

PERFORMANCE AUDIT

Fort Cherry School District Washington County, Pennsylvania

July 2018



Commonwealth of Pennsylvania
Department of the Auditor General

Eugene A. DePasquale • Auditor General



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EUGENE A. DePASQUALE
AUDITOR GENERAL

Dr. Jill M. Jacoby, Superintendent
Fort Cherry School District
110 Fort Cherry Road
McDonald, Pennsylvania 15057

Mrs. Jodi McKay, Board President
Fort Cherry School District
110 Fort Cherry Road
McDonald, Pennsylvania 15057

Dear Dr. Jacoby and Mrs. McKay:

We have conducted a performance audit of the Fort Cherry School District (District) for the period July 1, 2012 through June 30, 2016, 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
- ✓ Data Integrity
- ✓ Administrator Contract Buyout
- ✓ 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 areas in the bulleted list above.

Dr. Jill M. Jacoby
Mrs. Jodi McKay
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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

June 29, 2018

cc: **FORT CHERRY SCHOOL DISTRICT** Board of School Directors

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Background Information

School Characteristics 2016-17 School Year ^A	
County	Washington & Allegheny
Total Square Miles	58
Number of School Buildings	2
Total Teachers	90
Total Full or Part-Time Support Staff	52
Total Administrators	
Total Enrollment for Most Recent School Year	1,024
Intermediate Unit Number	1
District Vo-Tech School	Western Area Career & Technology Center

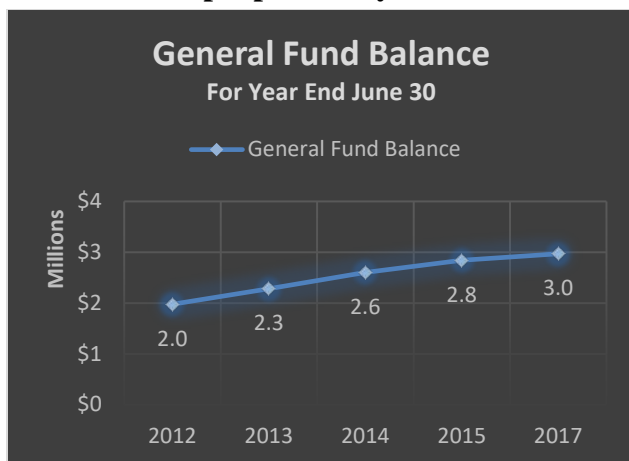
A - Source: Information provided by the District administration and is unaudited.

Mission Statement^A

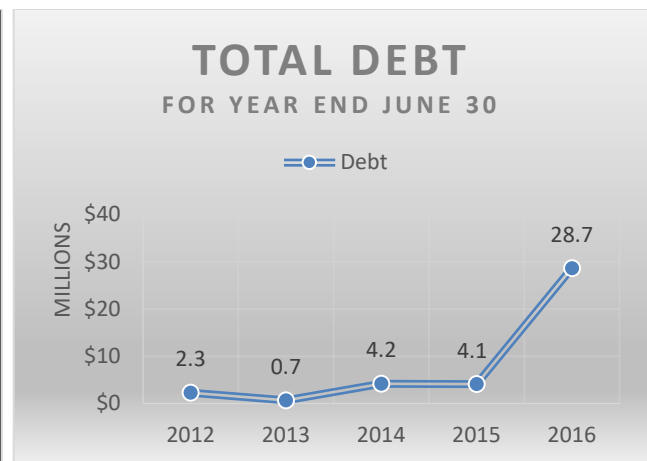
To create a learning community committed to providing our students with the skills, knowledge, and opportunities to be productive and successful citizens in a global society.

Financial Information

The following pages contain financial information about the Fort Cherry 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**.

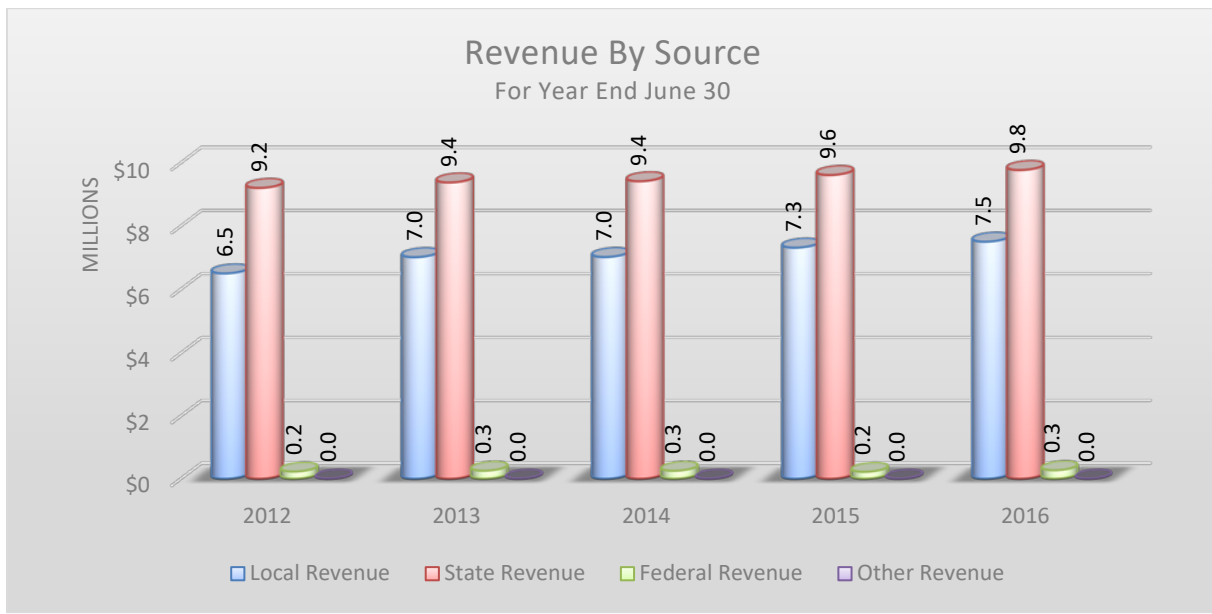
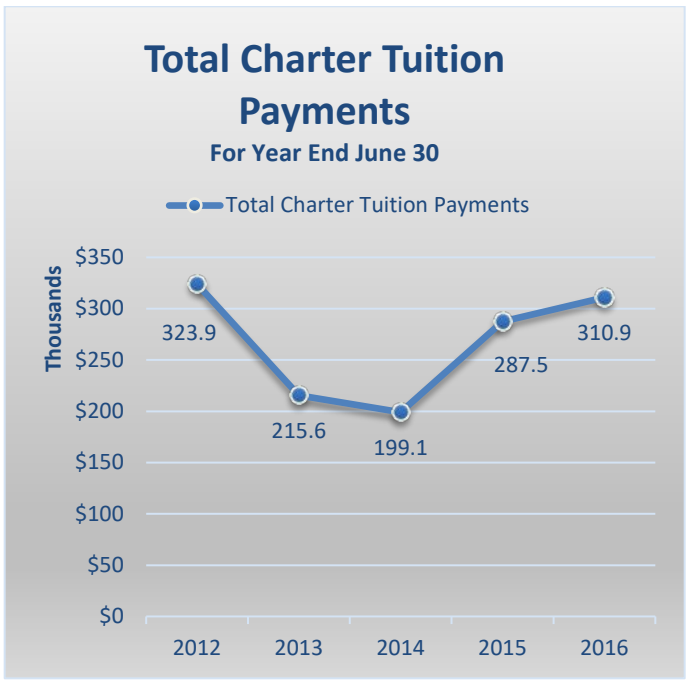
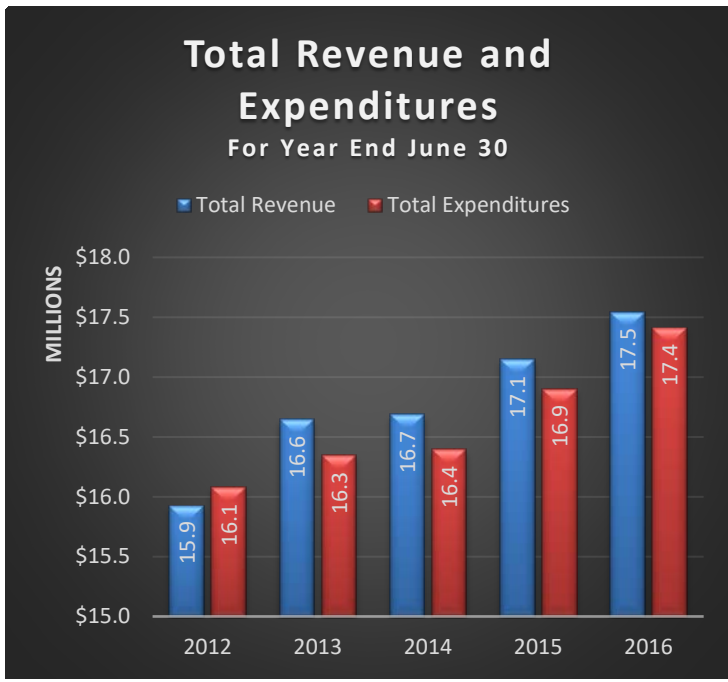


Note: General Fund Balance is comprised of the District's Committed, Assigned and Unassigned Fund Balances.



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 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 2014-15 and 2015-16 school years.¹ These scores are provided in the District's 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 chart.² Finally, 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.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 using a 0-100 scale for all school buildings in the Commonwealth annually, which is calculated based on standardized testing (i.e., PSSA and Keystone exams 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.

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 schools were put on hold due to changes with PSSA testing.⁴ PDE resumed issuing a SPP score for all schools for the 2015-16 school year.

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 and Math. 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.

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'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.

³ 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.

⁴ According to PDE, SPP scores for elementary and middle schools were put on hold for the 2014-15 school year due to the state's major overhaul of the PSSA exams to align with state Common Core standards and an unprecedented drop in public schools' PSSA scores that year. Since PSSA scores are an important factor in the SPP calculation, the state decided not to use PSSA scores to calculate a SPP score for elementary and middle schools for the 2014-15 school year. Only high schools using the Keystone Exam as the standardized testing component received a SPP score.

The 2014-15 school year marked the first year that PSSA testing was aligned to the more rigorous PA Core Standards.⁵ 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 at least 2020. 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.

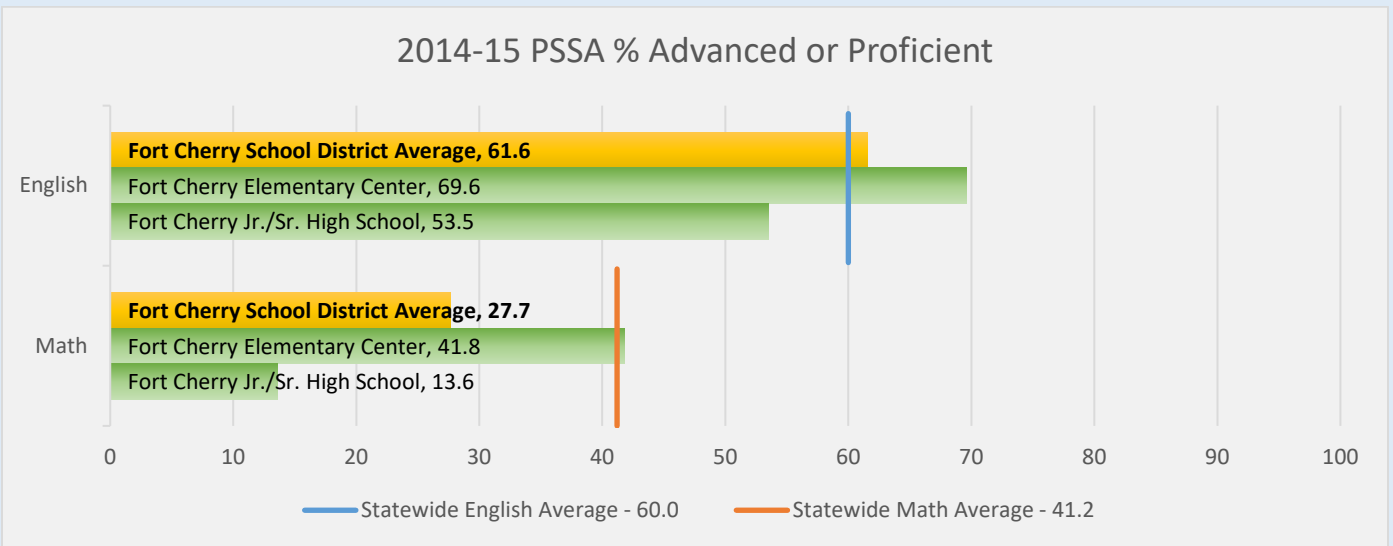
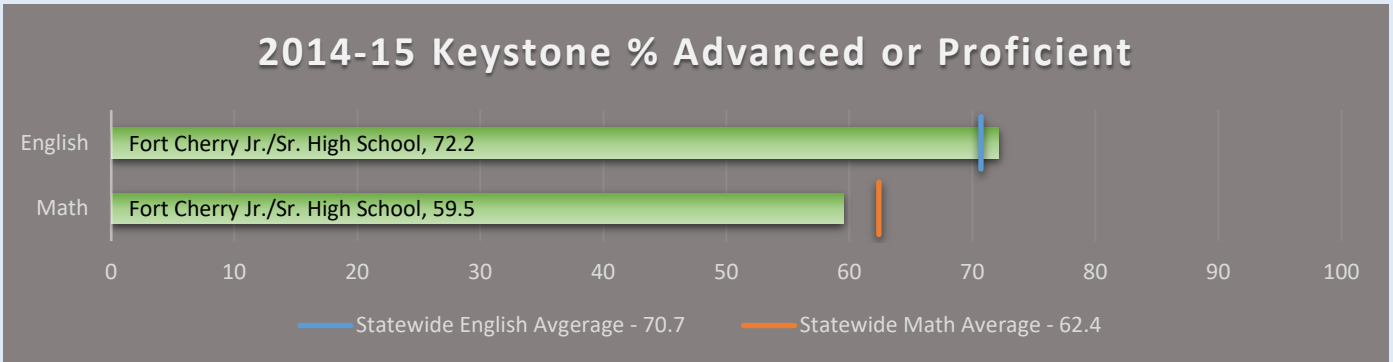
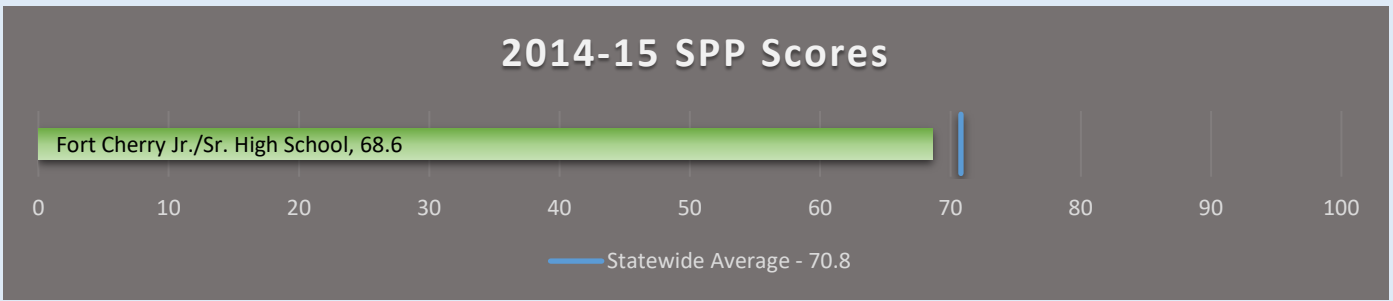
What is a 4-Year Cohort Graduation Rate?

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.⁶

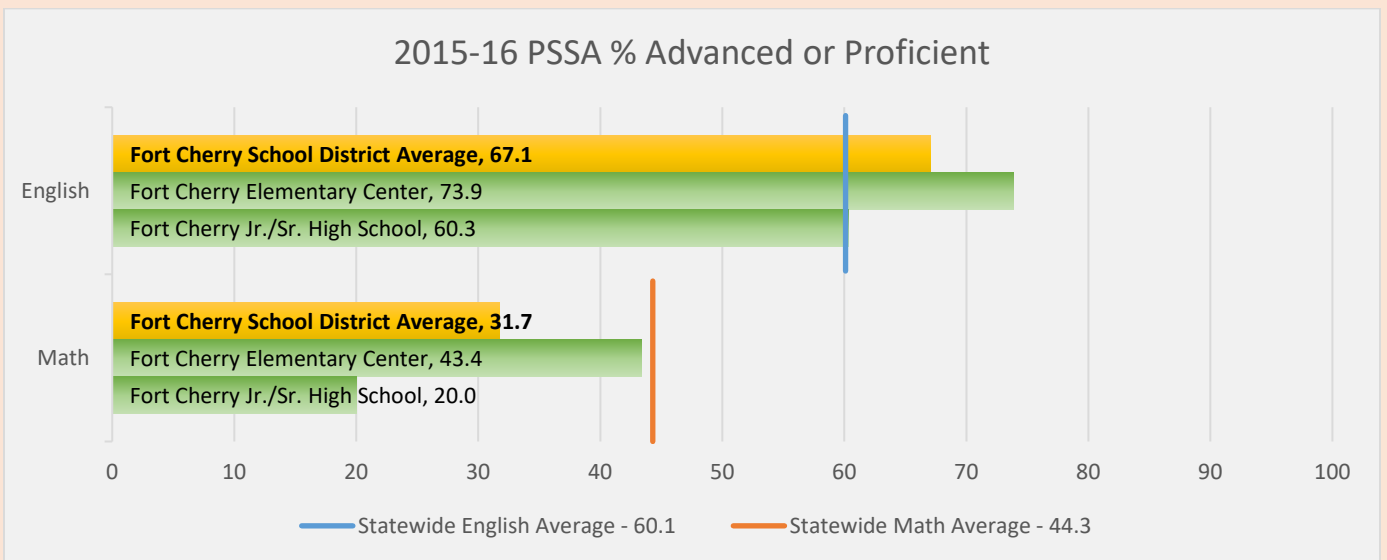
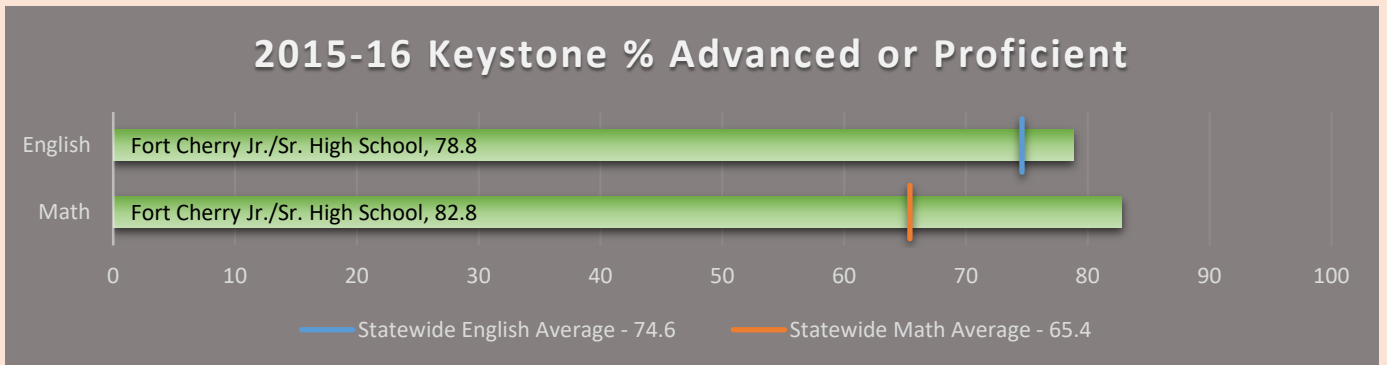
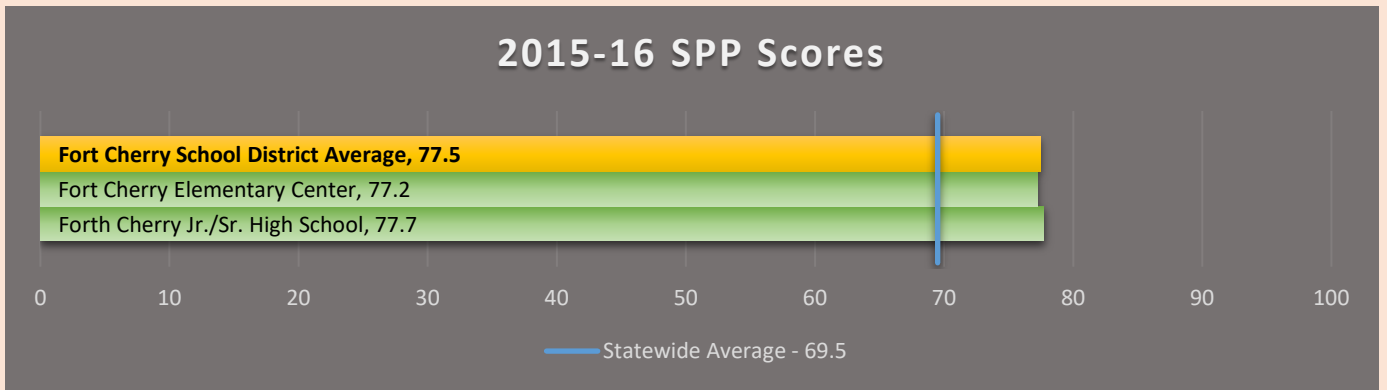
⁵ PDE has determined that PSSA scores issued beginning with the 2014-15 school year and after are not comparable to prior years due to restructuring of the exam.

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>.

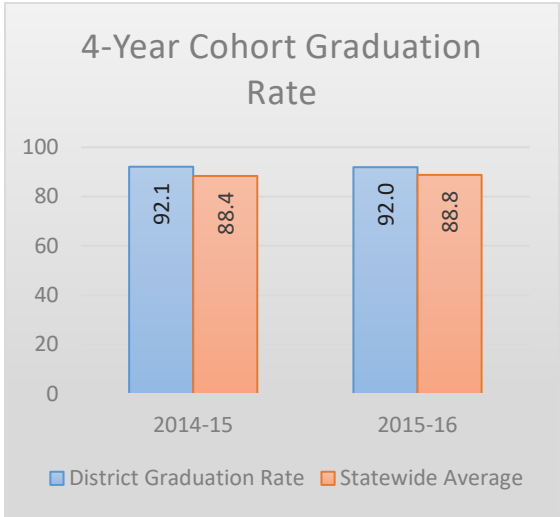
2014-15 Academic Data
School Scores Compared to Statewide Averages



2015-16 Academic Data
School Scores Compared to Statewide Averages



4-Year Cohort Graduation Rate



Finding

For the audited period, our audit of the Fort Cherry School District resulted in no findings.

Status of Prior Audit Findings and Observations

Our prior audit of the Fort Cherry School District (District) released on June 5, 2014, resulted in one finding, 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 June 5, 2014

Prior Finding: **Computer Inventory Control Deficiencies**

Prior Finding Summary: We found that the District's personnel failed to adhere to the District's approved computer inventory policies for ensuring that fixed assets are accurately recorded and tracked.

Prior Recommendations: We recommended that the District should:

1. Establish a system of internal controls to track the removal and adding of fixed assets. This process should include an equipment transfer form, which must be used for the tracking of all computer equipment and portable assets within the District.
2. Provide any removals or additions of fixed assets to the independent appraisal company before it conducts its annual fixed asset inventory.
3. Establish a procedure that requires District administrators to review and approve all inventory adjustments and investigate any discrepancies immediately.

Current Status: We found that the District has created and implemented a corrective action plan to address all of our recommendations. This plan includes designating one employee with the responsibility of adding and removing fixed assets from the District's inventory when applicable. This designated employee is also charged with tagging all assets and removing tags when inventory is disposed of and removed from the District's inventory. The District has also instituted the use of asset tracking forms that are utilized as equipment is bought, assigned, and transferred. Finally, effective July 1, 2017, the District has hired a new asset management company to inventory the District's fixed assets.

Appendix: 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, Pennsylvania Department of Education (PDE), and other concerned entities.

Our audit, conducted under authority of Sections 402 and 403 of The Fiscal Code,⁷ 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, 2012 through June 30, 2016. In addition, the scope of each individual audit objective is detailed on the next page.

The Fort Cherry School District's (District) management is responsible for establishing and maintaining effective internal controls⁸ 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, which we consider 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.

⁷ 72 P.S. §§ 402 and 403.

⁸ 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, academic performance data, 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, 2012 through June 30, 2016. 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
- ✓ Data Integrity
- ✓ Administrator Contract Buyout
- ✓ 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 that the number of students transported to nonpublic schools was accurately reported to PDE, and did the District receive the correct supplemental transportation reimbursement from the Commonwealth?⁹
 - To address this objective, we obtained nonpublic student lists for all nonpublic students reported to PDE for reimbursement for the 2014-15 and 2015-16 school years.¹⁰ We compared the requests for transportation provided by the nonpublic schools to the lists maintained in the District's transportation tracking system. Our review of this objective did not result in any reportable issues.
- ✓ Did the District accurately report membership data to PDE?¹¹
 - To address this objective, we selected 20 out of 1,094 total registered students (five resident, five career and technical center, six nonresident, and four intermediate unit students) from the vendor software listing for the 2015-16 school year. The five resident and career technical center students were randomly selected.¹² The six nonresident and four intermediate unit students were the total

⁹ See 24 P.S. §§ 13-1301, 13-1302, 13-1305, 13-1306; 22 Pa. Code Chapter 11.

¹⁰ The District reported 30 nonpublic students in the 2014-15 school year and 22 nonpublic students in the 2015-16 school year.

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

¹² 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.

population for each of those student membership classifications. We verified that each child was appropriately registered with the District. Our review of this objective did not disclose any reportable issues.

- ✓ Did the District pursue a contract buyout with an administrator and if so, what was the total cost of the buyout, what were the reasons for the termination/settlement, and did the employment contract(s) comply with the Public School Code¹³ and Public School Employees' Retirement System (PSERS) guidelines?
 - To address this objective, we reviewed the contracts, settlement agreement, board meeting minutes, board policies, and payroll records for the two administrators who separated employment from the District during the audit period. We verified the reasons for these separations and whether the total cost of the separations were made public in board meetings. We reviewed the contracts to ensure that they complied with the provisions of the Public School Code regarding termination, buyout and severance provisions, and to ensure that payments were made in accordance with those agreements. In addition, we reviewed payroll records to ensure that these payments were correctly reported to PSERS.
 - Lastly, we reviewed the current superintendent's contract to determine compliance with the Public School Code regarding termination language. Our review of this objective did not result in any reportable issues.
- ✓ Did the District ensure that bus drivers transporting District students had the required driver's license, physical exam, training, background checks, and clearances as outlined in applicable laws?¹⁴ 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 selected 14 of the 34 bus drivers transporting District students as of February 26, 2018. We identified four of the drivers to have a higher risk of non-compliance due to previous criminal charges. The remaining ten drivers were randomly selected.¹⁵ We reviewed these drivers to ensure that the District complied with all of 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 ensure compliance, when followed, with bus driver hiring requirements. Our review of this objective did not result in any reportable issues.

¹³ 24 P.S. § 10-1073(e)(2)(v).

¹⁴ 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*.

¹⁵ 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.

- ✓ Did the District take actions to ensure it provided a safe school environment?¹⁶
 - To address this objective, we reviewed a variety of documentation including, safety plans, training schedules, fire drill reports, and anti-bullying policies. In addition, we conducted on-site reviews at both of the District's school buildings to assess whether the District had implemented basic safety practices.¹⁷ Due to the sensitive nature of School Safety, the results of this objective are not described in this report. The results of our review of school safety are shared with District officials, PDE, and other appropriate agencies deemed necessary.

¹⁶ 24 P.S. § 13-1301-A *et seq.*

¹⁷ Basic safety practices evaluated were building security, bullying prevention, visitor procedures, risk and vulnerability assessments, and preparedness.

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

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Harrisburg, PA 17126

The Honorable Joe Torsella

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Harrisburg, PA 17105

Mr. Nathan Mains

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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.