%Δ
REVENUE							
Local	\$129,390,096	\$136,102,596	5.19%	\$136,115,096	0.01%	\$131,125,096	-3.67%
State	650,740,335	703,439,769	8.10%	714,854,482	1.62%	722,881,919	1.12%
Federal	27,044,261	3,820,477	-85.87%	3,974,477	4.03%	4,143,877	4.26%
Transfers / Other	0	0		0		0	
TOTAL REVENUE	807,174,692	843,362,842	4.48%	854,944,055	1.37%	858,150,892	0.38%
EXPENDITURES							
Salary and Benefit Costs	463,423,089	483,505,794	4.33%	497,707,104	2.94%	512,572,060	2.99%
Other	376,851,603	381,481,189	1.23%	387,439,606	1.56%	390,118,492	0.69%
TOTAL EXPENDITURES	840,274,692	864,986,983	2.94%	885,146,710	2.33%	902,690,552	1.98%
SURPLUS / DEFICIT ***	(33,100,000)	(21,624,142)		(30,202,655)		(44,539,660)	
BEGINNING FUND BALANCE **	135,795,505	102,695,505		81,071,363		50,868,708	
PROJECTED YEAR END BALANCE *	\$102,695,505	\$81,071,363		\$50,868,708		\$6,329,049	

*** - Amount represents appropriated fund balance needed to balance the budget each year

** - Beginning fund balance was increased \$53M from 2019-2020 CAFR for estimated results from 2020-2021 fiscal year.

* - Amount represents the results of Fund Balance under the assumptions in this forecast.

UPDATES TO THE STATE MONITOR FINANCIAL PLAN

General Fiscal

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

UPDATES TO THE STATE MONITOR FINANCIAL PLAN

Governance and Programmatic Decision-Making

- 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.
- Conduct a financial audit of the RCSD athletic department by July 1, 2022.
- Evaluate the efficiency of the print shop and provide a report to the Superintendent, State Monitor, and the Finance Committee by July 2022.

UPDATES TO THE STATE MONITOR FINANCIAL PLAN

Legal Findings

- Effective immediately, increase the use of independent legal counsel when appropriate by the RCSD Board and Administration
- Increase the use of independent legal services to negotiate collective bargaining agreements by July 1, 2022

UPDATES TO THE STATE MONITOR FINANCIAL PLAN

Budget Development

- Pilot participatory, equity based, budget practices beginning with the development of the 22-23 district budget.

UPDATES TO THE STATE MONITOR FINANCIAL PLAN

Organization Structure and Internal Operational Efficiency

- Effective immediately, initiate a minimum of four strategies for implementation to reduce the rising cost of utilities in the District.
- Establish and fund a charter school Coordinator position to serve as a liaison between charter schools, SED, SUNY, and the District in the 22/23 District Budget.
- 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 22/23 District Budget.

UPDATES TO THE STATE MONITOR FINANCIAL PLAN

Transportation Findings

- Conduct an audit of the following departments: transportation, facilities, food service, and operations by January 2023.
- Effective immediately, initiate a minimum of four strategies for implementation to reduce district reliance on transportation and submit to the State Monitor, which includes actions and outcomes.

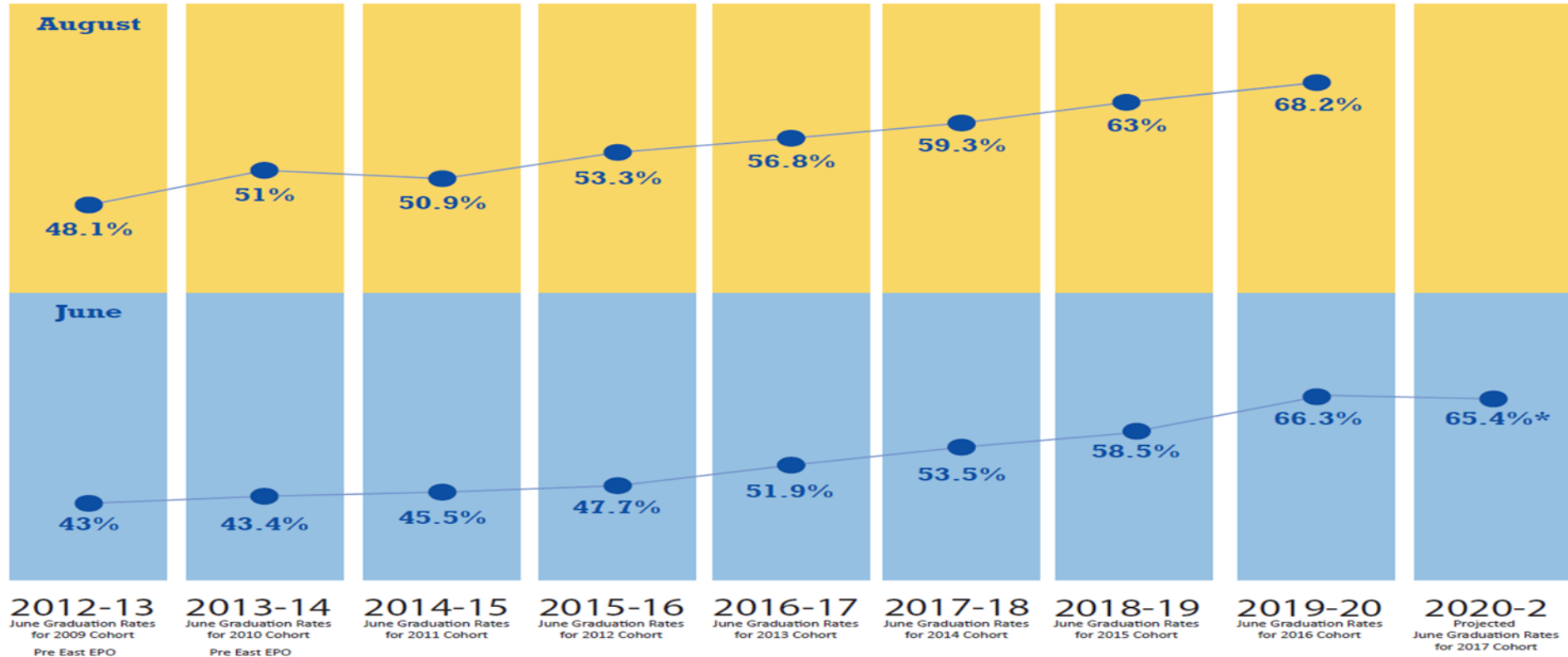
ACADEMIC PLAN

- Turnaround Leadership (80%)
- Talent Development (50%)
- Instructional Transformation (23%)
- Culture Shift (50%)
- Systems, Resources and Structures (59%)

OVERVIEW OF SCHOOL DISTRICT ACADEMIC PERFORMANCE

- Initiative to supply updated curriculum resources for all schools
- Comprehensive Assessment Program
- Transitioned Bilingual Education and Special Education under the supervision of the Chief Academic Officer
- Chronic Absenteeism Rate (42.2%)
- Accountability Status of Schools (12-Receiverhip, 6-CSI and 14-TSI)

OVERVIEW OF SCHOOL DISTRICT ACADEMIC PERFORMANCE



UPDATES TO THE STATE MONITOR ACADEMIC PLAN

Turnaround Leadership

- District administration should implement a plan to afford, earned and bounded autonomy to receivership schools beginning in the 22/23 school year.
- Effective immediately, create a work calendar that affords school chiefs a minimum of three uninterrupted days providing direct services in assigned schools
- Implementation of the laws and regulations should be examined with an intent to exercise the powers of the superintendent by January 2022. Options include, but are not limited to the following:
 - Expand the school day or school year
 - Review, expand, alter or replace the curriculum and program offerings at the school
 - Mandate faculty meetings 60 minutes twice per month
 - Mandate common planning

UPDATES TO THE STATE MONITOR ACADEMIC PLAN

Talent Development

- Establish and maintain current Standard Operating Procedures for each RCSD department to facilitate onboarding, accountability, and supervision throughout the district.
- Effective immediately, all school or district leadership positions with any oversight for receivership schools shall include the participation of the State Monitor in the interview and selection process.

UPDATES TO THE STATE MONITOR ACADEMIC PLAN

Instructional Transformation

- By May 31, 2022, develop or modify the following policies: Grading, Retention, and Promotion. The secondary course catalog should include these updated policies.
- Effective July 1, 2022, implement the NYSED curriculum for Students with Interrupted Formal Education (SIFE). Include appropriate funding beyond Title III to support implementation with fidelity.
- By December 30, 2022, establish an action plan to address the disproportionately low graduation rates and disproportionately high dropout rates of Black and Hispanic, RCSD male students.

UPDATES TO THE STATE MONITOR ACADEMIC PLAN

Culture Shift

- District and school websites should also provide easy multilingual access to the following: CRSSA funding information, ARP funding information, Current and Previous Year's Budget, Extended Learning Opportunities for Students, Current Course Catalogue, Revised High School Selection Process, Major District Initiatives
- The superintendent or designee will 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
- District administration should provide proof of adherence to all bylaws of the Bilingual Education Council by January 31 and September 30 of every year

UPDATES TO THE STATE MONITOR ACADEMIC PLAN

Systems, Resources and Structures

- Effective January 1, 2022, identify a minimum of four key strategies the District will utilize during the 21/22 and the 22/23 school years to improve key metrics in the Consent Decree and outcomes for students with IEPs.
- Effective January 1, 2022, identify a minimum of three innovative and evidence-based strategies at each grade span; k-5, 6-8, 9-12, the District will utilize during the 21/22 and the 22/23 to address unfinished learning, utilizing CRSSA and ARP funding
- Effective immediately, all recommendations from the Medicaid Compliance Officer for improvement and compliance, written to the Superintendent and the State Monitor, are corrected with supporting evidence by the Special Education Department within sixty days.

ACADEMIC AND FINANCIAL IMPROVEMENT PLANS

- The improvement plans will continue to contain a series of programmatic recommendations designed to improve the academic and fiscal performance of the district. The plan will also include addressing the provisions contained in any action plan set forth by the Department.
- Remember, a plan is just that - a plan. It consists of best estimates, fact sets, and decision-making at a given point in time. Plans are subject to alteration as conditions change and must be updated to correspond with present conditions.
- Disagreements between the Monitor and the Board on aspects of the plans will be brought to the attention of Commissioner Rosa, in writing, for resolution.

NEXT STEPS

Public comments can be shared with the State Monitor through e-mail or phone as follows:

- E-mail address: statemonitor@rcsdk12.org
- Phone number: 585-474-0843