



ACADEMIC AND FINANCIAL PLAN 2026-2029 DRAFT

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- 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.
- Legislation was extended in April 2025 until June 2027.



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
- Work with the Board to develop a proposed academic improvement plan and proposed fiscal plan
- Ensure that each annual budget is balanced and consistent with the District's long-term financial plan

- Provide semi-annual reports on the academic, fiscal, and operational status of the District to the Commissioner, the Governor, the Regents, the President of the Senate and the Speaker of the Assembly.
- 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.

RESPONSIBILITIES OF THE MONITOR



DEVELOPMENT OF THE 2026 – 2029 DRAFT PLAN

Planning Process Overview

- Led by the State Monitor and the Fiscal Consultant
- Review of previous Academic Improvement Plan and Financial Plan
- Review of the Distinguished Educator's Report
- Analysis of achievement, attendance, graduation rate and fiscal data
- Continuous collaboration with District leadership and NYSED





STAKEHOLDER ENGAGEMENT

- Board of Education
- Superintendent and Executive Cabinet
- Principals, teachers, students, and parents
- Union leadership and community partners
- Elected officials and NYSED representatives
- Three community forums held during the Spring 2026
 - District wide stakeholder survey distributed
 - 164 stakeholder responses collected
 - Feedback informed District recommendations
 - Focus on transparency, accountability, and student achievement



STAKEHOLDER SURVEY FINDINGS

- Need for stronger communication and transparency
- School climate and belonging remain concerns
- Greater accountability expected from leadership
- Community engagement viewed as essential
- Parents want more involvement in decision making
- Strong support for literacy and math improvement



DEVELOPMENT OF THE 2026 - 2029 DRAFT PLAN

The plan must include:

- Long-Term Goals/impact
 - Desired impact that will result from implementing monitor recommendations
- Recommendations
 - What actions must be taken by the District?
- District Evidence
- Alignment to the RCSD Strategic Plan





ACADEMIC IMPROVEMENT PLAN

- Turn Around Leadership – 8
- Talent Development – 6
- Instructional Transformation – 22
- Culture Shift – 4
- Systems, Resources and Structures - 4

Recommendations

2022-2023	2025-2026	2026-2027 / 2028-2029
92	44	44

RSCD 2026–2029 DRAFT ACADEMIC AND FINANCIAL PLAN

The RCSD Draft Plan Includes:

- Long-Term Goals/Outcomes
- Recommendations
- Strategic Plan Priorities/Goals
- District Evidence

Academic Improvement Plan			
Long-Term Goals/Outcomes	Strategic Plan Priorities/Goals	Recommendation	District Evidence
By implementing the Language Proficiency Team, the District will be in compliance with C.R. Part 154-1	Priority 1 Instructional Excellence: Preparing Students for Life	A-19: The District shall develop and maintain a Language Proficiency Team to conduct a review of all potential ELLs who enter school with an IEP as required by C.R. Part 154-3	Language Proficiency Team Log Registration procedures





ACADEMIC IMPROVEMENT PLAN HIGHLIGHTS



The plan must include:

A-1: The board shall continue the **implementation of the Council of the Great City Schools Districts governance model** adopted during the 2023–2024 school year.

1. All the commissioners and the superintendent shall participate in the training, as a result of which the board shall:
 - a) Focus on governance.
 - b) Monitor student progress data.
 - c) Hold the superintendent accountable.
 - d) Avoid micromanagement of the operations.
 - e) Avoid personnel interference.
 - f) Avoid school-level management decisions.
2. All commissioners shall complete a self-evaluation annually aligned with the new governance model.



ACADEMIC IMPROVEMENT PLAN HIGHLIGHTS

A-43: The District administration shall explore a **realignment of the school grade level configuration** to make space available at the elementary level during the next two years. (i.e., Pre-K-5, 6-8, 9-12)



ACADEMIC IMPROVEMENT PLAN

HIGHLIGHTS



A-22: Continue to **reduce chronic absenteeism** in the District. Students are considered chronically absent if they are absent >10% of enrolled attendance days

The District shall evaluate the effectiveness of the strategies implemented during the 2025-2026 school year by the end of August 2026

Continue to implement the strategies that were effective

The staff from the Attendance Department shall continue to collaborate with the chiefs of schools and the principals to ensure the schools are implementing strategies to increase attendance

The staff from the Attendance Department shall work with the Office of Parent Engagement to offer workshops for parents of the importance of school attendance. The plan shall be submitted to the monitor for approval



FINANCIAL PLAN

- General Fiscal Practices – 13
- Governance and Programmatic Decision-Making – 2
- Legal and Financial Audits – 4
- Budget Development – 8
- Organization, Structure and Internal Operational Efficiency – 4
- Transportation - 1

Recommendations

2022-2023	2025-2026	2026-2027 / 2028-2029
54	33	32



FINANCIAL PLAN HIGHLIGHTS

F-9: The District administration shall request approval for the creation of new positions and the abolishment of positions before action is taken by the Human Capital department



FINANCIAL PLAN HIGHLIGHTS



F-21: The board and the superintendent shall establish a task force at the beginning of the school year to do research and make recommendations for cost saving measures to address the revenue gap included in the Five-Year Financial Plan. The recommendations shall be taken into consideration during the development of the 2027-2028 budget.

The task force members should include:

- District employees
- Union leaders
- Students
- Parents
- Community members
- Elected officials



FINANCIAL PLAN HIGHLIGHTS



F-24: The superintendent shall schedule a meeting by November 2026 to discuss the format of the budget book and any complementary budget materials highlighting the following:

- Programmatic information beyond the constraints of a line-item budget
- School-level budget allocations
- User-friendly
- Transparent
- Highlights budget priorities and goals
- Highlights potential opportunities and threats to the fiscal wellbeing of the District



EVIDENCE OF SUCCESSFUL IMPLEMENTATION

- Student achievement growth
- Improved attendance and graduation rates
- Reduced chronic absenteeism
- Improve fiscal controls and transparency
- Increased family and community engagement
- Reduction in CSI and Receivership schools





CONCLUSION

- The plan reflects stakeholder voice and district priorities
- Recommendations align to measurable student outcomes
- Implementation and accountability are critical
- Partnerships among all stakeholders are essential
- Together, RCSD can improve outcomes for all students



QUESTIONS & NEXT STEPS

RCSD Academic and Financial Plan
Public Hearing
June 16, 2026

Public comments can be shared with the
State Monitor through email at:

StateMonitor@rcsdk12.org
or by calling
585-738-2470





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