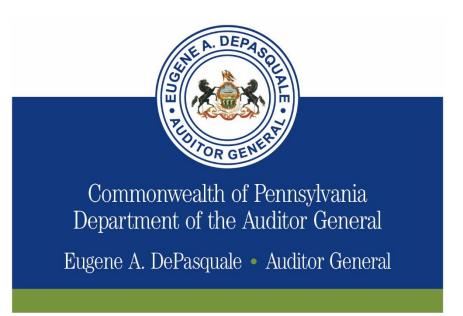
PERFORMANCE AUDIT

Union City Area School District Erie County, Pennsylvania

June 2020





Commonwealth of Pennsylvania Department of the Auditor General Harrisburg, PA 17120-0018 Facebook: Pennsylvania Auditor General Twitter: @PAAuditorGen www.PaAuditor.gov

EUGENE A. DEPASQUALE AUDITOR GENERAL

Mr. Matthew W. Bennett, Superintendent Union City Area School District 107 Concord Street Union City, Pennsylvania 16438 Mr. George R. Trauner, Board President Union City Area School District 107 Concord Street Union City, Pennsylvania 16438

Dear Mr. Bennett and Mr. Trauner:

We have conducted a performance audit of the Union City 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
- Contracting
- Administrator Separations
- Bus Driver Requirements

The audit was conducted pursuant to Sections 402 and 403 of The Fiscal Code (72 P.S. §§ 402 and 403), and 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 objectives.

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.

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 Data Resulting in an Underpayment of \$115,465

Mr. Matthew W. Bennett Mr. George R. Trauner Page 2

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

Sincerely,

Eugene A. DePasquale

Eugent J-Pager

Auditor General

June 16, 2020

cc: UNION CITY AREA SCHOOL DISTRICT Board of School Directors

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School Characteristics 2018-19 School Year ^A			
Counties	Erie & Crawford		
Total Square Miles	76.742		
Number of School Buildings	3		
Total Teachers	90		
Total Full or Part-Time Support Staff	81		
Total Administrators	7		
Total Enrollment for Most Recent School Year	1,118		
Intermediate Unit Number	5		
District Career and	Erie County		
Technical School	Technical School		

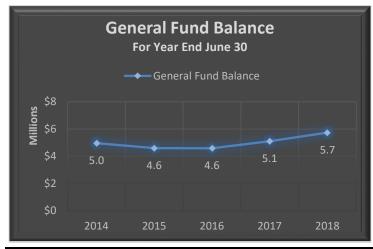
A - Source: Information provided by the District administration and is unaudited.

Mission Statement^A

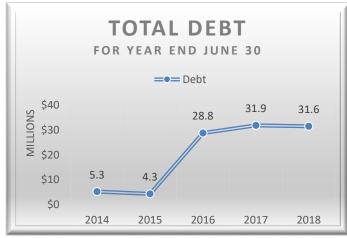
It is the mission of the Union City Area School District and the community to empower our students to be life-long learners by providing a safe and caring learning environment designed to meet the needs of each individual.

Financial Information

The following pages contain financial information about the Union City 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**.

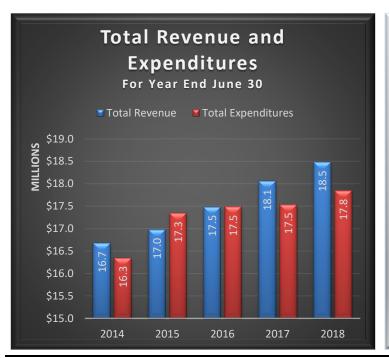


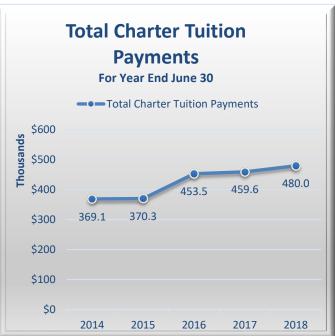
Note: General Fund Balance is comprised of the District's Committed, Assigned and Unassigned Fund Balances.

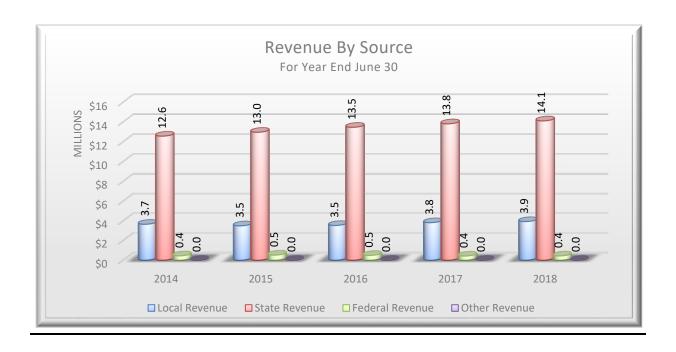


Note: Total Debt is comprised of Short-Term Borrowing, General Obligation Bonds, Authority Building Obligations, Other Long-Term Debt, Other Post-Employment Benefits, Compensated Absences and Net Pension Liability.

Financial Information Continued





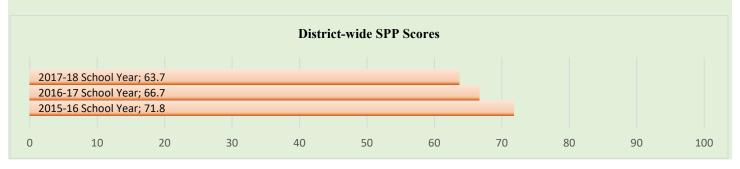


Academic Information

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. 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.

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.²



¹ PDE is the sole source of academic data presented in this report. All academic data was obtained from PDE's publically available website.

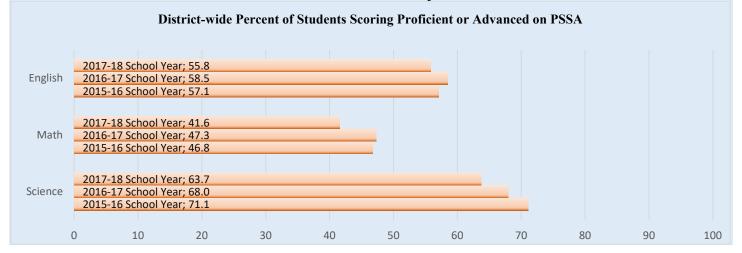
² PDE started issuing a SPP score for all public school buildings beginning with the 2012-13 school year. For the 2014-15 school year, PDE only issued SPP scores for high schools taking the Keystone Exams as scores for elementary and middle scores were put on hold due to changes with PSSA testing. PDE resumed issuing a SPP score for all schools for the 2015-16 school year.

Academic Information Continued

What is the PSSA?

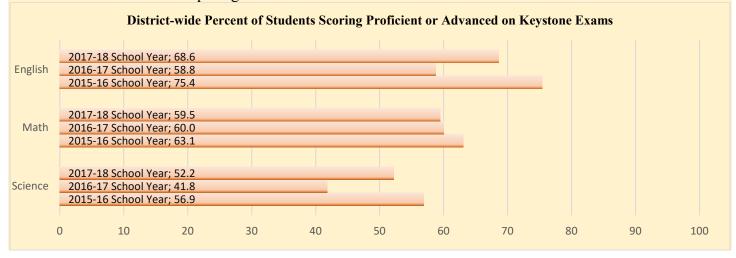
The PSSA is an annual, standardized test given across the Commonwealth to students in grades 3 through 8 in core subject areas, including English, Math and Science. The PSSAs help Pennsylvania meet federal and state requirements and inform instructional practices, as well as provide educators, stakeholders,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

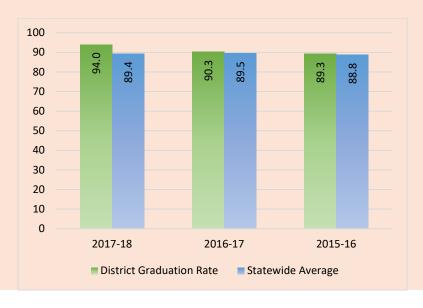


³ Act 158 of 2018, effective October 24, 2018, amended the Public School Code to further delay the use of Keystone Exams as a graduation requirement until the 2021-22 school year. *See* 24 P.S. § 1-121(b)(1).

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.⁴



⁴ 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

The District Inaccurately Reported Transportation Data Resulting in an Underpayment of \$115,465

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 of the PSC specifies the transportation formula and criteria. *See* 24 P.S. § 25-2541.

Total Students Transported

Section 2541(a) of the PSC states, in part: "School districts shall be paid by the Commonwealth for every school year on account of pupil transportation which, and the means and contracts providing for which, have been approved by the Department of Education, in the cases hereinafter enumerated, an amount to be determined by multiplying the cost of approved reimbursable pupils transportation incurred by the district by the district's aid ratio. In determining the formula for the cost of approved reimbursable transportation, the Secretary of Education may prescribe the methods of determining approved mileages and the utilized passenger capacity of vehicles for reimbursement purposes." See 24 P.S. § 25-2541(a).

Non-reimbursable students

Non-reimbursable students are elementary students who reside within 1.5 miles of their elementary school and secondary students who reside within 2 miles of the their secondary school. Non-reimbursable students do not include special education students or students who reside on routes determine by the Pennsylvania Department of Transportation to be hazardous. *See* 24 P.S. § 25-2541(b)(1).

The Union City Area School District (District) was underpaid \$115,465 in regular transportation reimbursements from the Pennsylvania Department of Education (PDE). This underpayment was due to the District inaccurately reporting to PDE the number of students transported and eligible for reimbursement during the 2014-15 through 2017-18 school years.

School districts receive two separate transportation reimbursement payments from PDE. One reimbursement is broadly based upon the number of students transported on each vehicle, the number of days each vehicle was used for transporting students, and the number of miles vehicles were in service both with and without students (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 issues discussed in this finding pertain to the District's regular transportation reimbursements received.

It is important to note that the Public School Code requires that all school districts annually file a sworn statement of student transportation data for the prior and current school years with PDE in order to be eligible for the transportation subsidies. The District filed this sworn statement for all four school years discussed in this finding. It is essential that the District accurately report transportation data to PDE. 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.⁵

Non-reimbursable students are defined as elementary students residing less than 1.5 miles from their school and secondary students residing less than 2 miles from their school, excluding special education and vocational students, as well as students who live on a Pennsylvania Department of Transportation (PennDOT) determined hazardous walking route. Districts can choose to transport these students, but if transported, the district must report these students as non-reimbursable to PDE. Districts that transport

⁵ 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 March 25, 2020).

Criteria relevant to the finding (continued):

HAZARDOUS ROUTE - Route certified by the Department of Transportation as having conditions, i.e., heavy traffic, no sidewalks, etc., which make it dangerous for pupils to walk along the road to school or to a bus stop.

HAZARDOUS PUPIL - Any pupil living in an area where the highway, road, or traffic conditions are such that walking constitutes a hazard to the safety of the child, as so certified by the Department of Transportation.

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 in order to be eligible for the transportation subsidies. *See* 24 P.S. § 25-2543.

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.

non-reimbursable students receive a reduced regular transportation reimbursement from PDE compared to if the students were reimbursable. Students who reside on a hazardous walking route are similar to non-reimbursable students with regard to living 1.5 miles or 2.0 from their respective school. However, districts are eligible to report students transported who reside on a PennDOT determined hazardous walking route to PDE for reimbursement.

The table below illustrates the number of students inaccurately reported to PDE as non-reimbursable and the cumulative underpayment.

Union City Area School District Non-reimbursable Transportation Errors			
	Students		
School	Inaccurately Reported as Non-		
Year	Reimbursable	Underpayment	
2014-15	166	\$ 27,829	
2015-16	173	\$ 26,489	
2016-17	180	\$ 31,030	
2017-18	205	\$ 30,117	
Total	724	\$115,465	

For the 2014-15 through 2017-18 school years, the District inaccurately reported students who were transported and were eligible for reimbursement due to residing on a PennDOT determined hazardous walking route as non-reimbursable students. It became apparent to us during conversations with the District that District officials responsible for reporting this information were not properly trained on how to accurately identify and report non-reimbursable students.

District officials who reported this data during the audit period relied on information provided by their predecessors regarding students living on hazardous walking routes. For example, PennDOT determined East High Street as a hazardous walking route. Students transported by the District and residing on this street should have been reported to PDE as reimbursable. However, the District relied on past practice and only reported some students who resided on East High Street as reimbursable and, as a result, the District did not receive the total amount of reimbursement it was eligible to receive. Additionally, District officials who reported this data during the audit period did not calculate the students reported as non-reimbursable based on distances between their residences and their school.

The District did not have adequate controls on reporting transportation data specific to non-reimbursable students. The District did not have written procedures specific to identifying non-reimbursable students and students who are reimbursable due to residing on PennDOT approved hazardous walking routes. Additionally, the District did not have a second

Criteria relevant to the finding (continued):

PDE has established a Summary of Students Transported form (PDE-2089) and relevant instructions specifying how districts are to report students transported to and from school.

Form Completion Instructions for PDE-2089

Number of non-reimbursable pupils transported on contracted vehicles: Enter the number of nonreimbursable pupils (both public and nonpublic pupils) transported on contacted service vehicles. If [a district] transports elementary pupils who reside within 1.5 miles of their school or secondary pupils who reside within 2 miles of their school who are not exceptional children or not required to use a certified hazardous walking route to reach their school, they are nonreimbursable pupils. Pupils who reside as indicated above, but are being transported to/from daycare providers located beyond those distances are still non-reimbursable. The location of their residence is the deciding factor.

level review of transportation data by someone other than the employee who identified and reported non-reimbursable students and students who were reimbursable due to residing on a hazardous walking route.

We provided PDE with reports detailing the reporting errors for the 2014-15 through 2017-18 school years. PDE requires these reports to verify the underpayment to the District. The District's future transportation reimbursements should be adjusted for the amount of the underpayment.

Recommendations

The *Union City Area School District* should:

- 1. Ensure that District personnel responsible for identifying, calculating, and reporting non-reimbursable students are trained with regard to PDE's reporting requirements.
- 2. Develop internal control procedures by implementing a secondary review of all transportation data prior to submission to PDE. This secondary review should be performed by an employee other than the District staff member compiling the data to help identify transportation data reporting errors.
- 3. Develop detailed written transportation reporting procedures specifically addressing the accurate identification and reporting of non-reimbursable students and students who are reimbursable due to residing on a PennDOT approved hazardous walking route.

The Pennsylvania Department of Education should:

4. Adjust the District's future transportation reimbursements to resolve the underpayment of \$115,465.

Management Response

District management provided the following response:

"The school district acknowledges that there was a problem with the transportation reporting for the non-reimbursable transportation students. The employee submitting this data was inaccurately reporting this information due to a lack of training in PDE's transportation reporting requirements. The employee started reporting this data in the 2014-15 school year reports and was trained by another staff member that was reporting the data inaccurately as well. The district was able to identify that the data from the 2007-08 thru 2013-14 school year had the same inaccuracy's in the reported data. The number of students that were reported as non-reimbursable was assumed to be correct based on the bus/van that the student was riding.

The employee that is currently reporting the transportation data will receive periodic trainings to stay current on the PDE's reporting requirements by the State or an outside agency.

The District will implement written procedures on how to identify non-reimbursable students and each student who are reimbursable by identifying their home address and walking route to the School District. Along with those procedures, the District will include an added procedure to ensure this data is reported accurately in the future by implementing a secondary review of all transportation data prior to the submittal."

Auditor Conclusion

We are pleased the District has agreed to implement our recommendations to develop written procedures for reporting, provide training on PDE's reporting requirements, and implement a secondary review of transportation data prior to reporting to PDE. We will evaluate the District's corrective actions during our next audit of the District.

Status of Prior Audit Findings and Observations			
Our prior audit of the Union City Area School District resulted in no findings or observations.			

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, 6 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 Union City 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). 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.

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⁶ 72 P.S. §§ 402 and 403.

⁷ 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
- Contracting
- * 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 amount of regular transportation reimbursements from the Commonwealth?⁸
 - ✓ To address this objective, we reviewed all 294 students transported by the District's contractor and reported as non-reimbursable during the 2017-18 school year. We found errors during this review and the District made revisions to its reported number of non-reimbursable students for the 2014-15, 2015-16, and 2016-17 school years. We randomly selected and reviewed 55 out of 776 students identified by the District as non-reimbursable during the 2014-15, 2015-16, and 2016-17 school years. We obtained student rosters from the District to confirm that elementary students lived within 1.5 miles and secondary students lived within 2 miles of the school where the students were educated. We also randomly selected and reviewed 12 out of 119 students reported to PDE as transported by the District and living on a hazardous walking route for the 2017-18 school year. We reviewed the documentation obtained from the Pennsylvania Department of Transportation which identifies the hazardous walking routes within the District to the student rosters to determine if the District reported these students correctly and received the correct amount of transportation reimbursement for these students. The results of our review can be found in the Finding on page 6 of this report.
 - ✓ Additionally, we obtained all monthly invoices for the 2017-18 school year from the District's transportation contractor. We compared the invoices to the contract and District expenditure ledgers to determine if the amounts paid to the contractor were accurately paid and accurately reported to PDE. Our review did not disclose any reportable issues.

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⁸ See 24 P.S. §§ 13-1301, 13-1302, 13-1305, 13-1306; 22 Pa. Code Chapter 11.

⁹ 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.

¹⁰ Ibid

- ➤ Did the District ensure that its service contracts were current and were properly obtained, approved, executed, and monitored?
 - ✓ To address this objective, we obtained and reviewed the District's special education contracts for the 2014-15 through 2019-20 school years. We reviewed the procurement process of the contracts by conducting interviews with District officials responsible for the selection of this service provider, and verified that the contracts was properly discussed, reviewed, and ratified through review of official board meeting minutes. We reviewed all payments made to this service provider to ensure they were approved by the Board of School Directors and that the delivery of services were properly monitored by District officials. We also obtained and reviewed the statement of financial interests for the Board President to verify that they abstained from voting on all issues dealing with this service provider. Our review of this objective did not disclose any reportable issues.
- ➤ Did the District ensure that all individually contracted employees who separated employment from the District were compensated in accordance with their contract? Also, did the District comply with the Public School Code¹¹ and the Public School Employees' Retirement System guidelines when calculating and disbursing final salaries and leave payouts for these contracted employees?
 - ✓ To address this objective, we reviewed the contracts, board meeting minutes, board policies, and payroll records for all seven individually contracted administrator(s) who separated employment from the District during the period July 1, 2014 through June 30, 2018. Our review of this objective did not disclose any reportable issues.
- ➤ Did the District ensure that all bus drivers transporting District students are board approved and had the required driver's license, physical exam, training, background checks, and clearances ¹² as outlined in applicable laws? ¹³ Also, did the District adequately monitor driver records to ensure compliance with the ongoing five-year clearance requirements and ensure it obtained updated licenses and health physical records as applicable throughout the school year?
 - ✓ To address this objective, we randomly selected 10 of the 41 bus drivers transporting District students as of February 18, 2020. 14 We reviewed each driver selected to ensure that they met the requirements to transport students. We assessed the District's internal controls for maintaining and reviewing required bus driver qualification documents and procedures for being made aware of who transported students daily. We determined if all drivers were board approved by the District. Our review of this objective did not disclose any reportable issues.

¹¹ 24 P.S. § 10-1073(e) (2) (v).

¹² 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.

¹³ 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*. 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 entire population.

- ➤ Did the District comply with requirements in the Public School Code and the Pennsylvania Emergency Management Code related to emergency management plans, bullying prevention, memorandums of understanding with local law enforcement, and fire drills? ¹⁵ Also, did the District follow best practices related to physical building security and providing a safe school environment?
 - ✓ To address this objective, we reviewed a variety of documentation including, safety plans, evidence of physical building security assessments, anti-bullying policies, safety committee meeting minutes, and fire drill reporting data. Due to the sensitive nature of school safety, the results of our review of this objective area are not described in our audit report, but they were shared with District officials, PDE's Office of Safe Schools, and other appropriate law enforcement agencies deemed necessary.¹6

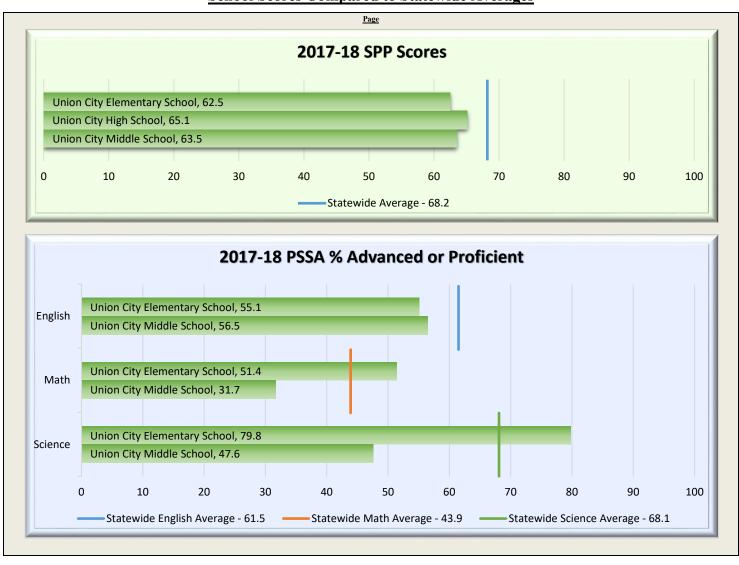
¹⁵ 24 P.S. § 13-1301-A et seq., 35 Pa.C.S. § 7701, and 24 P.S. § 15-1517.

¹⁶ Other law enforcement agencies include the Pennsylvania State Police, the Office of Attorney General, and local law enforcement with jurisdiction over the District's school buildings.

Appendix B: Academic Detail by Building

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. ¹⁷ 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. ¹⁸

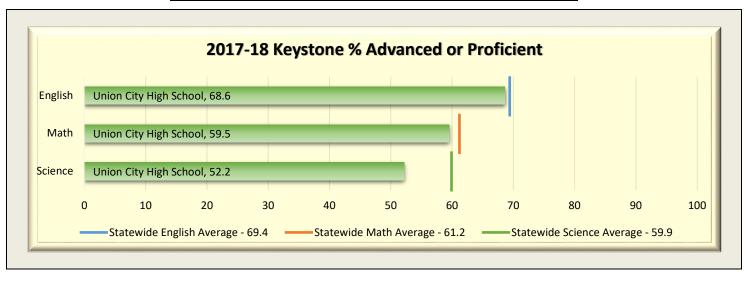
2017-18 Academic Data School Scores Compared to Statewide Averages



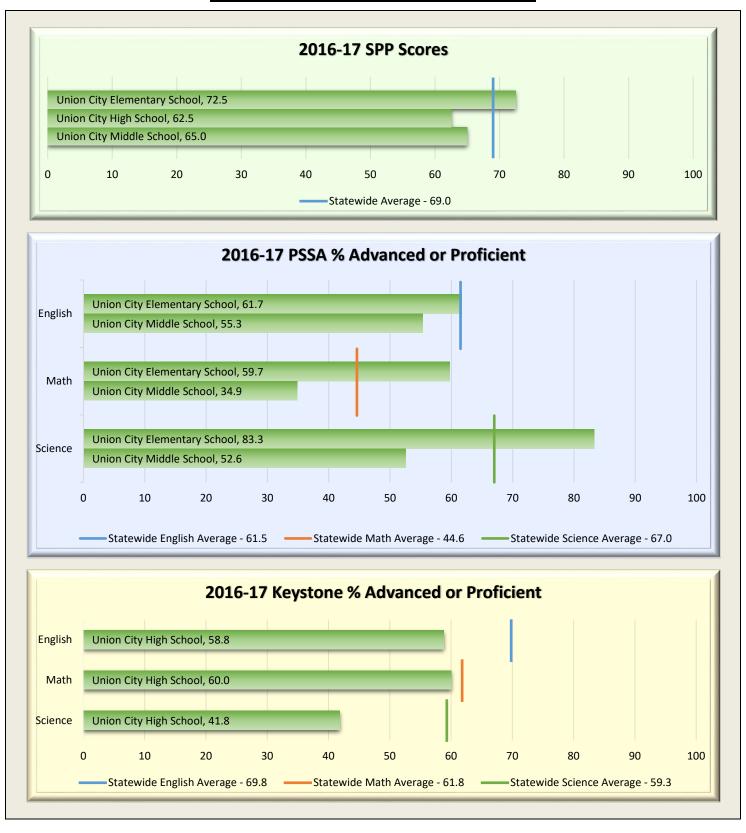
¹⁷ Statewide averages were calculated by our Department based on individual school building scores for all public schools in the Commonwealth, including district schools, charters schools, and cyber charter schools.

¹⁸ 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.

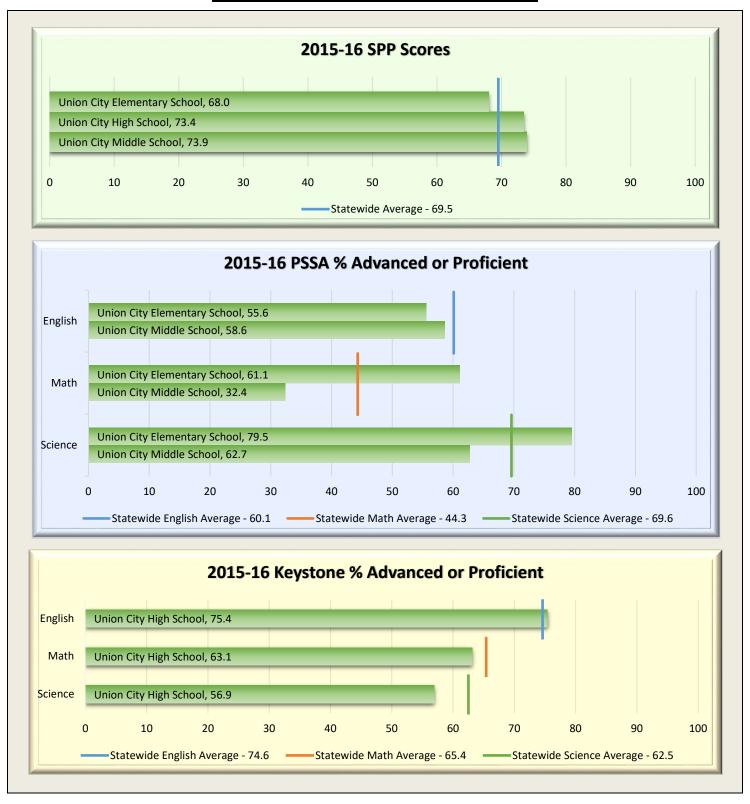
2017-18 Academic Data School Scores Compared to Statewide Averages (continued)



2016-17 Academic Data School Scores Compared to Statewide Averages



2015-16 Academic Data School Scores Compared to Statewide Averages



Distribution List

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

The Honorable Tom W. Wolf

Governor Commonwealth of Pennsylvania Harrisburg, PA 17120

The Honorable Pedro A. Rivera

Secretary of Education 1010 Harristown Building #2 333 Market Street Harrisburg, PA 17126

The Honorable Joe Torsella

State Treasurer Room 129 - Finance Building Harrisburg, PA 17120

Mrs. Danielle Mariano

Director Bureau of Budget and Fiscal Management Pennsylvania Department of Education 4th Floor, 333 Market Street Harrisburg, PA 17126

Dr. David Wazeter

Research Manager Pennsylvania State Education Association 400 North Third Street - Box 1724 Harrisburg, PA 17105

Mr. Nathan Mains

Executive Director Pennsylvania School Boards Association 400 Bent Creek Boulevard Mechanicsburg, PA 17050

This report is a matter of public record and is available online at www.PaAuditor.gov. Media questions about the report can be directed to the Pennsylvania Department of the Auditor General, Office of Communications, 229 Finance Building, Harrisburg, PA 17120; via email to: News@PaAuditor.gov.