

PERFORMANCE AUDIT

Harmony Area School District Clearfield County, Pennsylvania

February 2020



Commonwealth of Pennsylvania
Department of the Auditor General

Eugene A. DePasquale • Auditor General



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**EUGENE A. DEPASQUALE
AUDITOR GENERAL**

Mr. Dale Kirsch, Interim Superintendent
Harmony Area School District
5239 Ridge Road
Westover, Pennsylvania 16692

Ms. Nancy Oaks, Board President
Harmony Area School District
5239 Ridge Road
Westover, Pennsylvania 16692

Dear Mr. Kirsch and Ms. Oaks:

We have conducted a performance audit of the Harmony Area School District (District) for the period July 1, 2014 through June 30, 2018, except as otherwise indicated in the audit scope, objective, and methodology section of the report. We evaluated the District's performance in the following areas as further described in the appendix of this report:

- Transportation Operations
- Administrator Separations
- Bus Driver Requirements

We also evaluated the application of best practices in the area of school safety. Due to the sensitive nature of this issue and the need for the results of this review to be confidential, we did not include the results in this report. However, we communicated the results of our review of school safety to District officials, the Pennsylvania Department of Education, and other appropriate officials as deemed necessary.

The audit was conducted pursuant to Sections 402 and 403 of The Fiscal Code (72 P.S. §§ 402 and 403), and in accordance with the Government Auditing Standards issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

Our audit found that the District performed adequately in the bulleted areas listed above, except as noted in the following finding:

- The District Inaccurately Reported Transportation Costs Resulting in an Underpayment of \$11,422

Mr. Dale Kirsch
Ms. Nancy Oaks
Page 2

We appreciate the District's cooperation during the course of the audit.

Sincerely,

A handwritten signature in black ink, appearing to read "Eugene A. DePasquale". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Eugene A. DePasquale
Auditor General

February 21, 2020

cc: **HARMONY AREA SCHOOL DISTRICT** Board of School Directors

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Background Information

School Characteristics 2018-19 School Year ^A	
County	Clearfield
Total Square Miles	86
Number of School Buildings	1 ¹
Total Teachers	30
Total Full or Part-Time Support Staff	22
Total Administrators	6
Total Enrollment for Most Recent School Year	252
Intermediate Unit Number	10
District Vo-Tech School	Admiral Peary AVTS

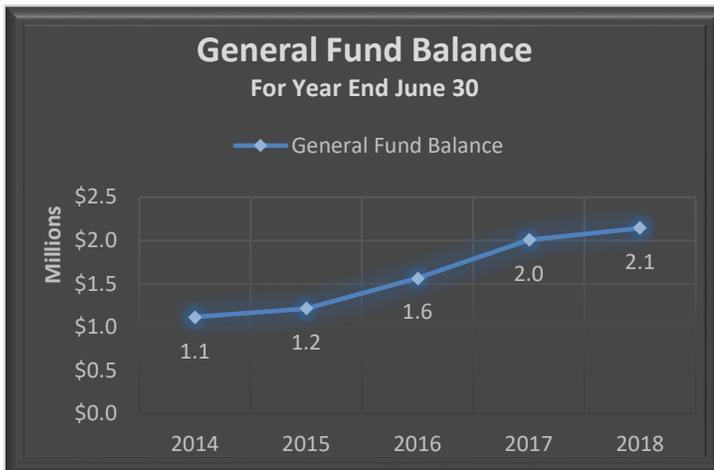
A - Source: Information provided by the District administration and is unaudited.

Mission Statement^A

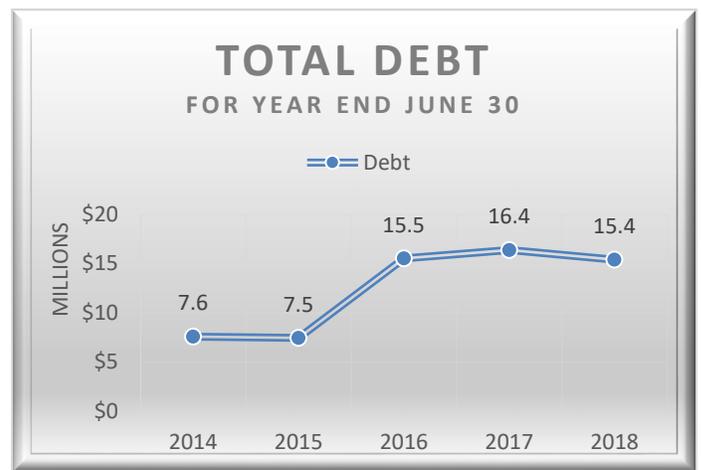
The Harmony Area School District is committed to academic excellence birth to grade 12, through collaboration with parents, school, and community. Literacy is the foundation of all learning including the cultivation of individual strengths and talents so that all students upon completion of their education may assume responsible adult roles as citizens, family members, workers, and lifelong learners. SUCCESS, which summarizes our beliefs about learning, is an acronym for Student-centered literacy instruction, Uniqueness of individuals, Cultural awareness and community engagement, Continual learning, Engaged and resilient learners, Standards-based goals, and Skills essential for a successful future.

Financial Information

The following pages contain financial information about the Harmony Area School District (District) obtained from annual financial data reported to the Pennsylvania Department of Education (PDE) and available on PDE's public website. This information was not audited and is presented for **informational purposes only**.



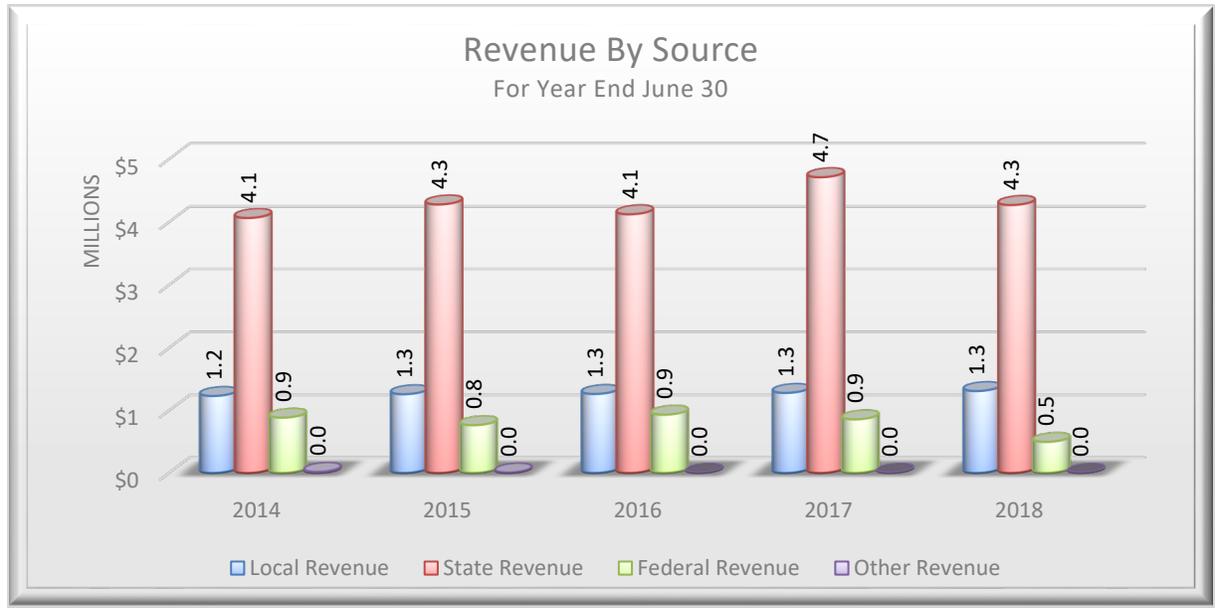
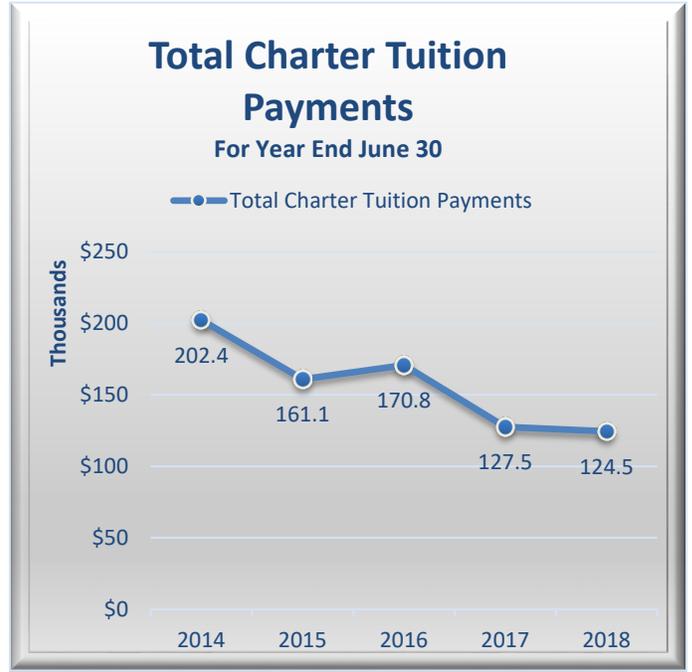
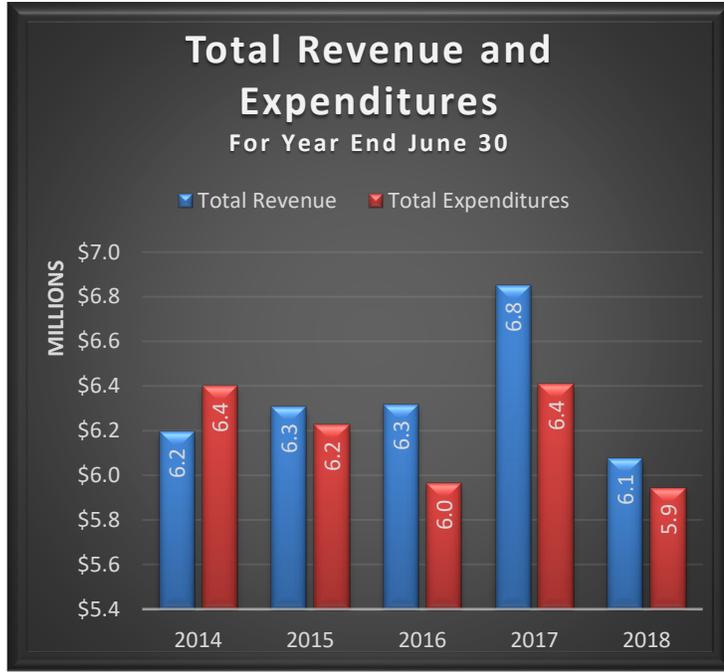
Note: General Fund Balance is comprised of the District's Committed, Assigned and Unassigned Fund Balances.



Note: Total Debt is comprised of Short-Term Borrowing, General Obligation Bonds, Authority Building Obligations, Other Long-Term Debt, Other Post-Employment Benefits, Compensated Absences and Net Pension Liability.

¹ The District's elementary and junior/senior high school are in one physical building. However, academic scores are reported separately as primary and secondary.

Financial Information Continued

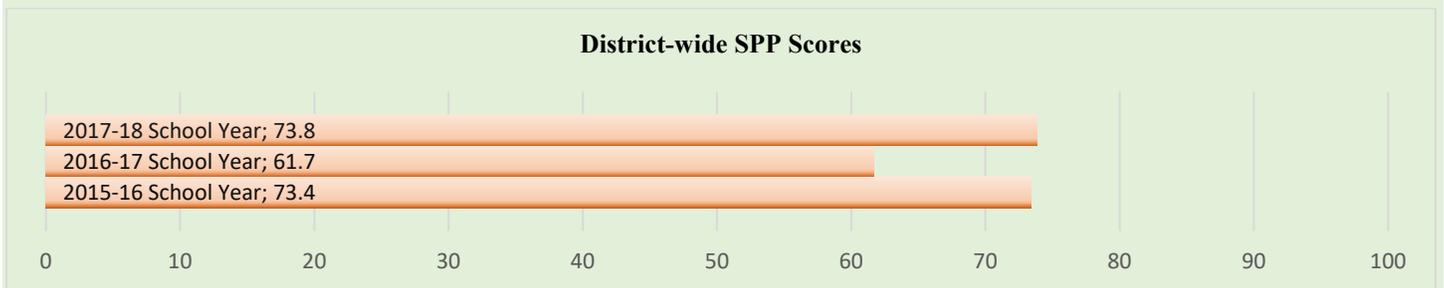


Academic Information

The graphs on the following pages present the District-wide School Performance Profile (SPP) scores, Pennsylvania System of School Assessment (PSSA) scores, Keystone Exam results, and 4-Year Cohort Graduation Rates for the District obtained from PDE's data files for the 2015-16, 2016-17, and 2017-18 school years.² The District's individual school building scores are presented in Appendix B. These scores are provided in this audit report for **informational purposes only**, and they were not audited by our Department. Please note that if one of the District's schools did not receive a score in a particular category and year presented below, the school will not be listed in the corresponding graph.³

What is a SPP score?

A SPP score serves as a benchmark for schools to reflect on successes, achievements, and yearly growth. PDE issues a SPP score annually using a 0-100 scale for all school buildings in the Commonwealth, which is calculated based on standardized testing (i.e., PSSA and Keystone exam scores), student improvement, advance course offerings, and attendance and graduation rates. Generally speaking, a SPP score of 70 or above is considered to be a passing rate.⁴



² PDE is the sole source of academic data presented in this report. All academic data was obtained from PDE's publically available website.

³ PDE's data does not provide any further information regarding the reason a score was not published for a specific school. However, readers can refer to PDE's website for general information regarding the issuance of academic scores.

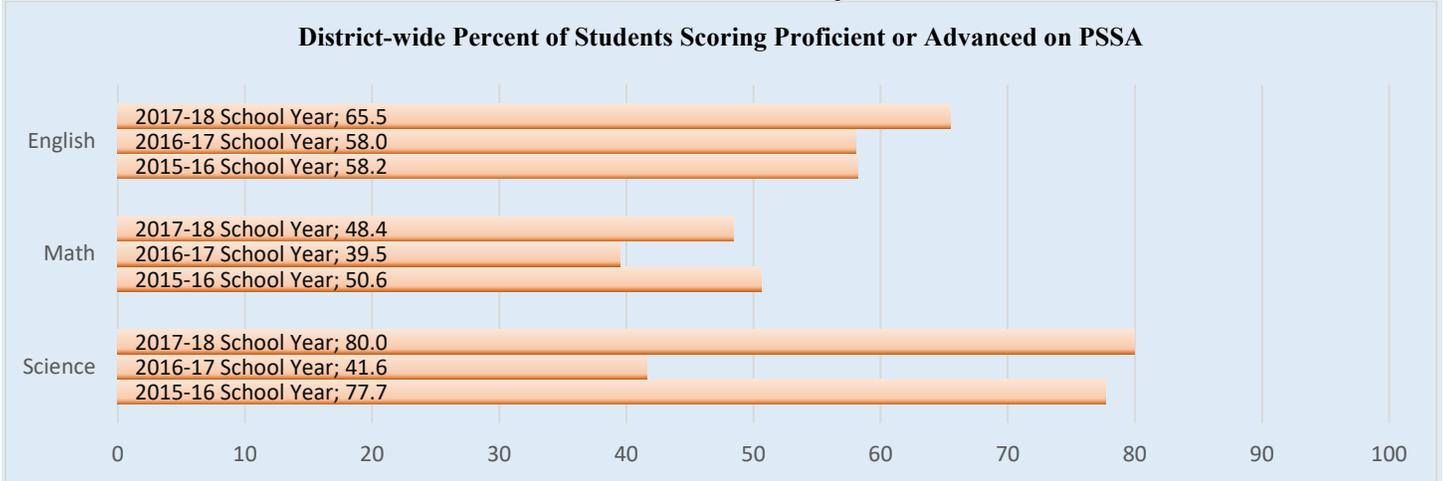
⁴ PDE started issuing a SPP score for all public school buildings beginning with the 2012-13 school year. For the 2014-15 school year, PDE only issued SPP scores for high schools taking the Keystone Exams as scores for elementary and middle scores were put on hold due to changes with PSSA testing. PDE resumed issuing a SPP score for all schools for the 2015-16 school year.

Academic Information Continued

What is the PSSA?

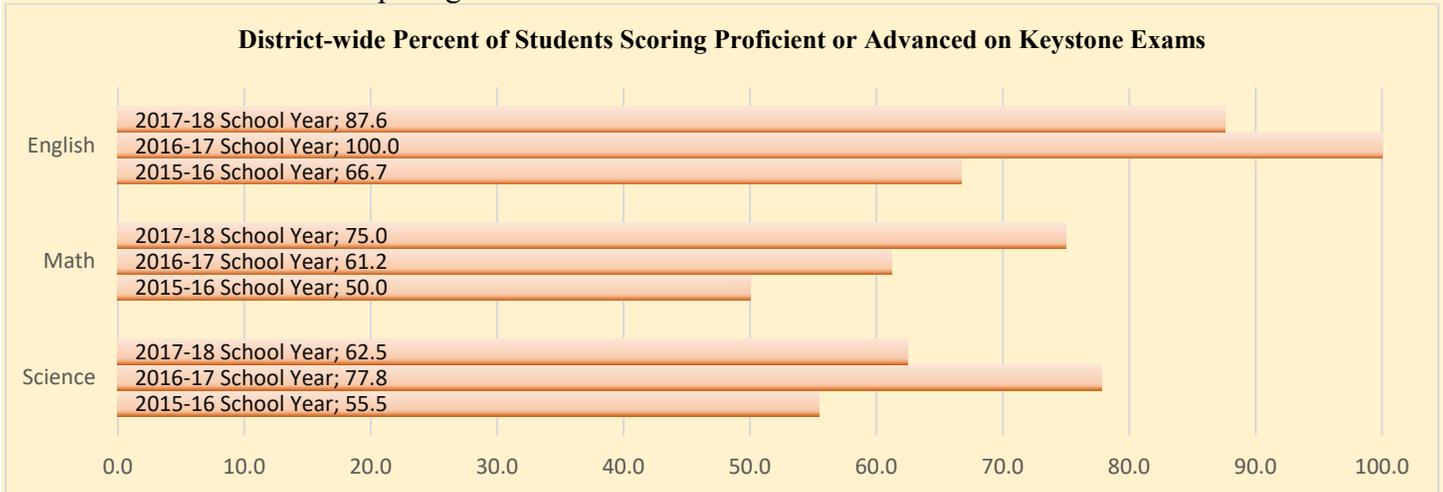
The PSSA is an annual, standardized test given across the Commonwealth to students in grades 3 through 8 in core subject areas, including English, Math and Science. The PSSAs help Pennsylvania meet federal and state requirements and inform instructional practices, as well as provide educators, stakeholders, and policymakers with important information about the state's students and schools.

The 2014-15 school year marked the first year that PSSA testing was aligned to the more rigorous PA Core Standards. The state uses a grading system with scoring ranges that place an individual student's performance into one of four performance levels: Below Basic, Basic, Proficient, and Advanced. The state's goal is for students to score Proficient or Advanced on the exam in each subject area.



What is the Keystone Exam?

The Keystone Exam measures student proficiency at the end of specific courses, such as Algebra I, Literature, and Biology. The Keystone Exam was intended to be a graduation requirement starting with the class of 2017, but that requirement has been put on hold until the 2020-21 school year.⁵ In the meantime, the exam is still given as a standardized assessment and results are included in the calculation of SPP scores. The Keystone Exam is scored using the same four performance levels as the PSSAs, and the goal is to score Proficient or Advanced for each course requiring the test.

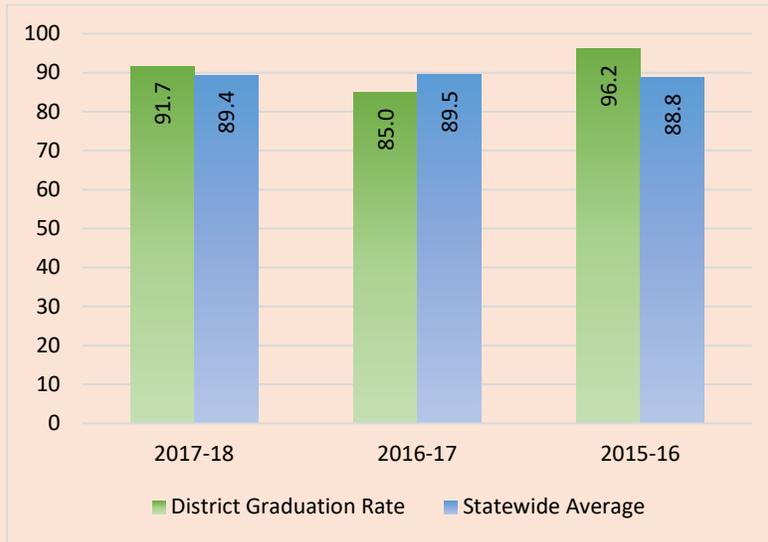


⁵ Act 158 of 2018, effective October 24, 2018, amended the Public School Code to further delay the use of Keystone Exams as a graduation requirement for an additional year until the 2021-22 school year. See 24 P.S. § 1-121(b)(1).

Academic Information Continued

What is a 4-Year Cohort Graduation Rate?

PDE collects enrollment and graduate data for all Pennsylvania public schools, which is used to calculate graduation rates. Cohort graduation rates are a calculation of the percentage of students who have graduated with a regular high school diploma within a designated number of years since the student first entered high school. The rate is determined for a cohort of students who have all entered high school for the first time during the same school year. Data specific to the 4-year cohort graduation rate is presented in the graph below.⁶



⁶ PDE also calculates 5-year and 6-year cohort graduation rates. Please visit PDE's website for additional information:
<http://www.education.pa.gov/Data-and-Statistics/Pages/Cohort-Graduation-Rate.aspx>.

Finding

Finding

The District Inaccurately Reported Transportation Costs Resulting in an Underpayment of \$11,422

Criteria relevant to the finding:

Student Transportation Subsidy

The Public School Code (PSC) provides that school districts receive a transportation subsidy for most students who are provided transportation. Section 2541 (relating to Payments on account of pupil transportation) of the PSC specifies the transportation formula and criteria. *See* 24 P.S. § 25-2541.

Sworn Statement and Annual Filing Requirement

Section 2543 of the PSC sets forth the requirement for school districts to annually file a sworn statement, in a format prescribed by the Secretary of Education, of student transportation data for the prior and current school year with the Pennsylvania Department of Education (PDE) in order to be eligible for the transportation subsidies. *See* 24 P.S. § 25-2543.

The Harmony Area School District (District) was underpaid \$11,422 in transportation reimbursements from the Pennsylvania Department of Education (PDE). This underpayment was due to the District inaccurately reporting transportation costs to PDE for the 2016-17 and 2017-18 school years.⁷

Districts receive two separate transportation reimbursement payments from PDE. One reimbursement is based upon the number of students transported, the number of miles vehicles were in service both with and without students, the number of days students were transported, and transportation costs (regular transportation reimbursement). The other reimbursement is based upon the number of charter school and nonpublic school students transported by the District (supplemental transportation reimbursement). The errors identified in this finding involved the District's regular transportation reimbursements received.

Districts are required to annually report the amounts paid to each of its transportation contractors to PDE. PDE uses these amounts along with other elements like the number of students transported, total days transported, and total mileage to determine each district's regular transportation reimbursement amount. For the 2016-17 school year, the District failed to report to PDE costs totaling \$50,823 that were paid to one of the District's transportation contractors to transport students to nonpublic schools. The District accurately reported costs to transport students to nonpublic schools in the remaining three years of the audit period.

The District over-reported its transportation contractor costs by \$5,372 for the 2017-18 school year. The District inaccurately included a payment made to one contractor during the 2016-17 school year. Additionally, the District incorrectly included payments made to a contractor to provide transportation for District field trips.⁸ The inaccurate reporting of the

⁷ The District accurately reported transportation contractor costs to PDE for the 2014-15 and 2015-16 school years.

⁸ Costs to transport students to field trips are not permitted to be reported to PDE for consideration in reimbursement. Please see the criteria box to the left of the finding.

*Criteria relevant to the finding
(continued):*

Section 2543 of the PSC, entitled, “Sworn statement of amount expended for reimbursable transportation; payment; withholding” states, in pertinent part:

“Annually, each school district entitled to reimbursement on account of student transportation shall provide in a format prescribed by the Secretary of Education, data pertaining to student transportation for the prior and current school year. . . . The Department of Education may, for cause specified by it, withhold such reimbursement, in any given case, permanently, or until the school district has complied with the law or regulations of the State Board of Education.” Ibid.

PDE instructions for Local Education Agencies (LEA) on how to complete the PDE-1049. The PDE-1049 is the electronic form used by LEAs to submit transportation data annually to PDE.

<http://www.education.pa.gov/Documents/Teachers-Administrators/Pupil%20Transportation/eTran%20Application%20Instructions/PupilTransp%20Instructions%20PDE%201049.pdf> (accessed 12/26/19)

Amount Paid Contractor

Enter the total amount paid to this contractor for the service described for the vehicles listed under this Notification Number. This amount should include payment for any activity run service (some schools refer to this as a late run), but should not include payment for field trips, athletic events, extended school year or any service provided other than to-and-from school transportation.

District’s 2016-17 and 2017-18 school year transportation costs resulted in the District being underpaid \$11,422 in transportation reimbursements.⁹

Current District officials acknowledged that the transportation contractor costs reporting errors were the result of a lack of internal controls over the process of compiling and reporting costs and was not a misunderstanding of what transportation costs are required to be reported. The District did not have a secondary review process in place to review transportation contractor cost prior to submission to PDE. A review by an official other than the official responsible for reporting this information could have helped identify the transportation cost reporting errors that were made for the 2016-17 and 2017-18 school years.

It is also important to note that the PSC requires that all school districts must annually file a sworn statement of student transportation data for the prior and current school year with PDE in order to be eligible for the transportation subsidies. The District completed this sworn statement for all the years in our audit period. It is essential that the District accurately report transportation data to PDE and retain the support for this transportation data. Further, the sworn statement of student transportation data should not be filed with the state Secretary of Education unless the data has been double-checked for accuracy by personnel trained on PDE’s reporting requirements. An official signing a sworn statement must be aware that by submitting the transportation data to PDE, he/she is asserting that the information is true and that they have verified evidence of accuracy.¹⁰

We provided PDE with reports detailing the transportation cost errors we identified in this finding. PDE requires these reports to verify the underpayment to the District. The District’s future transportation reimbursements should be adjusted for the amount of this underpayment.

Recommendations

The *Harmony Area School District* should:

1. Develop internal control procedures over transportation reporting by implementing a secondary review of all data prior to submission to PDE. This secondary review of data should be performed by personnel other than the person responsible for compiling the data to help identify transportation data reporting errors.

⁹ The contractor cost errors had no effect on the transportation subsidy received because the District’s final formula was less than the contractor cost. Districts are reimbursed on the lesser of the final formula amount of contractor cost.

¹⁰ Please note that while a sworn statement is different from an affidavit, in that a sworn statement is not typically signed or certified by a notary public but are, nonetheless, taken under oath. See <https://legaldictionary.net/sworn-statement/> (accessed October 28, 2019).

*Criteria relevant to the finding
(continued):*

PDE's "final formula allowance" provides for a per-vehicle allowance based on the year of manufacture of the vehicle chassis, the approved seating capacity, the number of trips the vehicle operates, the number of days pupils were transported, the approved daily miles driven, any excess hours, and the greatest number of pupils transported. The final formula allowance is adjusted annually by an inflationary cost index.

The District receives the lesser of the final formula allowance for the vehicles or the actual amount paid to the contractor, multiplied by the District's aid ratio.

2. Establish training to be provided on a periodic basis for all new and current District personnel responsible for calculating and submitting transportation subsidy data to PDE.

The *Pennsylvania Department of Education* should:

3. Adjust the District's future transportation reimbursements to resolve the underpayment of \$11,422.

Management Response

District management provided the following response:

Internal controls due primarily to staff turnover were not sufficient to discover the errors in transportation reporting.

The requirements for pupil transportation will be reviewed and district processes updated. The Business Manager will review reports prior to submission.

Auditor Conclusion

We are encouraged that the District is going to require its Business Manager to review transportation cost reports prior to reporting this information to PDE. We continue to recommend that the District provide training on a periodic basis for District personnel responsible for calculating and reporting transportation data to PDE.

Status of Prior Audit Findings and Observations

Our prior audit of the Harmony Area School District (District) released on September 4, 2015, resulted in two findings and one observation, as shown below. As part of our current audit, we determined the status of corrective action taken by the District to implement our prior audit recommendations. We reviewed the District's written response provided to the Pennsylvania Department of Education (PDE), interviewed District personnel, and performed audit procedures as detailed in each status section below.

Auditor General Performance Audit Report Released on September 4, 2015

Prior Finding No. 1: District Personnel Failed to Verify the Accuracy of Transportation Data

Prior Finding Summary: During our prior audit of the 2011-12 school year's pupil transportation records, we found weak administrative oversight over transportation contractors. As a result, the District's staff failed to verify the information that it received from the bus contractors. In addition, the District failed to maintain the necessary source documentation, as required by the Public School Code, to support the funding received from the Commonwealth. Without this support, the auditors could not determine the accuracy of the \$366,181 of state funding received by the District for pupil transportation for the 2011-12 school year.

Prior Recommendations: We recommended that the District should:

1. Maintain the documentation necessary to support the accuracy, completeness, and validity of the information the District reports to PDE.
2. Establish a process for verifying all of the data the District receives from the bus contractors to ensure that it is accurate, complete, valid, and retained on file for review.
3. Review subsequent school years' transportation reports for accuracy and resubmit them to PDE if necessary.

Current Status: We found that the District implemented our prior audit recommendations. The District maintained the necessary documentation to support transportation reimbursements received during the audit period. Beginning in the 2015-16 school year, the District established a process to ensure that it receives complete documentation for its transportation contractors. In addition, the District noted that revised transportation reports were not resubmitted to PDE.

Prior Finding No. 2: Conflicts of Interest Regarding Two Board Members Also Serving as Bus Drivers

Prior Finding Summary: During our prior audit review, we found that two District Board of School Directors (Board) did not abstain from voting on District transportation matters despite being employed by one of the District's transportation vendors and related to the vendor's

owner. The Pennsylvania's Ethics Act requires public officials, such as board members, to abstain from voting on matters that are a conflict of interest.

Prior Recommendations: We recommended that the District should:

1. Ensure that board members abstain from voting on matters that would result in a conflict of interest and, prior to the vote being taken, publically announce and disclose the nature of his interest as a public record in a written memorandum filed with the person responsible for recording the minutes.

Current Status: During our current audit, we noted that the particular board members cited in the prior audit are no longer on the Board. Additionally, the District created a standard abstention form to be used by board members when conflict of interest arise. We found that this form was being used during our audit period.

Prior Observation: The District Demonstrates Lack of Governance Regarding a Potential Financial Crisis

Prior Observation

Summary: During our prior audit of the District, we found that the Board is in violation of its own District policy regarding school board governance. The District is ignoring warning signs of a potential financial crisis that were outlined by the District's independent auditors.

Prior Recommendations: We recommended that the District should:

1. Study the financial reports provided to the Board by the District's independent auditor and the Treasurer in order to make informed decisions regarding the District's finances. If portions of the reports are not clear to the board members, further explanation should be requested so that Board action can be taken to address any situations that may have a negative impact on the District's financial situation.
2. Prepare a plan for the District's financial future identifying potential areas to cut costs and/or raise additional revenue. The plan should address the additional money that will be needed for the 2020 bond payments through the end of the District's obligation.
3. Adhere to existing board policies regarding the standards of Board governance.

Current Status: During our current review, we found that the District implemented our recommendations and specifically instituted a financial plan that increased revenues and decreased expenditures during the audit period. As a result, the District General Fund balance increased, and the District is more financially stable.

Appendix A: Audit Scope, Objectives, and Methodology

School performance audits allow the Pennsylvania Department of the Auditor General to determine whether state funds, including school subsidies, are being used according to the purposes and guidelines that govern the use of those funds. Additionally, our audits examine the appropriateness of certain administrative and operational practices at each local education agency (LEA). The results of these audits are shared with LEA management, the Governor, the Pennsylvania Department of Education (PDE), and other concerned entities.

Our audit, conducted under authority of Sections 402 and 403 of The Fiscal Code,¹¹ is not a substitute for the local annual financial audit required by the Public School Code of 1949, as amended. We conducted our audit in accordance with *Government Auditing Standards* issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit.

Scope

Overall, our audit covered the period July 1, 2014 through June 30, 2018. In addition, the scope of each individual audit objective is detailed on the next page.

The Harmony Area School District's (District) management is responsible for establishing and maintaining effective internal controls to provide reasonable assurance that the District is in compliance with certain relevant state laws, regulations, contracts, and administrative procedures (relevant requirements).¹² In conducting our audit, we obtained an understanding of the District's internal controls, including any information technology controls, if applicable, that we considered to be significant within the context of our audit objectives. We assessed whether those controls were properly designed and implemented. Any deficiencies in internal controls that were identified during the conduct of our audit and determined to be significant within the context of our audit objectives are included in this report.

¹¹ 72 P.S. §§ 402 and 403.

¹² Internal controls are processes designed by management to provide reasonable assurance of achieving objectives in areas such as: effectiveness and efficiency of operations; relevance and reliability of operational and financial information; and compliance with certain relevant state laws, regulations, contracts, and administrative procedures.

Objectives/Methodology

In order to properly plan our audit and to guide us in selecting objectives, we reviewed pertinent laws and regulations, board meeting minutes, annual financial reports, annual budgets, new or amended policies and procedures, and the independent audit report of the District's basic financial statements for the fiscal years July 1, 2014 through June 30, 2018. We also determined if the District had key personnel or software vendor changes since the prior audit.

Performance audits draw conclusions based on an evaluation of sufficient, appropriate evidence. Evidence is measured against criteria, such as laws, regulations, third-party studies, and best business practices. Our audit focused on the District's efficiency and effectiveness in the following areas:

- ❖ Transportation Operations
- ❖ Administrator Separations
- ❖ Bus Driver Requirements
- ❖ School Safety

As we conducted our audit procedures, we sought to determine answers to the following questions, which served as our audit objectives:

- Did the District ensure compliance with applicable laws and regulations governing transportation operations, and did the District receive the correct transportation reimbursement from the Commonwealth?¹³
 - ✓ To address this objective, we randomly selected 5 of 15 vehicles the District used during the 2017-18 school year to transport students.¹⁴ For each bus selected, we obtained odometer readings, bus rosters, and vehicle invoices and verified the data was accurately calculated and reported to PDE. We also obtained total transportation contractor expenditures and reconciled costs to the amounts reported to PDE for the 2014-15, 2015-16, 2016-17, and 2017-18 school years to verify that costs were accurately reported. See the Finding, on page 6 of this report, for the results of our review of this objective.
- Did the District pursue a contract buy-out with an administrator and if so, what was the total cost of the buy-out, what were the reasons for the termination/settlement, and did the employment contract(s) comply with the Public School Code¹⁵ and Public School Employees' Retirement System guidelines?
 - ✓ To address this objective, we reviewed the contracts, board meeting minutes, board policies, and payroll records for all seven administrators who separated employment from the District during the period June 30, 2016 through October 26, 2019. Our review of this objective did not disclose any reportable issues.

¹³ See 24 P.S. §§ 13-1301, 13-1302, 13-1305, 13-1306; 22 Pa. Code Chapter 11.

¹⁴ While representative selection is a required factor of audit sampling methodologies, audit sampling methodology was not applied to achieve this test objective, accordingly, the results of this audit procedure are not, and should not be, projected to the population.

¹⁵ 24 P.S. § 10-1073(e)(v).

- Did the District ensure that bus drivers transporting District students had the required driver’s license, physical exam, training, background checks, and clearances¹⁶ as outlined in applicable laws?¹⁷ Also, did the District have written policies and procedures governing the hiring of new bus drivers that would, when followed, provide reasonable assurance of compliance with applicable laws?
 - ✓ To address this objective, we randomly selected 8 of the 20 bus drivers transporting District students as of August 7, 2019.¹⁸ We reviewed documentation to ensure the District complied with the requirements for bus drivers. We also determined if the District had written policies and procedures governing the hiring of bus drivers and if those procedures, if followed, ensure compliance with bus driver hiring requirements. Our review of this objective did not disclose any reportable issues.

- Did the District take actions to ensure it provided a safe school environment?¹⁹
 - ✓ To address this objective, we reviewed a variety of documentation including, safety plans, training schedules, anti-bullying policies, fire drill documentation and after action reports. In addition, we conducted an on-site review at the on physical District building to assess whether the District had implemented basic safety practices.²⁰ Due to the sensitive nature of school safety, the results of our review of this objective area are not described in our report. The results of our review of school safety are shared with District officials, PDE, and other appropriate agencies deemed necessary.

¹⁶ Auditors reviewed the required state, federal and child abuse background clearances that the District obtained from the most reliable sources available, including the FBI, the Pennsylvania State Police and the Department of Human Services. However, due to the sensitive and confidential nature of this information, we were unable to assess the reliability or completeness of these third-party databases.

¹⁷ 24 P.S. § 1-111, 23 Pa.C.S. § 6344(a.1), 24 P.S. § 2070.1a *et seq.*, 75 Pa.C.S. §§ 1508.1 and 1509, and 22 *Pa. Code Chapter 8*.

¹⁸ While representative selection is a required factor of audit sampling methodologies, audit sampling methodology was not applied to achieve this test objective, accordingly, the results of this audit procedure are not, and should not be, projected to the population.

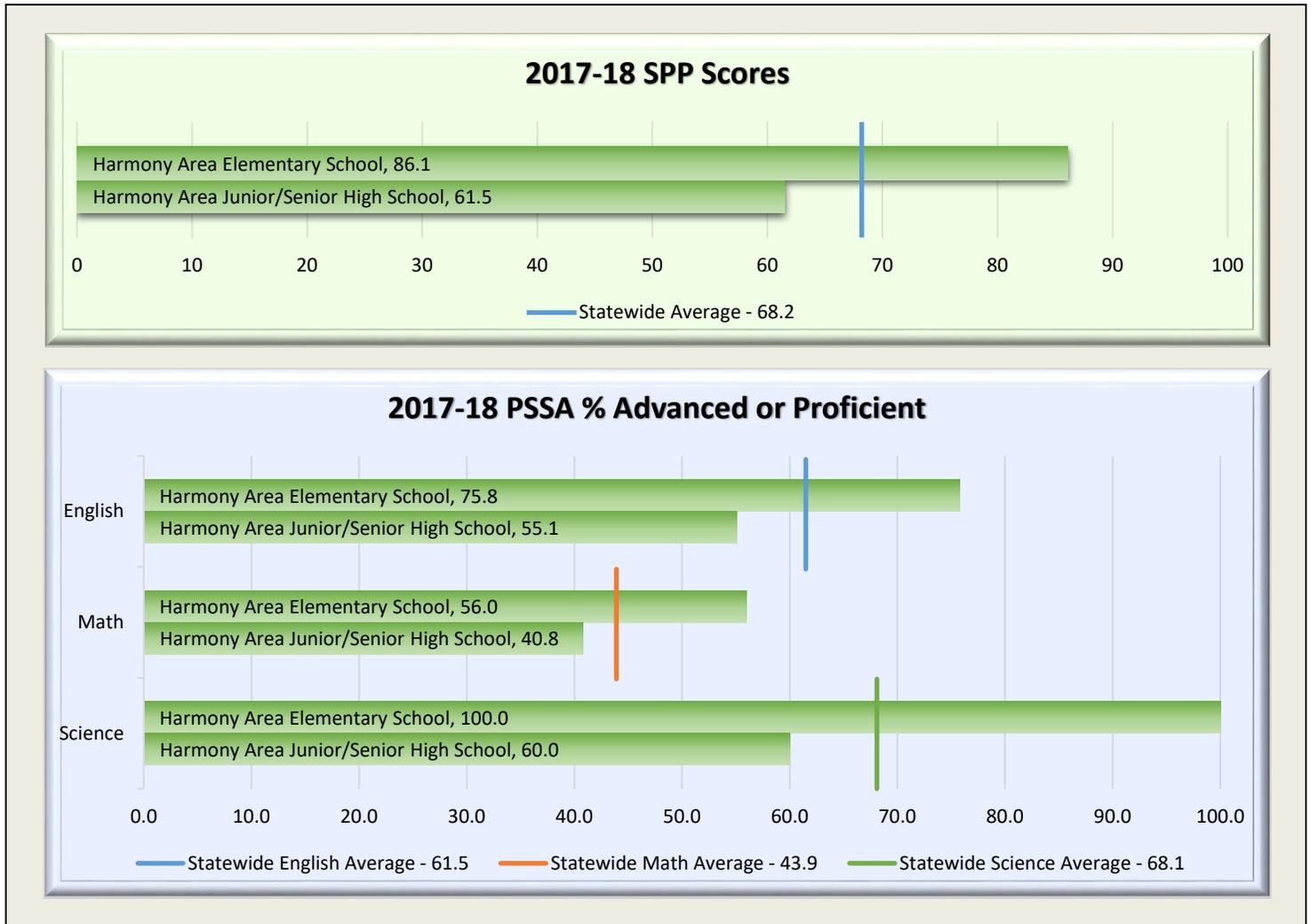
¹⁹ 24 P.S. § 13-1301-A *et seq.*

²⁰ Basic safety practices evaluated were building security, bullying prevention, visitor procedures, risk and vulnerability assessments, and preparedness.

Appendix B: Academic Detail

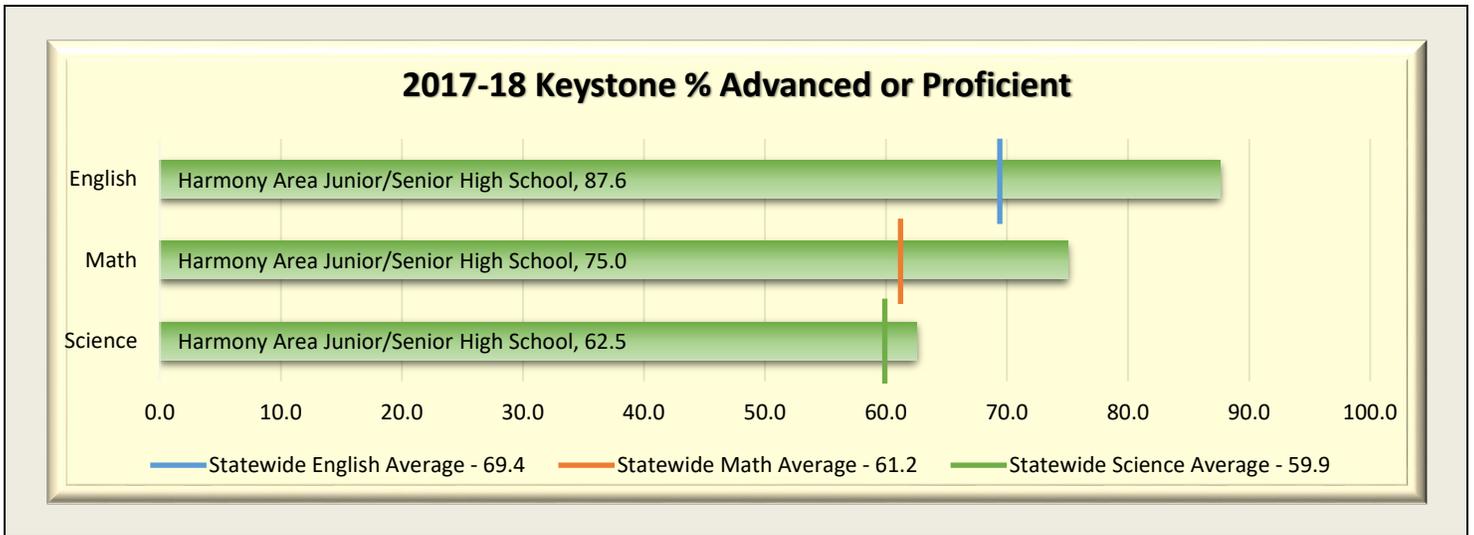
Benchmarks noted in the following graphs represent the statewide average of all public school buildings in the Commonwealth that received a score in the category and year noted.²¹

2017-18 Academic Data School Scores Compared to Statewide Averages

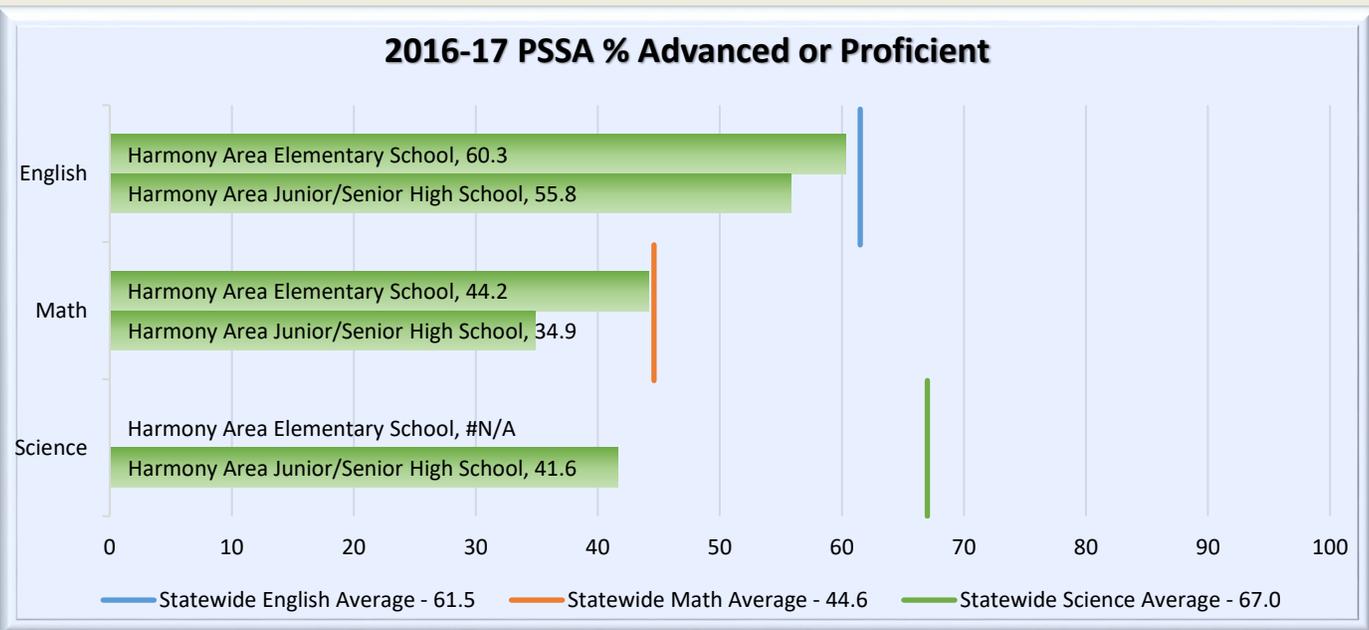
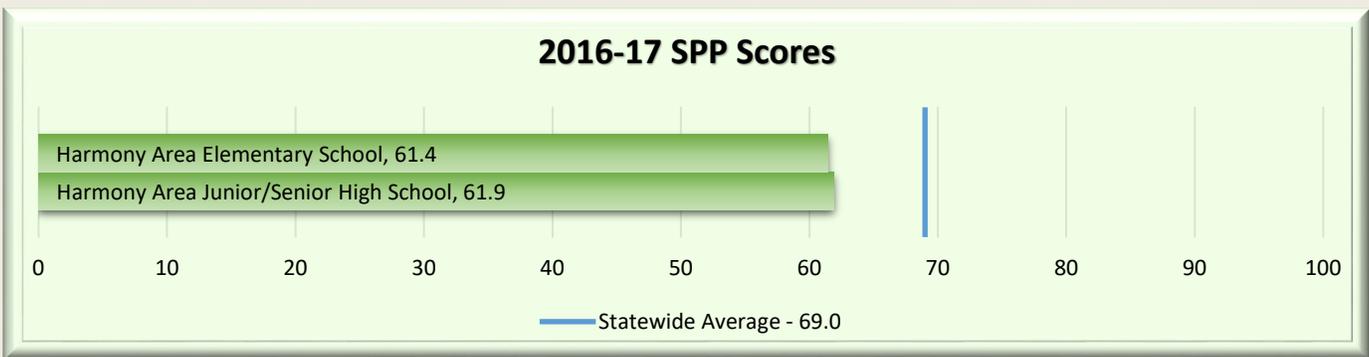


²¹ Statewide averages were calculated by our Department based on individual school building scores for all public schools in the Commonwealth, including district schools, charters schools, and cyber charter schools.

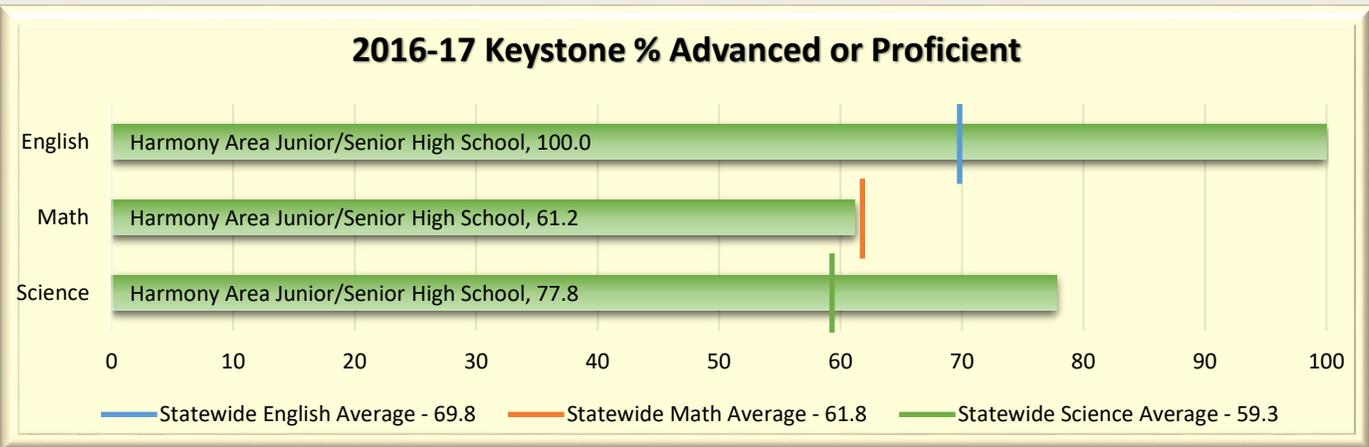
2017-18 Academic Data
School Scores Compared to Statewide Averages (continued)



2016-17 Academic Data
School Scores Compared to Statewide Averages

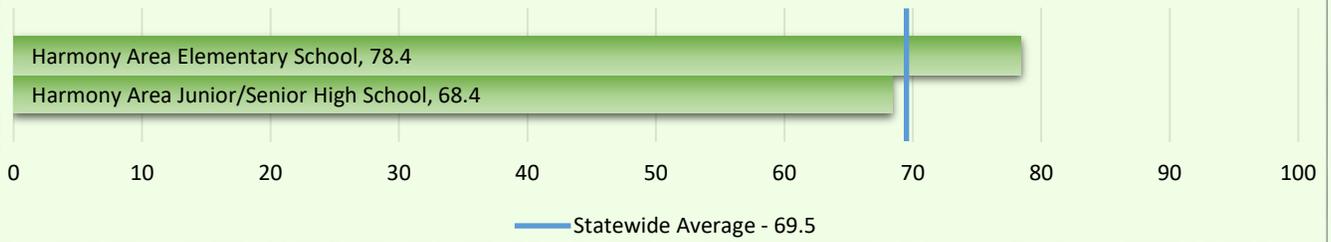


#N/A: The District only has nine students in the 4th grade. PDE does not provide a score for ten or less students.

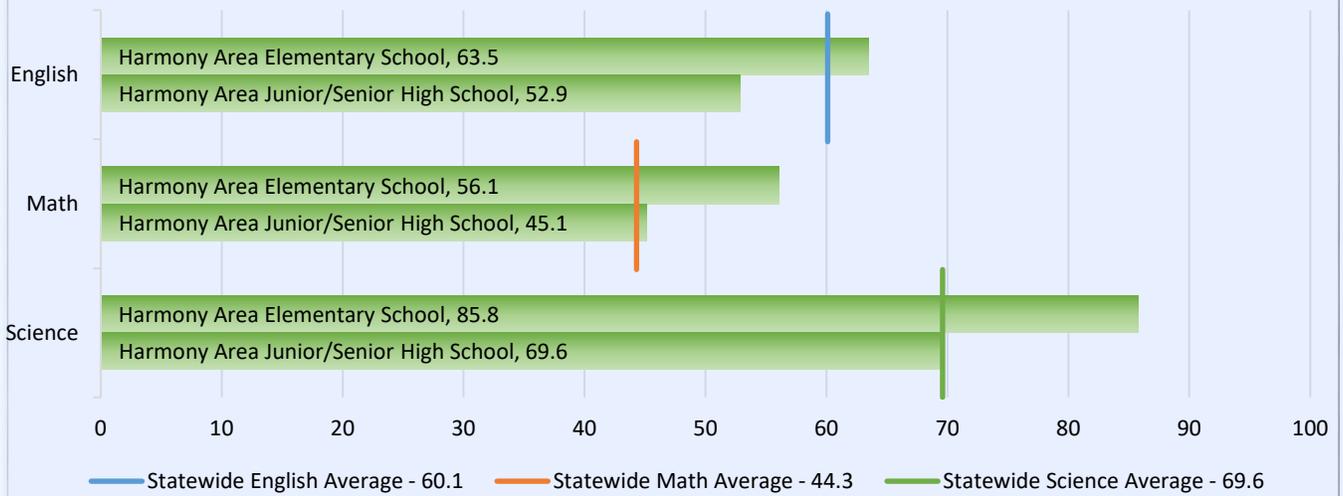


2015-16 Academic Data
School Scores Compared to Statewide Averages

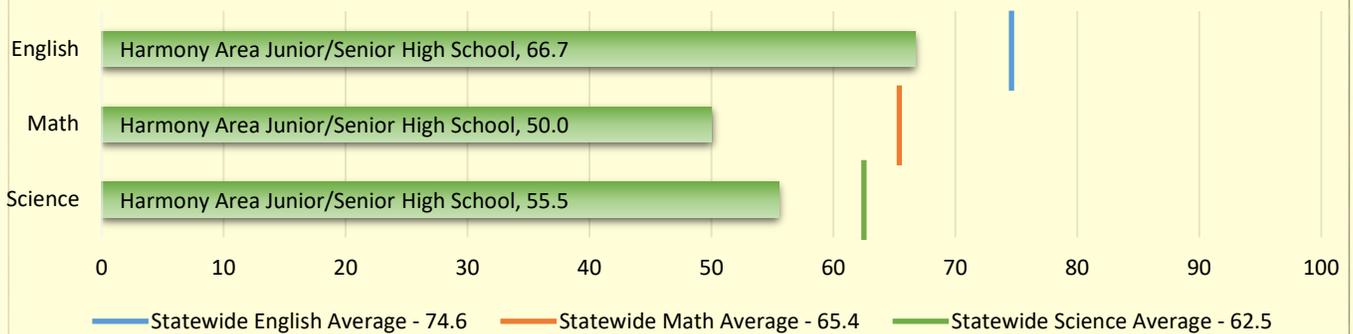
2015-16 SPP Scores



2015-16 PSSA % Advanced or Proficient



2015-16 Keystone % Advanced or Proficient



Distribution List

This report was initially distributed to the Superintendent of the District, the Board of School Directors, and the following stakeholders:

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