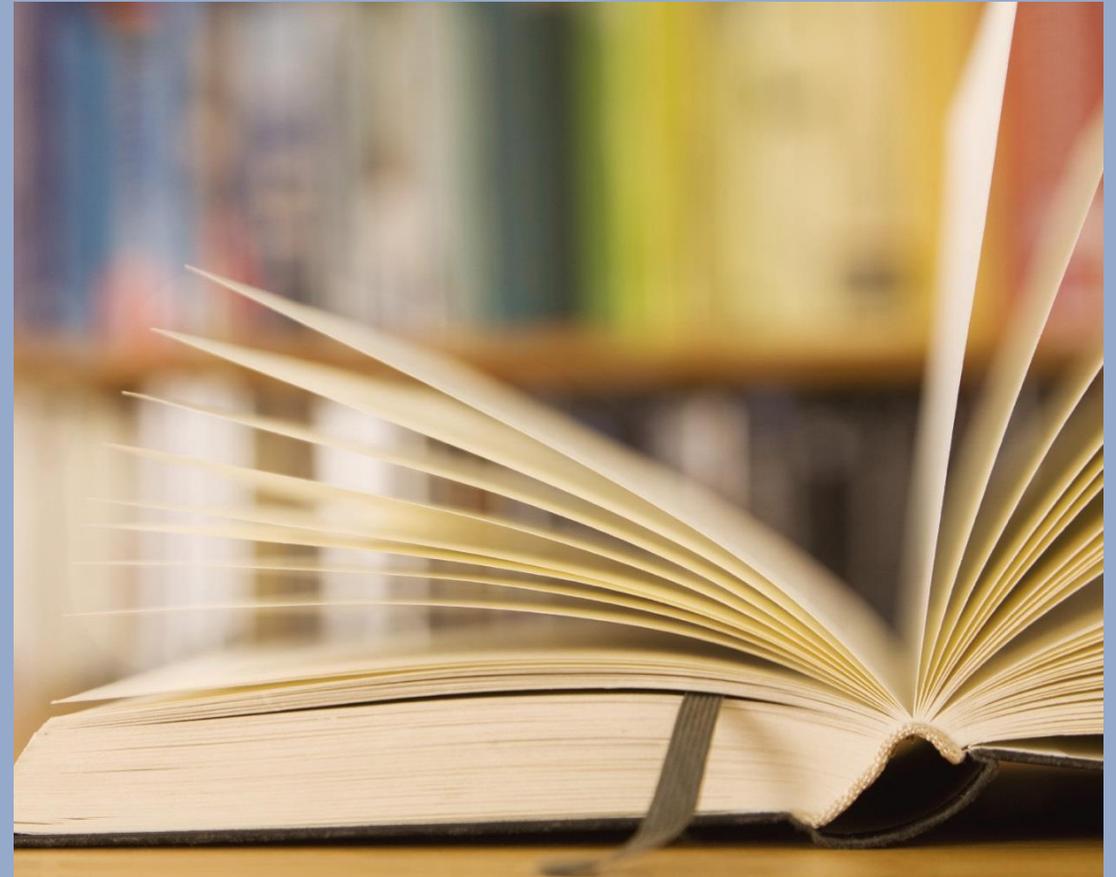


# RCSD FINANCIAL AND ACADEMIC PLAN UPDATES

Dr. Shelley Jallow  
New York State Monitor  
December, 2022



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

On May 26, 2020, I was appointed by Interim Commissioner Tahoe to be the monitor of the Rochester City School District.

# Responsibilities of The 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 Monitor

- 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. .
- Beginning with the 2021-22 school year budget, ensure that the budget is balanced and consistent with the District's long-term financial plan.

# Academic and Financial Plans

- Turn Around Leadership
- Talent Development
- Instructional Transformation
- Culture Shift
- Systems, Resources, and Structures
- General Fiscal Practices
- Governance and Programmatic Decision Making
- Legal and Financial Audits
- Budget Development
- Organizational Structures and Internal Efficiencies
- Transportation

# Academic Plan

## Total Recommendations

107

Current

24

Modified

46

Removed

14

New

23

# Financial Plan

## Total Recommendations

69

Current

23

Modified

25

Removed

14

New

7

# Academic and Financial Plans

Early Childhood

Early Literacy

Instructional Strategies and Models

Community School Models

Summer School

College and Career Readiness

High School Redesign

Professional Development

Extended Learning Time

Male Students of Color

College and Career Readiness

Promotion and Retention Policies

Secondary Course Catalogue

Career Technical Education

Receivership Schools

Evaluation

# Academic Plan

What is new...

Table 5: #16,  
#17, #18, #19

**Board** shall vote to approve a permanent superintendent by July 1, 2023

**District administration** shall submit to the Board for approval, new RCSD high school graduation requirements more aligned to college and career readiness for implementation starting with the 2024 cohort.

**Board** shall approve selected schools by January 1, 2023 and submit the FMP Master Plan in April 2023.

**Board** receive a draft of a new RCSD Strategic Plan by May 31, 2023 and will vote on a final draft of the new 5-year RCSD Strategic Plan no later than October 31, 2023.

Table 9: #32,  
#33, #34, #35

**District administration** shall identify specific research and evidence-based transition strategies to be systemically used on an annual basis for grade 8 and grade 9

**District administration** shall establish a district program for identification and support of under-credited lower classmen high school students.

**District administration** shall improve summer school programming, beginning summer 2023

**District administration** shall reorganize the student placement office to include all areas of placement, such as special education, bilingual education, Youth & Justice, LyncX, All City, and PreK.

# Academic Plan

What is new...

Table 9: #36,  
#37, #38, #39

**District administration** shall effective January 1, 2023 utilize the NYSED Extended Learning Time (ELT) rubric to report on the status of mutually agreed upon ELTs, between state monitor and the chiefs of schools.

**District administration** shall create, implement and budget a city-wide, district led early literacy and early numeracy initiative for RCSD families with children ages 0 - 5 beginning with a first draft March 1, 2023 and full implementation no later than January 15, 2024.

**District administration** shall Virtual Academy under the oversight of the CAO by September 30, 2023.

**District administration** shall post grade level aggregate I-Ready data for math and literacy on every RCSD school website and district website, including user friendly directions for understanding the data and suggestions for families to support students

Table 9: #40,  
#41, #42,

**District administration** shall adhere to all recommendations and timelines from the Graduation Audit.

**District administration** shall have the first draft of the new RCSD strategic plan no later than October 1, 2023, final draft of the plan should be presented to the public and the board by January 1, 2024. The first draft of the new plan shall be presented to the ESA committee, no later than October 1, 2023, final draft of the plan should be presented to the public and the board by January 1, 2024.

**District administration** shall gather feedback from SBMT, Receivership Principals, Receivership chiefs to identify the largest district created barriers preventing Receivership schools from making demonstrable improvements,

# Academic Plan

What is new...

Table 9: #43,  
#44

**District administration** shall restore the community school model with fidelity throughout the district, wherever possible, effective immediately, with evidence of the 4 pillars of the community school model.

**District administration** shall increase graduation requirements to better align with the knowledge, skills and attributes for a RCSD graduate to be fully prepared for college and career by beginning with the 2024 cohort.

Table 9: #45,  
#46, #47, #48,  
#49

Effective February 1, 2023, three specific instructional strategies for improving the learning of literacy skills, career technical education skills, math skills, science skills, and social studies for each:

- Upper elementary students
- Middle school students
- High school students

**District administration** shall present and document to the state monitor, at the conclusion of the second and fourth marking periods.

Table 13: #23

**District administration** shall take documented actions to incorporate a phase in of professional learning communities (PLC) in the master schedules of every RCSD school and program.

# Financial Plan

What is new..

Table 4: #19,  
#20, #21

**District administration** shall include transparent explanations for activities listed on resolutions for extra pay.

**District administration** shall shorten, while maintaining integrity and increasing accountability, the resolution development process.

**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.

Table 8: #10,  
#11, #12, #13

**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 complete.

**District administration** shall create a timeline/workplan for the development of secondary and elementary report cards that incorporates input from all impacted stakeholders and delineates deadlines, duties and responsibilities of all relevant stakeholders for completion.

**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.

**District administration** shall provide semiannual updates on the strategies and resulting outcomes for the KPIs in the following departments: Finance, Human Capital, Operations, Student Placement, Transportation

Thank you for your input and feedback