

February 5, 2025

**Penn Hills School District  
Five-Year Monitoring Period  
Status of the District Report**

**In February of 2019, the Penn Hills School District (PHSD) was placed into “moderate financial distress” status by the Pennsylvania Department of Education (PDE). After five years of strategic planning to improve its financial condition, in May 2024, PDE terminated “moderate financial distress” status for the PHSD. This milestone decision was based upon the conditions reflected in the District’s Exit Petition (See links below). The conditions include both financial and academic indicators.**

**As per Act 141 of 2012, a district exiting financial recovery status begins a five-year monitoring period to ensure that the district continues to maintain a healthy financial profile. Following is a status of the district report that tracks the main indicators identified in the Exit Petition. A Mid-Year and End-Year status report will be shared with the PHSD Board of Education, Administration, and PDE.**

**Additionally, the District administration has developed balanced scorecards for financial and academic goals that align with the indicators identified in the Exit Petition over the five-year monitoring period. These balanced scorecards are connected to the performance evaluations of personnel responsible for each goal. The scorecards are not available for public inspection.**

**[Link Financial Recovery Plan](#)**

**[Link First and Second Amendments \(The First Amendment is located in the Second Amendment - Appendix A\)](#)**

**[Link Exit Petition](#)**

**Penn Hills School District**  
**Five-Year Monitoring Period**  
**Year One – Mid-Year Status Report (January 2025)**

Key Indicator	Checklist	Explanation	Responsible Party	Links	Notes
Balanced Budget					
	Implementation of the Fund Balance Policy	The District will follow the formula prescribed in the Board Policy 620: Fund Balance to determine whether to raise taxes or not.	<ul style="list-style-type: none"> <li>• Superintendent</li> <li>• Business Manager</li> <li>• School Board</li> </ul>	<a href="#">Link Fund Balance Policy</a>  <a href="#">Link Fund Balance Procedures</a>	To date, the District has adhered to the guidelines set forth in the Fund Balance Policy. The District is expected to comply with Policy 620 for the 2025-26 budget.
	Use of One-Time Funds	<p>The District will avoid the use of one-time funds to balance the operating budget.</p> <p>The District will monitor grant awards regarding the impact on the budget after the funds are expended.</p>	<ul style="list-style-type: none"> <li>• Superintendent</li> <li>• Business Manager</li> <li>• School Board</li> </ul>	<a href="#">Grants</a>	<p>The District has balanced the budget without the use of one-time funds (i.e. ESSER funds)</p> <p>The District has received a number of grants related to safety and facilities. The District considers</p>

					post-grant impact for each grant.
	Fund Balance	The District will maintain a minimum fund balance of 5-8% of expenditures.	<ul style="list-style-type: none"> <li>• Superintendent</li> <li>• Business Manager</li> <li>• School Board</li> </ul>	Financial Dashboard (below)	The District has maintained a fund balance above the required range to navigate through the impact of post-ESSER funding and capital projects. The current fund balance sits at \$12M.
	Surplus/Deficit	The District will manage the operating budget efficiently to stay within the parameters of the approved budget.	<ul style="list-style-type: none"> <li>• Superintendent</li> <li>• Business Manager</li> <li>• School Board</li> </ul>	See Financial Dashboard (below)	The District has had surplus budgets for two consecutive years. Budget surpluses have supported capital and technology reserves.
	Tax Increase	The District will follow the recommendations set forth in the Fund Balance policy.	<ul style="list-style-type: none"> <li>• Superintendent</li> <li>• Business Manager</li> <li>• School Board</li> </ul>	See Fund Balance Policy Links (above)	The District has adhered to the guidelines set forth in the Fund Balance Policy.
	Five-Year Projections	The District will stay within the projections set forth in the Five-year	<ul style="list-style-type: none"> <li>• Superintendent</li> <li>• Business Manager</li> </ul>	See Exit Petition Page 11	The District has operated within the parameters

		projections as identified in the Exit Petition.	<ul style="list-style-type: none"> <li>School Board</li> </ul>		<p>identified in the Five-Year Projections.</p> <p>The District is closely monitoring charter school tuition costs and labor agreements. The District will re-visit the projections in the year-end report.</p>
	Dashboard	The District will develop a dashboard to track the financial indicators at monthly finance committee meetings.	<ul style="list-style-type: none"> <li>Superintendent</li> <li>Business Manager</li> <li>School Board</li> </ul>	<a href="#">Link Financial Dashboard</a>	The District has developed a financial dashboard that is shared with the school board monthly.
Tax Collections					
	90% or Greater Tax Collection Rate	The District will maintain a tax collection rate of 90% or above.	<ul style="list-style-type: none"> <li>Superintendent</li> <li>Business Manager</li> <li>School Board</li> </ul>	See Financial Dashboard (above)	The District closely monitors the tax collection rates.
	10% or Less Delinquent Tax Collection Rate	The District will maintain a delinquent tax collection rate of 10% or less.	<ul style="list-style-type: none"> <li>Superintendent</li> <li>Business Manager</li> <li>School Board</li> </ul>	See Financial Dashboard (above)	The District closely monitors the tax collection rates.

Capital Projects					
	Capital Projects Reserve.	The District will manage a capital project list within the restrictions of available funds. The Board will meet regularly to monitor progress on all projects and cash on hand.	<ul style="list-style-type: none"> <li>• Superintendent</li> <li>• Business Manager</li> <li>• Director of B&amp;G</li> <li>• School Board</li> </ul>	<a href="#">Link Capital Reserve List</a>  <a href="#">Link Capital Reserve Power Point</a>	<p>The District has completed nearly \$25M in capital projects funded through its capital reserve and grants.</p> <p>The District is currently planning phase three of renovations based upon funds available.</p> <p>The District borrowed \$6M to fund the ESCO project at LMS. Costs are off-set by energy savings.</p>
Labor Agreements					

	Labor Contracts	The District will negotiate labor contracts within the parameters of the five-year projections identified in the Exit Petition.	<ul style="list-style-type: none"> <li>• Superintendent</li> <li>• Business Manager</li> <li>• Solicitor</li> <li>• School Board</li> </ul>		The District has negotiated contracts with the projections in mind. The District will re-visit the projections after PHEA bargaining.
Transportation					
	Transportation Costs	The District will analyze fleet numbers and fare-based strategies to control transportation costs.	<ul style="list-style-type: none"> <li>• Superintendent</li> <li>• Business Manager</li> <li>• Director of Transportation</li> <li>• School Board</li> </ul>	See Financial Dashboard (above)	<p>The District has strategically reduced costs related to transportation.</p> <p>The number of large buses has been reduced.</p> <p>Fare-based transportation has been implemented with specific charter schools.</p>
Technology					

	Technology Budget	The District will support technologies that align with academic and operational goals (Minimum 2% of operational budget).	<ul style="list-style-type: none"> <li>• Superintendent</li> <li>• Business Manager</li> <li>• Director of Innovation and Technology</li> <li>• School Board</li> </ul>	See Financial Dashboard (above)	The District has committed sufficient funding to support all technological programming and replenishment plans.
	Technology Reserve	The District will create and manage a technology reserve to support a sufficient replenishment cycle.	<ul style="list-style-type: none"> <li>• Superintendent</li> <li>• Business Manager</li> <li>• Director of Innovation and Technology</li> <li>• School Board</li> </ul>	See Financial Dashboard (above)	The District has Created a technology reserve to support all technological programming and replenishment plans.
Charter School Tuition					
	Public Relations Campaign	<p>The District will establish a positive public relations strategy.</p> <p><u>Note:</u> Rising Charter School Tuition costs pose the highest threat to PHSD’s financial stability.</p>	<ul style="list-style-type: none"> <li>• Superintendent</li> <li>• Business Manager</li> <li>• Marketing/ Communications Contractor</li> <li>• School Board</li> </ul>	<a href="#">Link Charter enrollment</a>	The District has contracted with the AIU for Marketing/ Communication services.
			<ul style="list-style-type: none"> <li>• Superintendent</li> </ul>		

	Recruitment/ Recapture	The District will develop a recruiting strategy to recapture students attending charter schools.	<ul style="list-style-type: none"> <li>• Business Manager</li> <li>• Marketing/ Communications Contractor</li> <li>• School Board</li> </ul>		<p>The District has conducted recruiting activities through the school year and summer months to mitigate the rising costs associated with charter school tuition. The District meets regularly to plan activities.</p> <p>EXAMPLES: Door to Door Phone Calls Fliers/Brochures Monthly Newsletter</p>
	District Cyber Academy	The District will develop a strategy to grow its in-house cyber academy.	<ul style="list-style-type: none"> <li>• Superintendent</li> <li>• Business Manager</li> <li>• Marketing/ Communications Contractor</li> <li>• Director of Teaching, Learning, and Assessment</li> <li>• School Board</li> </ul>	<a href="#">Link Charter enrollment</a>	The District has conducted recruiting activities throughout the school year and summer months to mitigate the rising costs associated with charter school tuition.



Debt Service					
	<p>Credit Rating Refinancing</p>	<p>The District will manage debt service through strategic refinancing opportunities to improve its Moody's credit rating</p>	<ul style="list-style-type: none"> <li>• Superintendent</li> <li>• Business Manager</li> <li>• School Board</li> </ul>		<p>The District monitors the financial market regularly.</p> <p>The District's credit rating is expected to improve yearly.</p> <p>The current Moody's Credit Rating was upgraded from B3 to Ba1. Great progress!</p>
Cash Flow					
	<p>Subsidy Advancements</p>	<p>The District will <u>not</u> request subsidy advancements.</p>	<ul style="list-style-type: none"> <li>• Superintendent</li> <li>• Business Manager</li> <li>• School Board</li> </ul>		<p>The District has <u>not</u> requested a subsidy advancement.</p>
	<p>TAN loans</p>	<p>The District will <u>not</u> request TAN loans.</p>	<ul style="list-style-type: none"> <li>• Superintendent</li> <li>• Business Manager</li> <li>• School Board</li> </ul>		<p>The District has <u>not</u> requested a TAN loan</p>

	Earned Interest	The District will pursue profitable interest earnings.	<ul style="list-style-type: none"> <li>• Superintendent</li> <li>• Business Manager</li> <li>• School Board</li> </ul>		The District has maximized its investment earnings significantly.
Academics					
	District Plans	<p>All District plans will be compliant and active.</p> <p>Comprehensive Plan            ATSI Plan (HS)            TSI Plan (MS)            TSI Plan (ES)</p>	<ul style="list-style-type: none"> <li>• Superintendent</li> <li>• All Central Office Directors</li> <li>• School Board</li> </ul>	<a href="#">Link PHSD website</a> (District Plans below)	The District plans have been updated as per PDE requirements.
	Graduation Rates	<p>District graduation rates for Five-year and Four-year cohorts will be above 90%.</p> <p>Conditions and processes will be implemented to ensure success.</p>	<ul style="list-style-type: none"> <li>• Superintendent</li> <li>• Director of Teaching, Learning, and Assessment</li> <li>• Director of Pupil Support Services</li> <li>• High School Administrators</li> <li>• School Board</li> </ul>		The District has recently created and clarified processes to track graduation progress.

	Attendance	<p>District attendance rates for all students will be above 90%.</p> <p>Conditions and processes will be implemented to ensure success.</p>	<ul style="list-style-type: none"> <li>• Superintendent</li> <li>• Director of Teaching, Learning, and Assessment</li> <li>• Director of Pupil Support Services</li> <li>• Building Administrators</li> <li>• School Board</li> </ul>	<p>See Academic Dashboard (below)</p> <p>See PHSD Website (above)</p> <p><a href="#">Comprehensive Plan</a></p> <p><a href="#">ATSI Plan (HS)</a></p> <p><a href="#">TSI Plan (MS)</a></p> <p><a href="#">TSI Plan (ES)</a></p>	<p>The District has implemented strategies to improve attendance rates.</p> <p>EXAMPLES:</p> <p>Check &amp; Connect Program</p> <p>Created Attendance Officer Position</p> <p>Created Pupil Support Position</p> <p>Employs One HSV per Building.</p>
	Professional Development	<p>District professional development activities will be aligned with academic goals and measured for effectiveness and fidelity across the District.</p> <p>On-going topics for professional development will align with the Exit Petition to include formative assessment, student engagement, and essential questioning.</p>	<ul style="list-style-type: none"> <li>• Superintendent</li> <li>• All Central Office Directors</li> <li>• School Board</li> </ul> <ul style="list-style-type: none"> <li>• Superintendent</li> <li>• Director of Teaching, Learning, and Assessment</li> <li>• School Board</li> </ul>	<p><a href="#">Link Professional Development Calendar</a></p> <p>See Academic Dashboard (below) (Walkthroughs)</p>	<p>The District has planned professional development activities that address academic goals.</p> <p>The District has planned professional development activities that address academic goals identified in the Exit Petition.</p>

Improvement Plans					
	<p>Data Driven-Decision-Making (DDDM)</p>	<p>The District will implement conditions that ensure effective Data-driven decision-making to include time for teacher collaboration and student interventions, particularly with Math and ELA performance.</p> <p>Accountability and fidelity will be monitored for all school improvement strategies.</p>	<ul style="list-style-type: none"> <li>• Superintendent</li> <li>• Director of Teaching, Learning, and Assessment</li> <li>• Building Principals</li> <li>• Administrative Assistants</li> <li>• Instructional Coaches</li> <li>• School Board</li> </ul>	<p>See PD Calendar Five Data Days (above)</p>	<p>The District has focused activities to align the Comprehensive Plan with the PDE Cycle of Continuous Improvement System.</p> <p>EXAMPLES:</p> <p>K-12 Intervention Logs</p> <p>Common Planning Time (MS)</p>
	<p>Walkthroughs</p>	<p>The District will conduct classroom walkthroughs on a regular schedule.</p> <p>The administration will provide feedback with expectations for continuous improvement in academic areas.</p>	<ul style="list-style-type: none"> <li>• Superintendent</li> <li>• Director of Teaching, Learning, and Assessment</li> <li>• Building Principals</li> <li>• Administrative Assistants</li> </ul>	<p>See Academic Dashboard (below)</p>	<p>The District conducts walkthroughs regularly and collects data related to improving instruction.</p>

			<ul style="list-style-type: none"> <li>• Instructional Coaches</li> <li>• School Board</li> </ul>		The District conducts walkthroughs regularly and collects data related to improving instruction.
	Dashboard	The District will develop a dashboard to track the academic indicators at monthly curriculum committee meetings.	<ul style="list-style-type: none"> <li>• Superintendent</li> <li>• Director of Teaching, Learning, and Assessment</li> <li>• School Board</li> </ul>	<a href="#">Academic Dashboard</a>	The District has developed an academic dashboard that is shared with the school board monthly.
Special Education					
	Special Education Audit	<p>The District will comply with all recommendations of the Special Education Audit</p> <p>The District will consult with AIU, PaTTan, and PDE to address the recommendations.</p> <p>Create Intervention Resources for MTSS Process</p>	<ul style="list-style-type: none"> <li>• Superintendent</li> <li>• Director of Special Education</li> <li>• School Board</li> </ul>		The District has focused strategies to comply with the recommendations of the Special Education Audit.

		High School SOAR Program (ES Room)  PVAAS Scores – Close the Subgroup Gap  Address Over-Identification Process			The District meets regularly with representatives from the AIU, PaTTan, and PDE.
School Climate					
	Safety	The District will improve all safety protocols with respect to effectiveness and cost efficiency.	<ul style="list-style-type: none"> <li>• Superintendent</li> <li>• Director of Safety</li> <li>• Building Administrators</li> <li>• School Board</li> </ul>		<p>The District has implemented processes to improve safety in all buildings.</p> <p>EXAMPLES:</p> <p>The District has created an in-house security staff that includes armed and unarmed guards.</p>
	Restorative Practices	The District will implement restorative disciplinary practices.	<ul style="list-style-type: none"> <li>• Superintendent</li> <li>• All Administration Teachers &amp; Staff</li> <li>• Security Staff</li> <li>• School Board</li> </ul>	Restorative Practice Dashboard*  *Internal Document	The District has enhanced the security staff (Y.E.T), implemented restorative practices, and created New Directions counseling support.

					Expand PBIS Practices to MS/HS.  Grant – Just Discipline Project (UPITT)
	Surveys	The District will monitor school climate through timely surveys completed by students, staff, and parents.	<ul style="list-style-type: none"> <li>• Superintendent</li> <li>• All Administration</li> <li>• School Board</li> </ul>		The District conducted a climate survey in October. Under Review by Administration
Board Training					
	Professional Development	The District will provide annual training for school board members.	<ul style="list-style-type: none"> <li>• Superintendent</li> <li>• School Board</li> </ul>		The District conducts board training workshop yearly.