
Recovery Plan Update

Harrisburg School District

Dauphin County, Pennsylvania

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Prepared by the Chief Recovery Officer

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With the assistance of

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Harrisburg School District – Recovery Plan Initiative Status as of 6/22/2017

	Initiative	Completed	In Progress	Not Completed
Administration and Finance	AF01			
	AF02			
	AF03			
	AF04			
	AF05	No longer applicable		
	AF06			
	AF07			
	AF08			
	AF09			
	AF10			
	AF11			
	AF12			
	AF13			
	AF14			
	AF15			
	AF16			
	AF17			
	AF18			
	AF19			
	AF20			
	AF21			
Facilities	FA01			
	FA02			
	FA03			
	FA04			
	FA05			
	FA06			
	FA07			
	FA08			
	FA09			
	FA10			
	FA11			
	FA12			
	FA13			
	FA14			
Food Service	FS01			
	FS02			
	FS03			
	FS04			

	Initiative	Completed	In Progress	Not Completed
Revenue	RV01			
	RV02			
	RV03			
	RV04			
	RV05			
	RV06			
	RV07			
	RV08			
	RV09			
Debt Service	DS01			
	DS02			
	DS03			
	DS04			
	DS05			
Workforce	WF01			
	WF02			
	WF03			
	WF04			
	WF05			
	WF06			
	WF07			
	WF08			
	WF09			
	WF10			
	WF11			
Education	ED01			
	ED02			
	ED03			
	ED04			
	ED05			
	ED06			
	ED07			
	ED08			
	ED09			
	ED10			
	ED11			
	ED12			
	ED13			
	ED14			
	ED15			
	ED16			
	ED17			
	ED18			
	ED19			
	ED20			
	ED21			

Outstanding Initiatives (In Progress or Not Completed as of July 28, 2017)

Administration and Finance

- AF01/AF02. Retain a Permanent Chief Financial Officer (CFO)/Recruiting Process for the CFO Position
 - The District completed a job description and posted the position but has not found qualified candidates to interview for the position.
- AF03/AF04. Assess Absences Among District Staff and Develop an Action Plan/Develop a Comprehensive Program to Reduce Staff Absenteeism with a Focus on Cost Savings and Academic Improvement
 - The District has made progress on determining the causes of absenteeism, tracking absenteeism data and trends, implementing changes to District HR processes, etc., but continued efforts are required to actually reduce the rate of absenteeism District-wide.
- AF07. Consider a Complete Rightsizing Study for Human Resources Department
 - The District needs to determine appropriate staffing needs now that the new HR Director is in place and hire an Assistant HR Director. A full study has not been completed.
- AF09. Create and Distribute an Administrative Handbook and a Staff Handbook (see ED15)
 - The District is in the process of developing the handbooks; Academic and Administrative Handbooks are completed and a Committee will be reviewing the Human Resources and School Operations Handbooks.
- AF10. All Position Descriptions Should Be Reviewed and Updated and be ADA Compliant
 - The District hired PSBA to review job descriptions; project is in process (see WF11).
- AF14. Complete an Enrollment Study
 - The enrollment study was completed but the District still needs to develop a process for completing an annual update on the enrollment projections.
- AF18. Retention of Senior Management Team Members
 - Some positions remain unfilled. District leadership must continue to ensure that the right combination of professionals are hired to fill key positions; that they are receiving consistent direction, evaluation, feedback, and competitive compensation; and that in the event of a departure there are succession plans in place and those who leave the District are given an opportunity to provide constructive feedback on their experience.

Facilities

- FA02. Sell Unused Buildings
 - The District is working to sell some remaining land and the William Penn building. The District is holding on to Steele School for potential future needs.
- FA12. Acquire an Automated System to Manage Building Maintenance Issues
 - The District completed a survey of District staff. However, the District must also survey principals regarding maintenance satisfaction annually in January.
- FA13. Develop a Five-Year Facilities Plan
 - The District is working with Aramark to develop the Plan. Development of the Plan appears to be lagging, and started much later than anticipated.
- FA14. Pursue Composting Alternatives
 - The District is waiting on the City and Susquehanna Township for approval.

Revenue

- RV03. Encourage Additional KOZ Development with Associated PILOT Agreements
 - The District is waiting on notification of the effective date of the LERTA. They have completed the requirements and are now waiting on the City for full approval.
- RV04. Develop Partnerships with Tax-Exempt Entities to Generate Voluntary Payments
 - The District will continue to look for further opportunities for additional partnerships but growth is unlikely at the current time.
- RV05. Develop a Strategy for Marketing the District's Vacant and Unneeded Properties and Maximizing Short-Term (sale proceeds) and Long-Term (real estate tax) Revenues
 - See FA02
- RV06. Optimize Utilization of the Federal Medical Assistance (ACCESS) Program
 - The District's Business Manager plans to review the program during summer 2017.
- RV07. Engage Professional Contracted Grant Writing Services to Seek Additional Funding from Competitive Grants and Non-Traditional Sources
 - District must develop a tracking report for grant writing activity and success and review that report regularly with the CRO, Board and Administration
 - Currently, the District is doing what it can with existing staff rather than contracting for additional help.
- RV09. The Severity of the District's Financial Condition is such that Annual Tax Increases Will Be Necessary Each Year to Close the Gap Between Expenditures and Revenues
 - Growth in annual expenditures and the upcoming HEA negotiations will negatively impact the District's financial condition. The District will need to consider additional funding from annual tax increases and/or program cost reductions.

Workforce

- WF01. Set Wage Growth at Affordable Levels While Attracting and Retaining a Qualified Workforce
 - The District successfully negotiated a HEA contract through the 2017-18 school year but negotiations will begin again in the 2017-18 school year.
- WF02. Flexible Health Insurance Cost Containment
 - The District successfully negotiated a cap on premium contributions in the last round of negotiations through the 2017-18 school year. However, health care costs have continued to increase significantly over the past two years. In addition to ensuring that health care costs continue to be capped in the upcoming negotiations, the District should review other options, independently and with HEA, aimed at reducing health care costs. This may include, but is not limited to: completing a benefits audit, exploring carve outs for prescriptions drugs, implementing additional wellness initiatives, etc.

- WF04. Right-Size District Staffing to Match Student Population
 - The District needs to incorporate the results of the PEL enrollment study into plans for future hiring and facilities decisions. The District has used the results of the study to make some initial decisions (ex: did not reopen Steele School). However, the District must continue to monitor and project enrollment and ensure that student-to-teacher ratios and reductions to headcount are made if enrollment declines.

- WF08. Create Incentives for Teachers to Build Careers at HSD
 - The District plans to wait until the new contract is negotiated in 2017-18.

- WF09. Address Low Teacher Wage Pattern in Years 0-9; Address Incentives for Veteran Teachers
 - The District plans to wait until new the contract is negotiated in 2017-18.

- WF10. Maintain and Regularly Update Position Control File
 - The District has been working to develop a process for position control for some time. Efforts have been slow and it not clear where the process stands.

- WF11. Review Act 93 Job Descriptions
 - The District hired PSBA to review the job descriptions for all positions (not just Act 93), and PSBA is currently in the process of completing that review. However, the District did not contract PSBA to complete a compensation review as part of the review, which is one of the requirements associated with the initiative. Per Plan language: *“The District shall work with the Pennsylvania School Board Association (PSBA) or an alternative organization to review all Act 93 job descriptions including the scope of the job, responsibilities, its impact on the District, and the level of liability associated with the position, and evaluate those job requirements and qualifications against the offered compensation for the role, and against other like roles within, and outside of the District”* (see AF10).

Education

- ED01. Establish Principals in All Buildings and the Superintendent as Instructional Leader
 - Reports on classroom walkthroughs (observations) are to be provided to the CRO on a regular monthly basis.

- ED02. Reorganize the School Buildings
 - The District needs to maximize enrollment in the Math/Science Academy at Marshall and clearly defining the relationship between Math/Science and SciTech high school, as well as SciTech’s role as Career Pathways is implemented.

- ED04. Increase Academic Accountability
 - The District must achieve the minimum improvement or show significant progress in each building towards the academic goals set forth in the Plan by the end of the 2017-18 school year.

- ED07. Develop a District-Wide Parent Involvement Initiative
 - The District has increased parent involvement but the level varies significantly by school building. In addition, the Plan called for the Superintendent to meet with a Parents Advisory Committee. Meetings are to take place quarterly. Quarterly meeting agendas should be provided to the CRO.

- ED09. Secure Outside Funding for Educational Enrichment and Other Programs
 - The Foundation underwent a change in leadership and will need to continue to grow efforts, however the District has been successful in receiving some outside funding for the ROAR Career Pathways initiative. *Also See RV07*

- ED15. Organizational Structure - Complete Administrative Regulations and Handbook, District Data Management Plan, and Educational Technology Plan
 - *See AF09*

- ED17. Promptly Implement a Career Pathways Program
 - The District is working to implement the program for the 2017-18 school year.

- ED18. Create a Full-Time English Language Learner (ELL) Coordinator Position
 - The District's current Director splits her time between ELL and the Cougar Academy and is able to maintain this arrangement since the addition of a new staff person to support her at Cougar Academy.