

Scranton School District Recovery Plan Status Update

September 28, 2022

Progress Summary

Overview

- The Scranton School District's Recovery Plan was prepared in July 2019, and approved by the School Board in the following month
- The District's financial and operational challenges did not appear in a single year, and they will not be resolved in one year
- The Recovery Plan included four guiding principles to restore financial stability and invest in the District's students:
 - Every student in the District can be successful and must be equipped with the skills necessary for success in the 21st century workplace
 - Modern systems and accurate data are essential to making high-quality decisions
 - Operations must conform to the available resources on a sustainable basis
 - Accountability to the academic and financial goals in this Recovery Plan is the responsibility of every member of the Scranton School District
- This status update is intended to provide an overview of the accomplishments over the past year, and to outline areas of focus for the future

Fundamental initiatives

- The Recovery Plan includes 100 initiatives to improve the District’s academic programs and operations
- Page 6 of the Plan lists 11 initiatives to focus the District’s efforts on high impact areas:

Initiative Number	Description	Recovery Plan Page	Status
ACHIEVE01	Invest funds to replace curriculum and classroom technology	21	Completed
ACHIEVE12	Expand the District’s cyber school program	30	Completed / In Progress
T01	Complete the implementation of the District’s transportation management software and improve route efficiency	88	Completed
T03	Rebid transportation contracts for savings	92	Completed
T05	Increase transportation subsidy revenues	94	In Progress
F02	Develop a multi-year capital plan	101	Completed / In Progress
F03	Develop and implement a comprehensive plan for the utilization of facilities	102	In Progress
F06	Develop and implement a comprehensive plan to reduce utilities spending	109	Completed / In Progress
R02	Raise real estate taxes annually to the Act 1 Index	126	In Progress
R05	Develop payments in lieu of taxes agreements with tax exempt organizations to support District academic programs	131	In Progress
R07	Increase Medicaid ACCESS revenue to support special education programs	136	Completed

Education Initiatives (by Recovery Plan chapter)

- **Academic Achievement Chapter**

- The District used ESSER funds to purchase Chromebooks and classroom technology
 - In the 2023 preliminary budget, the District has included additional funds to replace the equipment over time
- The District continues its curriculum replacement cycle, and funds are included in the 2023 preliminary budget to update Social Studies curriculum at the elementary schools
- At the start of the 2022-23 school year, the District welcomed 120 seventh and eighth grade students to the STEMM program
- The District also developed plans to hire 3.5 music teachers to restore programs at the intermediate schools in the current school year
- In the preliminary 2023 budget, the District has included funds for a mental health program supervisor, three social workers, and two guidance counselors to improve support services for students
- The District continues to focus on improving academic achievement through initiatives, such as the Scranton Succeeds Time to improve mathematics scores

Education Initiatives (by Recovery Plan chapter)

- **Special Education Chapter**

- The District is searching for a permanent replacement for the Director of Special Education position
- The District continues to address findings from the Pennsylvania Department of Education's (PDE) 2020-21 program review
- The District continues to make progress to improve student access to programs and reduce the District's exposure to costly lawsuits
- Staffing levels and student ratios are reviewed to make sure that the District provides the necessary services for students
- Special education programs are being integrated into the District's academic improvement efforts, including the implementation of a MTSS system and data-based decision-making to improve student achievement

Operational Initiatives (by Recovery Plan chapter)

- **Administration and Finance Chapter**

- The District continues to make efforts to improve the quality and timeliness of its reports for the administration and the School Board
- Changes made over the past several years have significantly improved access to information, and the District continues to use Board Docs for document sharing with the public

- **Business Office Chapter**

- The Business Office has focused on institutionalizing many of the processes and changes made over the past several years
- Continued partnership with the City on key policy issues (shared services, payroll preparation tax, and real estate tax collections)
- Although progress has been made in paying down the District's outstanding debt, the District has \$255.3* million in principal and interest payments for 2023 and future years

- **Procurement Chapter**

- Bids and proposals were solicited for various capital projects, curriculum, on-line learning platform, transportation, and security services
- The District continues to use procurement cards for purchases, e-check to streamline purchases and limit administrative costs

*Note: Outstanding debt is shown net of reimbursement from the Commonwealth and before planned capital borrowing based on the 2022 capital plan.

Operational Initiatives (by Recovery Plan chapter)

- **HR Office Chapter**

- The District hired a new HR Director in 2022
- The District plans to hire an Assistant HR Director to support hiring, processing, and verifying information to make sure the District maintains compliance with mandatory recordkeeping and reporting
- The District continues to improve tracking and reporting of key personnel data, and there is more collaboration and sharing data with administrators
- The District continues to institutionalize improvements in safety training and other processes, which have resulted in savings for workers' compensation costs

- **Transportation Chapter**

- The District continues to use the Transfinder Plus system for transportation management and operational efficiency
- The District will continue to work on improving processes where information from other departments impact the quality of data used for the transportation system
- The District successfully piloted a high school transportation initiative to address attendance rates
- Planning and route improvement will continue to take place as the District refines its operations

Operational Initiatives (by Recovery Plan chapter)

- **Facilities Chapter**

- In August 2022, the District adopted a revised multi-year capital plan
- D'Huy Engineering continues to provide owners' representative services
- The District has expanded the number of architects it uses to accommodate the workload for the increased volume of projects
- The first phase of the District's capital projects was completed, and the District began major projects in the 2022 construction season
 - Examples include: Roof replacements at four schools, West Scranton Intermediate School renovations, and HVAC renovations at Armstrong Elementary School
- The District began the transition of fifth graders to the intermediate schools, and the transition will be complete in the 2022-23 school year

- **Information Technology Chapter**

- The District will continue to evaluate its staffing levels to ensure that academic and administrative functions receive technology support
- The District conducted an inventory of Chrome book
- The District upgraded its student information system to Alma

Budget Initiatives (by Recovery Plan chapter)

- **Revenue Chapter**

- The District established a modest unassigned fund balance in 2020 (7.9 percent of audited expenditures)
- Early information indicates that the District will have strong financial results in the 2021 and 2022 calendar years
- The District's preliminary 2023 budget continues to show the improvements in financial stability and operations achieved with the Recovery Plan
- Financial projections will be updated with the preliminary 2023 budget

- **Workforce Chapter**

- The District settled contracts with all three of its three bargaining units (SFT, 1201, and Act 93)
- Planning will begin for the next series of negotiations with staff as the District's contracts expire

Status Summary

Initiative Status Summary

Status	Count	Notes
Completed	36	<ul style="list-style-type: none"> Goals and intended outcomes from the Plan have been achieved as determined by the CRO In future updates to the Plan, these initiatives may be removed or replaced with initiatives targeted to complete subsequent phases
Completed / In Progress	46	<ul style="list-style-type: none"> Some or most goals and intended outcomes have been achieved as determined by the CRO There may be ongoing monitoring required, or the initiative may take multiple years to complete In future updates to the Plan, these initiatives may receive updates to contextual information, as well as new timelines or goals
In Progress	18	<ul style="list-style-type: none"> Although the District may have taken some steps to complete the initiative, there are many outstanding goals to achieve
Total	100	

Recovery Plan Initiative Status

- Over the past several years, the District has made great progress in implementing many of the Recovery Plan initiatives
 - Of the 18 initiatives that remain in progress, 12 are in the Academic Achievement and Revenue chapters
 - This highlights the need for the District to focus on investing in student achievement and maintaining its improved finances
 - Both academic achievement and financial stability are the main elements of the exit criteria in the District's Recovery Plan and the exit requirements of the School Code
- The District has made major investments in its students by purchasing new curriculum and classroom materials, as well as establishing new programs and interventions to enhance educational offerings
- It will take time for the District to see the full impact of all of these efforts, so the District should continue to monitor student growth, adjust course if needed, and identify sufficient recurring funding to support the programs year after year
- After sharing this presentation with the Advisory Committee, the CRO will send this status update to the Department of Education

Initiative Update

Academic Achievement

Initiative Number	Description	Status	Summary
ACHIEVE01	Invest funds to replace curriculum and classroom technology	Completed	<ul style="list-style-type: none"> • During the pandemic, the District used ESSER funds to purchase Chromebooks to fully implement a 1-to-1 technology program • In addition, the District used some of its ESSER funds to replace curriculum and classroom materials • In the 2023 preliminary budget, the District has set aside funds to maintain these investments over time: <ul style="list-style-type: none"> • Purchase and implement Social Studies curriculum for elementary grades (K-5) • Replace student Chromebooks, staff laptops, and classroom technology as equipment ages • Purchase materials and curriculum for the STEMM academy • The District has developed a curriculum replacement cycle to continue these improvements in future years
ACHIEVE02	Conduct an audit of curriculum to identify needs and establish priorities for investments	Completed / In Progress	<ul style="list-style-type: none"> • The District continues to implement curriculum purchased last school year with ESSER funds: <ul style="list-style-type: none"> • Mathematics (K-12) • English Language Arts (K-12) • Reading (K-12) • Social Studies (6-12) • The District is in the process of updating its secondary-level communications block • English Language Development classes were restructured to meet the needs of secondary students, and a new curriculum was developed across K-12 • The District implemented Study Island to provide benchmark assessments to measure student growth • The District launched the Pearson Platform for the District's Cyber Academy in the 2022-23 school year

Academic Achievement

Initiative Number	Description	Status	Summary
ACHIEVE03	Strengthen support systems to build academic skills	Completed / In Progress	<ul style="list-style-type: none"> For the 2022-23 school year, the District developed the “Scranton Succeeds Time” program to increase achievement in Mathematics <ul style="list-style-type: none"> Both principals and teachers are expected to review student data to identify areas for additional support Collaboration is encouraged between administrators and classroom teachers to focus instructional practices and interventions where students require support In addition, the District began to implement multi-tiered system of support (MTSS) system in 2022-23 for all grades <ul style="list-style-type: none"> Principals will share data-based decisions with teachers to meet the academic and behavioral needs of students Principals and administrators will share data analysis and best practices to align strategies in all buildings The Director of Curriculum and Instruction continues to institutionalize and improve processes to use data-based decision-making
ACHIEVE04	Align professional development opportunities with academic strategic goals outlined in this Recovery Plan	Completed / In Progress	<ul style="list-style-type: none"> In preparing for the 2022-23 school year, the District has been holding data mining team meetings with administrative staff The District continues to assess the support provided by the math interventionists, and these staff will be crucial partners in implementing the Scranton Succeeds program Revisions to the professional development offerings and calendar of programs will continue to be a part of the District’s plans The District continues to discuss professional development goals with vendors to align purchased services with academic priorities
ACHIEVE05	Reassign principals based on building needs for instructional leadership, improvement of learning outcomes, and enhanced building culture	Completed	<ul style="list-style-type: none"> Principals were realigned and reassigned to accommodate staff turnover before the start of the 2022-23 school year The CRO will periodically review principal assignments with the District administration

Academic Achievement

Initiative Number	Description	Status	Summary
ACHIEVE06	Implement school improvement plans with fidelity	Completed / In Progress	<ul style="list-style-type: none"> • During the pandemic, the District worked closely with the IU to ensure A-TSI plans were updated and implemented • Regular guidance and meetings were held to ensure proper data was gathered and plans were prepared • All schools will share key building plan data and ensure building websites are kept current • The CRO will continue to monitor the implementation of these plans
ACHIEVE07	Transition to community-based partners for all Pre-Kindergarten programs as part of the building re-configuration	Completed	<ul style="list-style-type: none"> • The District continues to hold meetings with early learning providers and principals to prepare for incoming students • The District continues to hold bi-annual meetings with the with the Early Learning Task Force Committee • The CRO will work with the District to ensure that Title I funds support the Plan priorities for additional math interventionists and reading specialists
ACHIEVE08	Complete transition to schoolwide allocations for Title I funding in elementary schools	Completed / In Progress	<ul style="list-style-type: none"> • Transition to schoolwide Title I programs was completed and the Title Department Program manager continues to oversee school allocations • The District has updated its transition plans, and it completed its Comprehensive Plan in 2021 • The CRO will continue to monitor this initiative to ensure that the changes are institutionalized
ACHIEVE09	Implement the arts integration grant with fidelity	Completed	<ul style="list-style-type: none"> • Arts Integration grant was ended by the Philadelphia Arts in Education Partnership
ACHIEVE10	Review course offerings for potential consolidation of duplicative programs	Completed	<ul style="list-style-type: none"> • The District will continue to evaluate the potential for additional opportunities to consolidate duplicative programs where feasible

Academic Achievement

Initiative Number	Description	Status	Summary
ACHIEVE11	Create and utilize partner educational institutions to provide additional opportunities for students	Completed / In Progress	<ul style="list-style-type: none"> The District has ongoing discussions with Lackawanna College and Johnson College to align programs offered by the various organizations The District contacted Marywood University and Wilkes University to explore opportunities The District is reviewing the potential to offer dual enrollment opportunities for AP students
ACHIEVE12	Expand the District's cyber school program	Completed / In Progress	<ul style="list-style-type: none"> The program supervisor continues to expand and support this successful program
ACHIEVE13	Develop plan to establish a Science, Technology, Engineering, Mathematics and Medicine (STEMM) academy program at Scranton High School*	Completed / In Progress	<ul style="list-style-type: none"> In 2022-23, 120 seventh and eighth graders were enrolled as the inaugural group of students in the District's premier STEMM program <ul style="list-style-type: none"> The District created a student entry, evaluation, and selection process Marketing materials were created and outreach events were held for parents and guardians Courses and curriculum were completed over the summer months of 2022 Construction and renovations were completed for Phase I of the project in 2022 Phase II of the renovations will be completed in the summer of 2023 As students progress, the program will continue to expand until it reaches Grade 12 The District is in the early planning stage to transition to implement the new STEM project-based learning standards plan for implementation in 2025

*Note: The Recovery Plan initiative description has been edited here to reflect the substitution of medicine for arts in the program, and the location at Scranton High School.

Academic Achievement

Initiative Number	Description	Status	Summary
ACHIEVE14	Continue expansion of the District's career pathways program	In Progress	<ul style="list-style-type: none"> Partnerships with Lackawanna College and Johnson College offer direct instruction in career options The District will continue to identify opportunities to expand career-based programs with targeted investments or partnerships with other organizations
ACHIEVE15	Expand opportunities for college preparation	In Progress	<ul style="list-style-type: none"> The District offers assemblies for diverse students to navigate the college application process The District offers local campus visits to increase interest in college as a post-secondary opportunity The gifted education program was reviewed to better ensure success after graduation
ACHIEVE16	Expand support for industry-based learning	In Progress	<ul style="list-style-type: none"> The District is exploring adding a TV/media production course at the high school level The District will continue to identify opportunities to expand industry-based learning with targeted investments or partnerships with other organizations
ACHIEVE17	Create additional co-curricular clubs to meet the needs of the middle and high school students	In Progress	<ul style="list-style-type: none"> The District is planning to add a robotics club SSD students were invited to join an eSports competition sponsored by Lackawanna College The District will continue to evaluate potential opportunities to provide these programs
ACHIEVE18	Evaluate costs and benefits of using District personnel to manage teacher substitutes	Completed	<ul style="list-style-type: none"> In 2020, the District reviewed its process and found that using SSD staff would not lead to savings The District updated its analysis in 2022, and the results did not lead to savings or ease the administrative burden of contacting substitutes The District will continue to evaluate options to reliably place substitute teachers and meet its goals

Special Education

Initiative Number	Description	Status	Summary
SPED01	Evaluate use of classroom space and current staffing model	Completed / In Progress	<ul style="list-style-type: none"> The District is focusing on replacing positions and incentivizing teachers in response to approximately 60 jobs vacated during the 2021-22 school year The District has begun contracting out difficult to fill positions like personal care assistants (PCAs) and licensed practical nurses (LPNs) The Office continues to monitor caseloads, optimize available staff, and adjust programming needs depending on staffing availability The Office is also continuing to accommodate the transition of fifth graders to intermediate schools
SPED02	Review supervisory assignments	Completed / In Progress	<ul style="list-style-type: none"> The District created and filled a Student Services Coordinator position, to support the broader goal of regionalizing elementary programming The District is actively looking for candidates to fill its Director of Special Education position
SPED03	Expand special education professional development program	Completed / In Progress	<ul style="list-style-type: none"> The District implemented the Master Teacher professional development program and use it to train paraprofessionals and PCAs The District converted to PowerSchool Special Programs as a data management system Vector Solutions is the District's new online tool for special education training
SPED04	Evaluate costs and benefits of providing additional special education services with District personnel	Completed / In Progress	<ul style="list-style-type: none"> The Office negotiated lifting non-compete clauses for 5 speech and language pathologists for the 2023-24 school year, resulting in some cost savings The District hired a Board-Certified Behavior Analyst (BCBA) to improve retention compared to contractors

Special Education

Initiative Number	Description	Status	Summary
SPED05	Develop and implement a comprehensive plan to reduce settlement costs and redirect savings to classroom	Completed / In Progress	<ul style="list-style-type: none"> • The District continues to implement research-based curricula to address findings in its audit • The Office works with its solicitor firm to review pending cases and establish procedural processes • The Office is in the process of enhancing parent and student outreach programs • The District has parameters and exclusions around the establishment of compensatory education funds
SPED06	Improve reporting and monitoring of special education trends in documents shared with the Board	Completed / In Progress	<ul style="list-style-type: none"> • The District continues to develop enrollment and cost reports for the School Board • Regular meetings are held with the Board chairperson of the Special Education Committee
SPED07	Conduct an audit of the special education program if deemed necessary	Completed	<ul style="list-style-type: none"> • The District completed its audit of the special education program in the 2019-20 school year
SPED08	Continue monitoring of implementation of recommendations provided by the Commonwealth's 2018 review of the District's special education program	Completed / In Progress	<ul style="list-style-type: none"> • In 2020-21, PDE conducted a program audit of the District's special education programs • The Office continues to work with PDE and PaTTAN to address findings from the program audit • The Office will form building and district data teams in order to support other areas of program improvement (ex. MTSS program) • The Office will partner with the new school safety team to train officers in Safe Crisis Management (SCM) and onboard other staff in the program

Administration

Initiative Number	Description	Status	Summary
ADMIN01	Provide annual training for all School Board members	Completed	<ul style="list-style-type: none"> Annual training for School Board members is held by PSBA Follow up trainings are held with the District's legal firm as needed Additional trainings to be organized as deemed necessary by the CRO
ADMIN02	Improve public access to District documents	Completed	<ul style="list-style-type: none"> The District has made better use of Zoom, recordings, and BoardDocs to provide the public with access to information The Business Office has begun adding current and prior year financial information to its website Uploading prior year information will continue as staff capacity is available
ADMIN03	Adopt an ethics policy and establish an ethics committee	Completed	<ul style="list-style-type: none"> The CRO has reviewed four of the District's policies related to ethics that fall under state ethics laws The CRO will determine if these policies meet the goals of the Recovery Plan
ADMIN04	Establish a budget advisory committee	Completed / In Progress	<ul style="list-style-type: none"> The District continues to use the Recovery Plan advisory committee meeting as a forum to discuss budget issues in addition to regular updates to the Board
ADMIN05	Establish sufficient budgetary reserves	Completed	<ul style="list-style-type: none"> Board Policy 620 – Fund Balance was revised on June 1, 2020 The District recorded a fund balance in 2020, and it continues to maintain reserves at appropriate levels
ADMIN06	Adopt a debt management policy	Completed	<ul style="list-style-type: none"> Board Policy 623 – Debt Management was revised on June 1, 2020

Administration

Initiative Number	Description	Status	Summary
ADMIN07	Complete the reorganization of central office staff	Completed / In Progress	<ul style="list-style-type: none"> • Reorganization of the central office staff took place in 2020 begun under the CRO's direction with critical tasks being assigned matching the individual's skill set • Additional changes will occur over time with a focus on building capacity in the Business and HR Offices
ADMIN08	Develop monthly and quarterly reports to be shared with District Administration, School Board and CRO	Completed / In Progress	<ul style="list-style-type: none"> • Accurate and timely enrollment reporting is crucial for planning, and the District will need to make sure that recent improvements are maintained, and proper protocols are followed • The District has created a data submission timeline report, and the CRO will work with administrators to ensure that information is submitted on the appropriate timelines • Debt obligations are presented with the annual budget, and are reported throughout the year • Monthly budget vs. actual reports have been submitted to the Board and the Recovery Plan Advisory Committee • Monthly cash flow reports are presented to the Board • Ad hoc financial reports are also created for the Board <ul style="list-style-type: none"> • For example, financial impact of the coronavirus • Hiring decisions presented to the Board include regular reports of the changes in the position titles and salary levels • As the District improves its transportation management systems, more regular reports on costs and operations will be incorporated into Board documents

Administration

Initiative Number	Description	Status	Summary
ADMIN09	Formalize agreements with other organizations with memoranda of understanding	Completed / In Progress	<ul style="list-style-type: none"> As noted under initiative F08, the District formalized an agreement for the maintenance of the Battaglia and Sloan Fields in 2021 The District and the CRO will monitor this initiative to identify other opportunities and to ensure that the completed changes meet the Plan's goals
ADMIN10	Cease the use of non-disclosure agreements with District staff and other parties who work with the District	Completed	<ul style="list-style-type: none"> This initiative was completed in the summer of 2019
ADMIN11	Align use of the Stadium Fund with broader goals to improve efficiency	Completed	<ul style="list-style-type: none"> Board Policy 618 – Special Purpose Funds was revised on July 26, 2021 Under the new policy, the District may designate proceeds from the sale of advertisements to capital improvements at the Stadium
ADMIN12	Consider the conversion of the calendar year budget to a July-June fiscal year	Completed / In Progress	<ul style="list-style-type: none"> Initial analysis of cash flows and potential implications for tax receipts have been identified These conclusions will continue to be refined and presented to the stakeholders who will be a part of the potential conversion process One of the challenges of making the change in the current environment will be the uncertainty in local tax revenue The District will continue working with its legislative delegation for any state statutory changes

Business Office

Initiative Number	Description	Status	Summary
B01	Hire and retain high-quality staff	Completed	<ul style="list-style-type: none"> • Training continues for staff as needed • The District filled the Assistant Business Manager position in 2021 • The District and the CRO will continue to monitor staffing to ensure that critical needs are met
B02	Continue participating in joint shared services committee with the City of Scranton	Completed / In Progress	<ul style="list-style-type: none"> • The Business Manager, Board President and the Budget & Finance Committee chairperson represent the District on the Mayor's Tax Policy Committee • Three School Board Directors and several District Administrators represent the District on the Shared Services committee between the District and City of Scranton and its subcommittee • The City has supported the District's applications for \$3M in RACP funding for Neil Armstrong (awarded) and \$10M in RACP funding for WSIS Renovations
B03	Monitor debt levels for opportunities to reduce or limit increases in debt as a percentage of current expenditures	Completed / In Progress	<ul style="list-style-type: none"> • Debt obligations are presented with the annual budget • In 2023, the District will have \$255.3 million in outstanding principal and interest for the years from 2023 to 2045 • In 2022 and 2023, the District plans to issue \$31.5 million in new bonds for its capital program • ESSER funds have been used to offset the need for some borrowing in the previous capital plan • Future savings or windfall revenues could be used to continue to pay down existing debt
B04	Complete outstanding PlanCon documents and maintain compliant status for all projects	Completed	<ul style="list-style-type: none"> • The District and the CRO will ensure that reports will comply with Section 2574 of the act authorizing the Commonwealth's 2022-23 budget • The District and CRO will ensure that documentation remains up to date in future years

Business Office

Initiative Number	Description	Status	Summary
B05	Improve reporting and monitoring of actual financial results in documents shared with the Board	Completed / In Progress	<ul style="list-style-type: none"> • Quarterly budget vs. actual reports have been submitted to the Board and the Recovery Plan Advisory Committee • Debt obligations are presented with the annual budget • Monthly cash flow reports are presented to the Board • Ad hoc financial reports are also created for the Board <ul style="list-style-type: none"> • For example, financial impact of the coronavirus • In 2022, the Business Manager has started presenting current and projected annual financial information using the District's new software system at monthly Recovery Plan Advisory Committee meetings • Improved enrollment reporting will be incorporated into future financial reports
B06	Institutionalize recent federal programs improvements	Completed	<ul style="list-style-type: none"> • The District has completed the conversion to schoolwide Title I allocations • Data systems and recordkeeping have been improved as part of this process (conversion to electronic purchase order system, compliance with building level allocations, and implementation of recordkeeping documents) • Periodically the CRO will review this program to ensure that the improvements remain in place
B07	Review opportunities to increase interest revenue	Completed	<ul style="list-style-type: none"> • The District continues to use PLIGIT as a provider for investment and procurement card services • District is exploring fixed rate options for getting better investment returns on surplus cash resources

Procurement

Initiative Number	Description	Status	Summary
P01	Institutionalize recent improvements in the purchase order process	Completed	<ul style="list-style-type: none"> • Purchase order system now fully utilizes the electronic system with the use of the CSIU software • The District required key staff to attend a training on federal program procurement for construction projects • Training for staff will continue as needed, particularly to ensure compliance with federal procurement requirements for items purchased with ESSER funds
P02	Designate a Business Office employee to serve as the District's Procurement Officer	Completed / In Progress	<ul style="list-style-type: none"> • In 2021 the District officially named a long-time Business Office employee Purchasing Manager • The employee had been performing these duties previously, and this appointment formalized the role • Although the current structure allows the District to operate, in the long-term the District may need to identify an expanded permanent position to oversee procurement functions
P03	Continue to execute the current cycle of soliciting requests for proposals for services provided to the District; upon reaching the end, begin the cycle again	Completed / In Progress	<ul style="list-style-type: none"> • The District is in the process of completing the bidding cycle for its service contracts • Recently, the District solicited bids and proposals for various capital projects, curriculum, the on-line learning platform for the Cyber Academy, transportation services, and security services
P04	Complete an inventory of all District assets	In Progress	<ul style="list-style-type: none"> • The District purchased Wasp Inventory Control for an electronic inventory management system • IT staff are in the process of uploading existing data into the system and adding assets • The District completed an update to the inventory of educational technology assets in 2022-23
P05	Consider the use of a purchasing card for potential to improve recordkeeping, reduce errors and provide a purchasing rebate	Completed	<ul style="list-style-type: none"> • In 2021, the District enrolled in the PLIGIT procurement card program for both General and Capital Fund needs

Human Resources

Initiative Number	Description	Status	Summary
HR01	Hire and retain high-quality staff and modernize management systems	Completed / In Progress	<ul style="list-style-type: none"> • The District began using the Frontline system for online posting and hiring, which has improved the hiring process • Training will continue as needed for the District's CSIU and Frontline systems, and staff will be cross-trained in all functions • The District plans to hire an Assistant HR Director to support mandated recordkeeping and reporting processes
HR02	Fully implement a position control system	In Progress	<ul style="list-style-type: none"> • Personnel changes presented to the School Board have been enhanced to show position information and salary information for new hires • The District uses electronic systems to document current positions <ul style="list-style-type: none"> • However, full implementation of a position control system is in progress • The District reviewed its data systems for key information, including clearances and hiring dates • The District has implemented new processes to ensure that this information is kept up to date • The District believes that CSIU meets all of its current needs
HR03	Review all job descriptions and employee evaluation processes	Completed	<ul style="list-style-type: none"> • The District reviews all job descriptions prior to posting available positions and makes necessary updates to existing job descriptions as needed • Job postings have been converted to electronic systems, and an internal job posting list system has been developed to share opportunities with staff

Human Resources

Initiative Number	Description	Status	Summary
HR04	Use direct deposit for all salary payments and automated clearing house (ACH) for payments to vendors	Completed	<ul style="list-style-type: none"> • The District uses direct deposit for all salary payments and ACH payments for the majority of vendors • The HR Office is improving its use of CSIU to manage purchase orders in conjunction with the District's broader institutionalization of procurement processes • The CRO will continue to monitor this initiative to ensure that the changes are institutionalized
HR05	Create a condensed employee packet to include all benefit and policy information relevant to new hires	Completed	<ul style="list-style-type: none"> • The HR Office provides all new hires with an employment packet that contains information on benefits and policies • The HR Office regularly reviews and revises the packet to ensure that it contains accurate information • The HR Office plans to create a single packet to combine all documents, and to use the Frontline system for distribution • The CRO will continue to monitor this initiative to ensure that the changes meet the Plan's goals
HR06	Fully implement an electronic timekeeping system	Completed	<ul style="list-style-type: none"> • The District has reviewed a potential electronic timekeeping system • There District has determined that transitioning to a timekeeping system would be appropriate at a later date

Human Resources

Initiative Number	Description	Status	Summary
HR07	Limit growth in costs of future workers' compensation claims by managing existing claims and reducing the number of new claims	Completed / In Progress	<ul style="list-style-type: none"> • The District has partnered with its workers' compensation carrier to make sure that workers' compensation claims paid are within the terms of each collective bargaining agreement • The HR Office regularly communicates with the carrier and District employees regarding potential issues, and all attempts are made to limit exposure to claims • The District implemented an employee accident and injury prevention program in the 2019-20 school year, and the District continues to provide training • To date, these changes have provided approximately \$200,000 in annual savings • The District will continue to evaluate opportunities to continue to reduce its exposure to claims and reduce costs
HR08	Develop an exit interview process and generate reports with interview data	Completed	<ul style="list-style-type: none"> • The District has developed an exit interview process to allow employees to meet with the HR Director • Exit interview information will be collected and utilized to improve employees' work experience
HR09	Improve reporting and monitoring of human resources information in documents shared with the Board	Completed / In Progress	<ul style="list-style-type: none"> • The District has enhanced its personnel reports to the School Board with additional position information • The District has instituted the process of sharing resumes for recommended administrative candidates prior to School Board votes on positions • As exit interview information is compiled, the results may be summarized and communicated to the School Board

Transportation

Initiative Number	Description	Status	Summary
T01	Complete the implementation of the District's transportation management software and improve route efficiency	Completed	<ul style="list-style-type: none"> The District continues to fully use Transfinder Plus Data rollover and integration with the Student Information System continues to be reviewed and improved The District continues to monitor opportunities to improve route efficiency at the start of each school year
T02	Retain an experienced, qualified transportation manager	Completed	<ul style="list-style-type: none"> Two current district employees have been assigned permanently to the transportation department The District will continue to make sure that staff are trained on all aspects of the transportation software
T03	Rebid transportation contracts for savings	Completed	<ul style="list-style-type: none"> The District successfully piloted the use of bus passes to improve attendance for high school students The District sought proposals and awarded contracts for transportation service in 2021-22
T04	Establish a transportation advisory committee	Completed / In Progress	<ul style="list-style-type: none"> The District's transportation advisory committee will be reconvened as needed to coordinate improvements Future efforts will expand on coordinating with other educational programs to implement additional efficiencies
T05	Increase transportation subsidy revenues	In Progress	<ul style="list-style-type: none"> The District continues to monitor opportunities to improve efficiency and generate higher subsidy payments through the Commonwealth's formula

Facilities

Initiative Number	Description	Status	Summary
F01	Retain an experienced, qualified Facilities Director	Completed	<ul style="list-style-type: none"> In May 2021, the District hired a Director of Facilities, Grounds, and Operations
F02	Develop a multi-year capital plan	Completed / In Progress	<ul style="list-style-type: none"> The Board passed the District's first multi-year capital improvement plan in 2020, and the District continues to update it annually The District issued a competitive RFP to complete an updated feasibility study and to receive owners' representative services to obtain support to ensure that the volume of projects completed over the next several are completed at a high-quality standard The District selected D'Huy Engineering through this process, and the District received the feasibility study identifying over \$300 million in capital needs In 2021, the District began work on its highest priority projects including: <ul style="list-style-type: none"> Continuation of Districtwide asbestos abatement Ventilation upgrades in response to the pandemic Willard Elementary School roof replacement Memorial Stadium track renovations Northeast Intermediate School ventilation upgrades South Scranton Intermediate School boiler replacement In 2022, the District began major renovation projects: <ul style="list-style-type: none"> Armstrong Elementary School HVAC upgrades and building renovations Roof replacements at four schools (West Scranton High, West Scranton Intermediate, Morris Elementary, and Willard Elementary) Scranton High School fire suppression system repairs and HVAC upgrades West Scranton Intermediate School integration of Fifth Grade transition Memorial stadium bleacher repainting and lead abatement

Facilities

Initiative Number	Description	Status	Summary
F03	Develop and implement a comprehensive plan for the utilization of facilities	In Progress	<ul style="list-style-type: none"> Over the 2020-21 school year, the District made plans to complete the first phase of the building reconfiguration strategy In the 2021-22 school year, the District ended its lease at the Whittier Annex building, closed Bancroft Elementary School, and moved the Fifth Grade students to Northeast and South Intermediate Schools Fifth grade students moved to West Scranton Intermediate School after the installation of temporary modular units at the start of 2022-23 Fifth grade students will permanently move into West Scranton Intermediate School as the remaining renovations are completed Over the next several months, the District and School Board will evaluate its building needs to prioritize the remaining funds to be included in future updates to the capital plan
F04	Sell unused facilities and dedicate the proceeds to capital needs	Completed / In Progress	<ul style="list-style-type: none"> The Lincoln Jackson school was sold in 2019 The District received a bid that was lower than the assessed value for the Samuel Morse school property The District did not accept the bid, and it is currently reviewing its other options for the property The District will review options for the closed Bancroft Elementary School

Facilities

Initiative Number	Description	Status	Summary
F05	Develop and implement a plan to document and obtain the maximum energy savings available from the recently-completed GESA projects	Completed / In Progress	<ul style="list-style-type: none"> The District received the year 2 measurement and verification report in 2022 The District has made monitoring the energy savings guarantee a priority
F06	Develop and implement a comprehensive plan to reduce utilities spending	Completed / In Progress	<ul style="list-style-type: none"> In 2022 and future years, the end of the Whittier Annex lease and the closure of Bancroft Elementary will likely lead to additional utilities savings Some energy management improvements are expected with capital projects included in the 2022 capital plan
F07	Complete inventory of vehicles and fleet maintenance program	Completed	<ul style="list-style-type: none"> In 2022-23, the District signed an agreement with Enterprise Fleet Management The agreement is expected to deliver approximately \$370,000 in savings over a 10-year period The District will continue to evaluate options for its vehicles
F08	Review maintenance agreements with other entities	Completed / In Progress	<ul style="list-style-type: none"> The District signed a maintenance agreement for the Battaglia and Sloan fields with the City of Scranton and the West Scranton Little League in 2021 The District and the CRO will monitor this initiative to ensure that the changes meet the Plan's goals
F09	Evaluate staffing levels to meet objectives for building maintenance	Completed	<ul style="list-style-type: none"> In the settled contract with 1201, the District shifted its allocation of staff to add maintenance positions and offset the increases with reductions in clerical staff The total headcount has remained the same at 193 staff (184 clerical and maintenance, and 9 behavioral technicians)

Information Technology

Initiative Number	Description	Status	Summary
IT01	Reorganize the structure of the technology department	Completed / In Progress	<ul style="list-style-type: none"> Each year, the District reviews its staffing levels to make sure there is enough support for academic technology and support technology In 2022, the District added two technology specialists to support programs
IT02	Secure the central network operations center (NOC) located at South Scranton Intermediate School	In Progress	<ul style="list-style-type: none"> The District added two servers to upgrade capacity As the District's building needs for capital investments and usage are identified, a timeline for the transition will be established
IT03	Expand instructional technology tools	Completed / In Progress	<ul style="list-style-type: none"> The District added digital options and e-textbooks with its new curriculum and classroom materials that were purchased with ESSER funds In addition, the District used the ESSER funds to use Study Island as a benchmark assessment tool The District will continue to review opportunities to increase its use of instructional technology to support classroom learning
IT04	Fully implement key operational systems	Completed / In Progress	<ul style="list-style-type: none"> Google Classroom, CSIU, Transfinder Plus, School Dude and other systems are fully operational and implemented daily
IT05	Review and reconfigure wire management in all central network closets	In Progress	<ul style="list-style-type: none"> Systemization and labeling will be a focus of staff as capacity becomes available
IT06	Review child accounting systems	Completed / In Progress	<ul style="list-style-type: none"> In 2021-22, the District reorganized its Registration Department to improve information processes and maintain accurate child accounting data A new student information system will be implemented in January 2023

Revenue

Initiative Number	Description	Status	Summary
R01	Adopt a structurally balanced budget on an annual basis	Completed / In Progress	<ul style="list-style-type: none"> For the first time since 2012, the District's 2020 calendar year budget was balanced without the need for one-time sources (debt borrowing, transfers from other funds, asset sales, etc.) This progress was maintained in future years The final 2022 budget is balanced without a tax increase or reliance on one-time measures The preliminary 2023 budget includes a tax increase to sustain investments in students and programs
R02	Raise real estate taxes annually to the Act 1 Index	In Progress	<ul style="list-style-type: none"> The District's budgets included these tax increases: <ul style="list-style-type: none"> 2020: 3.4 percent (Act 1 Index) 2021: 3.9 percent (Act 1 Index) 2022: 0 percent increase Based on preliminary estimates, the District's 2023 budget and future years will require tax increases to maintain program investments and support future contracts Local revenue needs will continue to be evaluated at the beginning of each budget planning cycle
R03	Pursue exceptions to the Act 1 Index if required to balance the annual budget	In Progress	<ul style="list-style-type: none"> The District adopted preliminary budgets per the Act 1 timeline to be eligible to apply for exceptions In 2022 and 2023, the District's preliminary budgets did not require a tax increase above the Act 1 Index In future budget development cycles, the District will continue to evaluate the need to pursue exceptions when developing the preliminary budget

Revenue

Initiative Number	Description	Status	Summary
R04	Increase the current year real estate tax collection rate	In Progress	<ul style="list-style-type: none"> • The District and the City continue to work on a contract with the staff in the Single Tax Office • Efforts to improve collections will be included in bargaining discussions • The District is represented by the Business Manager, Board President, and the Board Chairperson of the Budget and Finance Committee at the City's Tax Committee • During committee meetings, the District representatives have focused on evaluating the tax structure and opportunities to improve collections
R05	Develop payments in lieu of taxes agreements with tax exempt organizations to support District academic programs	In Progress	<ul style="list-style-type: none"> • The District has placed this initiative on hold while it focuses on other priorities
R06	Explore the transition to a payroll preparation tax, eliminating business privilege and mercantile taxes	In Progress	<ul style="list-style-type: none"> • The District has held many meetings with stakeholders on the transition to the payroll tax • The District will continue to collaborate with the City on this important decision • The District received a one-time \$1.8 million Ready to Learn Block Grant payment to offset the loss of first quarter revenue if the transition takes place • The District will make a decision on the transition by the end of the 2022 calendar year

Revenue

Initiative Number	Description	Status	Summary
R07	Increase Medicaid ACCESS revenue to support special education programs	Completed	<ul style="list-style-type: none"> The District hired Public Consulting Group to evaluate its Medicaid ACCESS program in 2020 The District will continue to evaluate the potential ability to increase the number of services that are reimbursed through the ACCESS program
R08	Allocate windfall revenues and budgetary resources among priorities outlined in the Recovery Plan	Completed / In Progress	<ul style="list-style-type: none"> This policy allows the CRO and Superintendent to assign any excess revenues over expenditures in a given budget cycle to items deemed appropriate (ex. fund balance restoration) The District and the CRO will continue to evaluate savings and allocate funds among strategic priorities
R09	Eliminate the double discount period for real estate taxes	Completed	<ul style="list-style-type: none"> Elimination of the single discount period was accomplished for the 2020 tax year
R10	Complete collection of outstanding business privilege and mercantile taxes	Completed / In Progress	<ul style="list-style-type: none"> The District's Business Manager has begun discussions with the City of Scranton and Scranton Single Tax Office on a joint intergovernmental agreement regarding the pursuit and collection of delinquent Business Privilege Mercantile Taxes and real estate tax assessment challenges
R11	Review the taxable status of all significant tax exempt properties	In Progress	<ul style="list-style-type: none"> The District will collaborate with the Single Tax Office and the County on the review of properties
R12	Pursue opportunities for federal impact aid		
R13	Evaluate opportunities to increase the General Fund reimbursement for costs incurred from the Food Service Fund	Completed / In Progress	<ul style="list-style-type: none"> The District received an approved indirect cost rate from the Comptroller's Office, and the District began using the rate in 2021-22
R14	Consider eliminating the sale of tax liens if the District establishes sufficient budgetary reserves to accommodate the short-term decline in revenue collection	In Progress	<ul style="list-style-type: none"> The District will continue to evaluate this initiative in the future to make the transition if it is financially beneficial

Workforce

Initiative Number	Description	Status	Summary
WF01	Monitor the full cost of compensation and related benefits over a multi-year period when evaluating proposals for collective bargaining negotiations	Completed / In Progress	<ul style="list-style-type: none"> By the end of 2021, the District settled contracts with its all three of its bargaining groups (SFT representing teachers and paraprofessionals, 1201 representing support staff, and its Act 93 administrators) The District will begin planning for negotiations as agreements expire in the future
WF02	Monitor the full cost of retirement incentives when evaluating proposals	Completed	<ul style="list-style-type: none"> In 2021, the District paid its penalties to the IRS for past issues with taxable treatment of retirement benefits Retirement incentives were adjusted to comply with federal laws
WF03	Identify opportunities to reduce costs of overtime and other non-salary compensation	Completed	<ul style="list-style-type: none"> Additional opportunities to save salary and non-salary costs will continue to be part of ongoing discussions
WF04	Reduce the future growth in healthcare costs	Completed / In Progress	<ul style="list-style-type: none"> This District will continue to monitor the savings achieved in the most recent round of collective bargaining The District will continue to evaluate healthcare options in future contract negotiations
WF05	Consider requiring secondary level teachers to teach a sixth period	Completed	<ul style="list-style-type: none"> This initiative was completed with the SFT contract negotiated in November 2021
WF06	Identify funds available to provide competitive teacher salaries	Completed / In Progress	<ul style="list-style-type: none"> This initiative was completed with the SFT contract negotiated in November 2021 The District will continue to work to provide competitive salaries
WF07	Evaluate opportunities to establish class size ranges	Completed / In Progress	<ul style="list-style-type: none"> This item continues to be a part of ongoing discussions