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3) Initiate a campaign to compete with charter schools for students.  
Help support the management of revenue.  
Recommendation #13

4. Will create ways to connect with families that have left the RCSD schools and have registered in charter schools to investigate their decision making process and what can we offer in the near future to entice them to come back.  
5. Understand charter schools academic and fiscal policies in order to be able to develop a plan to attract families back to RCSD and compete with their offerings.

Review of CBOs to determine if funding can be moved from A funds to grants.

Working diligently to comply with the 1:250 ratio for counselors.

Increase AP options for students. Proposing Pre AP courses and AP course during summer enrichment.

We are creating tutorial videos in other languages for our School Choice Process.

Created videos of our high schools and what they have to offer. Many are already on our website. We are waiting for the Communications Department to upload the remaining ones.

A meeting with NYS Charter School Office Executive Director, Davis Frank to understand the basics of charter schools and their financial implications took place with the

Support Services and State Monitor. A future meeting will be scheduled to continue to look at the financial billing process.

A plan for Professional Development on topics like Special Education and Charter Schools, Charter Schools Billing are being planned for the spring of 2021 for the







<p>Effective immediately, all contracts and resolutions with a financial obligation for the District, over \$25,000 should include evaluations and cost analysis. This will support the decision-making process for the Board.</p> <p>Effective immediately, all contracts and resolutions should be written in a manner that provides ample information and clearly specifies the requested action of the Board.</p> <p>Effective immediately, all resolutions should include references to any other related Board actions.</p> <p>Board members should be encouraged to ask questions at committee meetings and through the Board, Question Log to gain greater understanding prior to voting on a resolution. Recommendation #21</p> <p><i>This should start immediately and continue indefinitely.</i></p>	<p>Benchmark- all new Contract Request Forms and Resolutions presented to the Board will have the required documents</p>	<p>Green</p>	<p>The Legal Department will reject any new Contract Request Forms or Resolutions that do not conform.</p> <p>The Legal Department will work with departments to ensure resolutions conform this goal</p> <p>The Legal Department will work with departments to ensure resolutions conform this goal</p>	<p>The contracts and resolutions will reflect the requirements of this goal.</p>		
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*effectively immediately*

Update budget development processes and timelines to produce reasonably sound budget forecasts. The earlier start date will allow the District ample time to deliberate using historical data and trending analysis. The earlier start date will provide more time for stakeholder engagement in the budget development process.  
Recommendation #26

*begin in November of each year.*

reconciled to have a zero or positive balance at year-end.	-Non-compliant/standard codes will be identified and corrected.	Green	The Uniform System of Account Codes is being standardized as the 21-22 budget is being created.			
The District will transition all budget codes to the Uniform Code System by June 1, 2021. Recommendation #28	-Non-compliant/standard codes will be identified and corrected.	Green	Unused budget codes will be eliminated during the 21-22 budget development process.			
by July 1, 2024	-Negative appropriations will be analyzed and eliminated during the 21.22 budget process.	Green	The usage of negative appropriations will be eliminated during the 21-22 budget development process.			
July 1, 2021.	-Non-compliant/standard codes will be identified and corrected.	Green	The Uniform System of Account Codes is being standardized as the 21-22 budget is being created.			
by						
July 2024.						

Organization Structure and Internal Operational Efficiency Recommendations from Financial Audit

Recommendation(s)	Benchmarks o ..... tainment of progress benchmarks contained in the
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		<p>Department to ensure the issue(s) will not re-occur.</p> <p>Providers who continue to have compliance issues will receive escalated memos from HCI. Memos will range from a level from level 1 to 4 memo, where additional compliance issues will have a memo sent to the provider addressing the issue. Copies of the memo will be placed in the employee's file. The SPED Department supervisor, School Principal, Union &amp; Medicaid Compliance Officer will all be copied in on the memos sent.</p> <p>In addition to the above process, related service directors will pull random samples on a monthly basis to review the Special Education compliance issues. This will help ensure the data provided and IEPs are in compliance.</p>			
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**Transportation Recommendations from Financial Audit Findings**

Recommendation(s)	Benchmarks of progress benchmarks contained in the by the district.	Current Status	District Action(s) -assessment of the implementation status of the recommendation	Evidence of Action Indicate where evidence can be found of the actions taken by the district.	Other Information	Final Date to Complete/Implement
<p>need to cut costs, the District should continue efforts to negotiate for a more favorable contract with RTS. Recommendation #34</p> <p><i>Effective immediately,</i></p>	<p>RCSD RFP process to be followed to request bids.</p> <p>Bids are to be received, reviewed, and awarded.</p>	<p>Green</p> <p>Green</p>	<p>A contract bid was received from Ontario Transportation. The contract provides the District with a reduction in transportation expenditures of \$4M. Awaiting execution of contract at present time.</p> <p>As the remaining transportation contracts come up for renewal, they will be reviewed as well.</p>			<p>Effective Immediately</p>

Review the Managed Choice Policy for possible modification, rest0 g

<p>charter school, to insure against paying for students above the state allowed enrollment. Confirm the residency of each student enrolled at the charter schools to ensure all students live in Rochester. RCS D is not required to pay tuition for students attending charter schools who are nonresidents of Rochester.</p> <p>Establish an invoicing procedure that provides the information needed by RCS D in a format that is conducive to RCS D operations. Recommendation #37</p> <p><i>by September 2021</i></p>	<p>school SOPs. SOP approval will be sought from the State Monitor and Auditor General.</p> <p>-Implement SOPs.</p>		<p>SOPs are underway. The SOP for enrollment verification was completed in February, 2021. Remaining SOPs will be created and shared following the best practices meeting with Mr. Frank.</p>		
<p>Annually, by September 1 each year, the District shall submit to the monitor an updated five-year financial plan such that for each school year the annual aggregate operating expenses do not exceed annual aggregate operating revenues and the major operating funds of the District are balanced in accordance with generally accepted accounting principles. The financial plan shall include statements of all estimated revenues, expenditures, and cash flow projections of the District. Recommendation #38</p>	<p>Continue to work with Forecast5 on updating a multi-year financial plan.</p>	<p>Blue</p> <p>Green</p>	<p>The CFO worked with the State Monitor and Forecast5 to create the long range plan as of October, 2020. Regular updates are being made to the plan.</p> <p>The CFO will work with the Director of Budget on this deliverable on an annual and as needed basis as we move forward. The plans will be presented to the State Monitor as well as the Superintendent and Finance Committee for review and agreed upon as acceptable.</p>	<p><a href="#">Multi-Year Forecast</a></p>	<p>By 9/1 of each year</p>
<p>The district should engage the legislature in discussions to allow the district to be afforded the discounts available to member districts for BOCES services. Recommendation #39</p>	<p>When BOCES services are sought, the CFO will work with the respective BOCES administration to attain proper service pricing in order that RCS D is not paying the BOCES reimbursable aid premium.</p>	<p>Green</p>	<p>The CFO has engaged in conversation with BOCES for a reduced pricing structure for BOCES services given that the District does not benefit from BOCES aid. Such an agreement was made with Questar III BOCES for STAC services.</p> <p>The Superintendent meets regularly with various constituents (e.g. Assemblyman Harry Bronson, the JMT BOCES Superintendents, Vice Chancellor Brown/Regent Norwood, Jennifer Pyle (Big 5) as well as Senator Clark) to discuss ways to accomplish this task. We continue to advocate for this.</p>		



**Part D: Violations of Financial Plan**

In this section, identify any areas during the reporting period when the State Monitor found the district to be in violation of the plan and how this violation was resolved.

Date of Violation Notification	Violation Cited	District Response	Status of Violation
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