

SCHOOL DISTRICT

Sto-Rox School District Advisory Committee

August 26, 2021

John Zahorchak, CRO



SCHOOL DISTRICT

Welcome

- Introductions
- Role of the Advisory Committee
- Overview of Act 141
- Development of Strategic Plan
- Financial Highlights
- Sub-committees



SCHOOL DISTRICT

Advisory Committee Members

Twelve Member Team:

- Two Board Members
- One Principal
- One Business Office Person
- One Intermediate Unit Employee
- One Charter or Cyber School Representative
- One Special Education Advocate
- One Superintendent, Board Member, or Business Office Person (Adjoining District)
- Two Residents
- One Teacher
- Superintendent of SRSD



SCHOOL DISTRICT

Advisory Committee Meetings

- Required to meet monthly
- Open to the public
- Initiatives
 - Educational improvements
 - Communications and governance
 - Operations
 - •Human Resources and workforce
 - Transportation
 - Information Technology
 - Facilities
 - •Revenue



SCHOOL DISTRICT

Act 141

- •Act 141 of 2012 (PA House Bill 1307), also known as the School District Financial Recovery Act (Financial Recovery Act), is designed to help financially distressed school districts academically and financially.
- •Sto-Rox was moved from the watch list to the recovery list in July
- •A Chief Recovery Officer is appointed:
 - •Five Years Relevant Experience in School Administration
 - Develop Financial Recovery Plan and Oversee Implementation
 - •Coordinate Technical Assistance From PDE, as Deemed Necessary
 - Attend Regular School Board Meetings and Executive Sessions
 - Meet Monthly with Advisory Committee
 - Conduct Public Meetings Regarding Financial Plan Status



SCHOOL DISTRICT

CRO

Authority

- Full Access to Any and All Information (Employees & Board)
- •Eyes and Ears for PDE in Lieu of Receiver

Triggers for Receivership

- School Board Does Not Approve Plan
- School Board Does Not Comply with Directives Of CRO
- •School Board Does Not Satisfy Objectives of the Plan After Exit from Recovery

NOTE: Receiver Assumes All the Power of the Board (except Tax Levy)



SCHOOL DISTRICT

Financial Recovery Plan

- Negotiate New General Obligation Bonds and Funded Debt
- Negotiate New CBA's
- Adjust Staffing Levels
- Request Special Audits
- Apply for Financial Recovery Transitional Loan
- Cancel or Re-Negotiate Contracts, excluding CBA's
- Re-Open Budget
- Close or Re-constitute a School
- Convert to Charter; Suspend or Revoke a Charter
- Consider Consolidation or Privatization of Non-Instructional Service



SCHOOL DISTRICT

Timelines

Submission of Plan

- •90 Days
- Extension if needed
- •Copies of the Plan must be provided to the district's business office, the school board, superintendent, solicitor, and each member of the advisory committee
- •The school board must post the Plan publicly on the internet and must approve or disapprove the Plan within 30 days of the CRO's submission at a public meeting.



SCHOOL DISTRICT

Advisory Team

- Focus on outcomes
- Confront difficult issues
- Focus on clarity and closure
- Demand debate
- Be a team player
- Focus on big levers



SCHOOL DISTRICT

Strategic Focus

- Establishment of Long Term Vision
 - •BHAG
 - SWOT Analysis
 - Over communicate
- Balanced Scorecard
 - Measurable Goals
 - Accountability





Financial Review

Overview

- Fund Balance
 - Accuracy of Numbers
 - Forecast
- Enrollment
- Revenue review
- Expenditure review



SCHOOL DISTRICT

Fund Balance

LEA Name	County	Committed Fund Balance 0830	Assigned Fund Balance 0840	Fui	Unassigned nd Balance 0850	Total Fund Balance
Sto-Rox SD	Allegheny			\$	(6,574,605.00)	\$ (6,574,605.00)
Steelton-Highspire SD	Dauphin			\$	(4,643,393.00)	\$ (4,643,393.00)
East Allegheny SD	Allegheny			\$	(3,013,761.00)	\$ (3,013,761.00)
Bethlehem-Center SD	Washington			\$	(2,676,320.00)	\$ (2,676,320.00)
Coatesville Area SD	Chester			\$	(1,485,363.00)	\$ (1,485,363.00)
Wyoming Valley West SD	Luzerne			\$	(1,146,308.00)	\$ (1,146,308.00)
Morrisville Borough SD	Bucks			\$	(1,144,547.00)	\$ (1,144,547.00)
Old Forge SD	Lackawanna			\$	(1,070,651.00)	\$ (1,070,651.00)
Aliquippa SD	Beaver			\$	(976,212.00)	\$ (976,212.00)
Penn Hills SD	Allegheny			\$	(750,349.00)	\$ (750,349.00)

(707,088.00)

\$

(707,088.00)

Clairton City SD

Allegheny

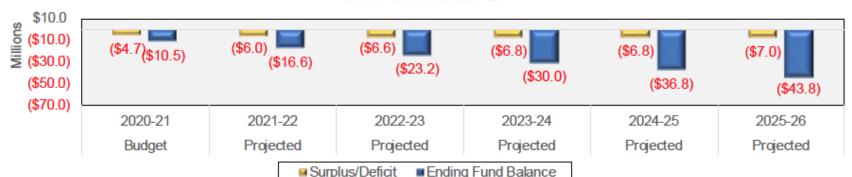


Adjusted Baseline Multi-Year Projection

- The chart and table below show the District's baseline financial projections, beginning with the
 adjusted current year budget and applying the assumptions described on the previous slides
- This is a status quo projection, assuming no corrective action is taken to improve financial results
- Further detail about the major drivers behind the revenue and expenditure totals will be described in the following section of this presentation

SRSD General Fund Budget Projections

2020-21 to 2025-26



	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
	Budget	Projected	Projected	Projected	Projected	Projected
Total Revenues	\$27,895,708	\$27,196,416	\$27,652,348	\$27,928,126	\$28,211,833	\$28,642,523
Total Expenditures	\$31,126,695	\$33,224,086	\$34,286,566	\$34,707,936	\$35,007,821	\$35,633,405
Surplus/Deficit	(\$4,651,207)	(\$6,027,670)	(\$6,634,217)	(\$6,779,810)	(\$6,795,988)	(\$6,990,882)
Ending Fund Balance	(\$10,545,782)	(\$16,573,452)	(\$23,207,669)	(\$29,987,479)	(\$36,783,467)	(\$43,774,349)

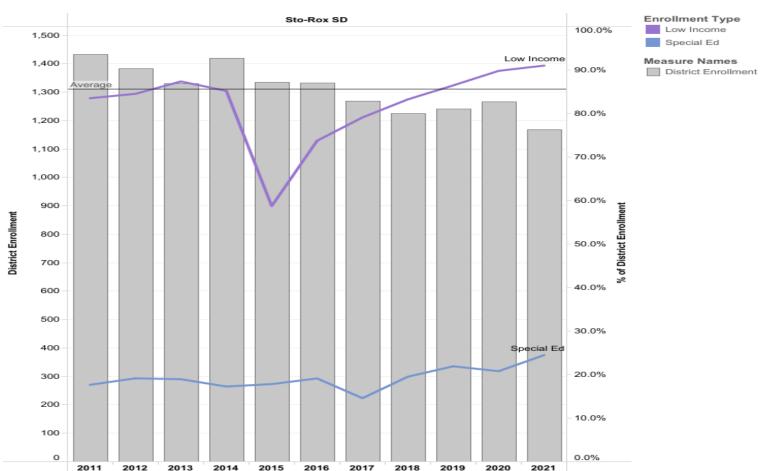


SCHOOL DISTRICT

Enrollment

Enrollment Breakdown (District Level)

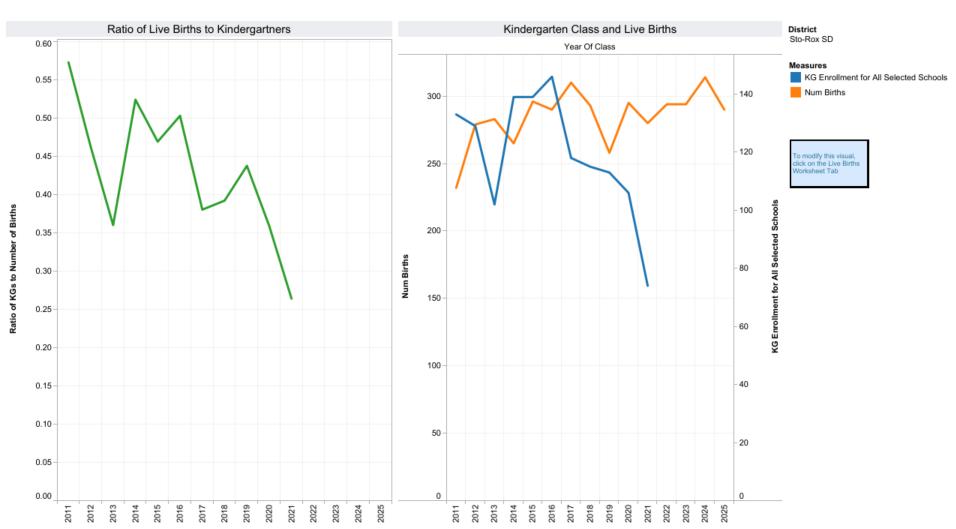
District(s): Sto-Rox SD Source: PA DOE Enrollment Data





SCHOOL DISTRICT

Live Births



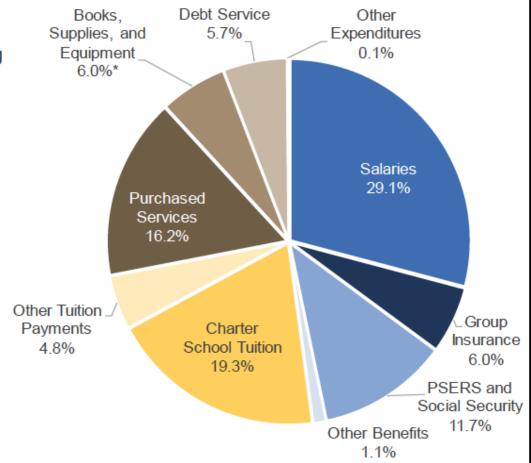


SCHOOL DISTRICT

Adopted 2020-21 Budget: General Fund Expenditures

- The District's adopted 2020-21 budget shows \$31.1 million in expenditures
- Personnel costs, including salaries and benefits comprise almost half of total spending
 - Benefits costs include health care, PSERS, and Social Security
- Support for other schools accounts for the second largest category of spending
 - SRSD spends around 19 percent of its annual budget on charter school tuition
 - In Pennsylvania, school districts pay tuition for students attending a charter school whose parents or guardians legally reside within the district boundaries.
 - Approximately 5 percent of the SRSD spending is for other tuition for students attending programs operated by other providers

2020-21 General Fund Expenditures



Line Item Spending Comparison

District(s): All

Source: Pennsylvania Department of Education

Notes: "Total Operating Expense" includes operating items from General Fund;

Actual \$ Per Student is calculated based on Average Daily Membership when available and regular enrollment when not available.

District	Year				
Wilkinsburg Borough SD	2020		100.00%	\$25,218	
Fox Chapel Area SD	2020		100.00%	\$22,8	364
Cornell SD	2020		100.00%	\$22,13	39
Quaker Valley SD	2020		100.00%	\$21,94	2
Steel Valley SD	2020		100.00%	\$21,89	13
Allegheny Valley SD	2020		100.00%	\$21,487	7
Duquesne City SD	2020		100.00%	\$21,393	3
Northgate SD	2020		100.00%	\$20,600	
Gateway SD	2020		100.00%	\$20,241	
Riverview SD	2020		100.00%	\$19,731	
West Mifflin Area SD	2020		100.00%	\$19,341	
Woodland Hills SD	2020		100.00%	\$19,325	
Keystone Oaks SD	2020		100.00%	\$19,072	
Carlynton SD	2020		100.00%	\$19,032	
Montour SD	2020		100.00%	\$18,990	
Bethel Park SD	2020		100.00%	\$18,753	
Upper Saint Clair SD	2020		100.00%	\$18,407	
Shaler Area SD	2020		100.00%	\$18,344	
Deer Lakes SD	2020		100.00%	\$18,202	
Clairton City SD	2020		100.00%	\$18,151	
North Allegheny SD	2020		100.00%	\$17,920	
Chartiers Valley SD	2020		100.00%	\$17,799	
Penn Hills SD	2020		100.00%	\$17,480	
East Allegheny SD	2020		100.00%	\$17,356	
Brentwood Borough SD	2020		100.00%	\$17,159	
Highlands SD	2020		100.00%	\$17,081	
Hampton Township SD	2020		100.00%	\$17,067	
Mt Lebanon SD	2020		100.00%	\$16,474	
Moon Area SD	2020		100.00%	\$16,444	
Elizabeth Forward SD	2020		100.00%	\$16,313	
North Hills SD	2020		100.00%	\$16,181	
Pine-Richland SD	2020		100.00%	\$16,144	
West Allegheny SD	2020		100.00%	\$16,102	
South Park SD	2020		100.00%	\$16,079	
Sto-Rox SD	2020		100.00%	\$15,907	
Avonworth SD	2020		100.00%	\$15,905	
West Jefferson Hills SD	2020		100.00%	\$15,322	
McKeesport Area SD	2020		100.00%	\$15 107	
South Allegheny SD	2020		100.00%	\$14,863	
Plum Borough SD	2020		100.00%	\$14,633	
South Fayette Township SD	2020		100.00%	\$14,465	
Baldwin-Whitehall SD	2020	Average = 100.00%	100.00%	Average = \$18,0955	
		0.00% 50.00% 100 Percent of Operating Ex	.00% pense	\$0 \$10,000 \$20,000 \$3 Actual \$ per Student	30,000

Line Item Spending Comparison District(s): All Source: Pennsylvania Department of Education

Notes: "Total Operating Expense" includes operating items from General Fund;
Actual \$ Per Student is calculated based on Average Daily Membership when available and regular enrollment when not available.

District

Year

District	1 Gai			
Fox Chapel Area SD	2020	50.23%		\$11,486
Wilkinsburg Borough SD	2020	43.19%		\$10,893
Duquesne City SD	2020	50.48%		\$10,800
Quaker Valley SD	2020	47.78%		\$10,483
Steel Valley SD	2020	47.01%		\$10,291
Cornell SD	2020	45.30%		\$10,028
Chartiers Valley SD	2020	53.78%		\$9,572
Northgate SD	2020	45.63%		\$9,399
Bethel Park SD	2020	49.54%		\$9,291
Riverview SD	2020	46.94%		\$9,262
Carlynton SD	2020	48.33%		\$9,198
Mt Lebanon SD	2020	55.52%		\$9,146
Hampton Township SD	2020	53.38%		\$9,111
North Hills SD	2020	55.19%		\$8,930
Allegheny Valley SD	2020	41.50%		\$8,918
Montour SD	2020	46.95%		\$8,916
North Allegheny SD	2020	49.23%		\$8,822
Clairton City SD	2020	48.52%		\$8,806
Brentwood Borough SD	2020	50.89%		\$8,732
Keystone Oaks SD	2020	45.00%		\$8,582
Upper Saint Clair SD	2020	46.41%		\$8,542
West Mifflin Area SD	2020	43.93%		\$8,496
Woodland Hills SD	2020	43.84%		\$8,473
Shaler Area SD	2020	45.46%		\$8,339
Gateway SD	2020	40.57%		8,211
Penn Hills SD	2020	46.59%		8,145
Pine-Richland SD	2020	50.43%		8,142
Deer Lakes SD	2020	43.23%		7,868
Plum Borough SD	2020	53.40%		,814
Highlands SD	2020	45.60%	Sī	,789
East Allegheny SD	2020	44.49%		,722
Moon Area SD	2020	46.55%	\$7	655
Avonworth SD	2020	47.45%	\$7	547
West Jefferson Hills SD	2020	48.79%	\$7,	475
South Park SD	2020	45.25%	\$7,3	276
Sto-Rox SD	2020	44.14%	\$7,0	21
Elizabeth Forward SD	2020	42.79%	\$6,9	81
West Allegheny SD	2020	43.00%	\$6,9	24
South Fayette Township SD	2020	45.51%	\$6,58	
Baldwin-Whitehall SD	2020	49.81%	\$6,502	
South Allegheny SD	2020	43.57%	\$6,476	
McKeesport Area SD	2020	Average = 47.09%2.60%	Average = \$865026	
		0.00% 20.00% 40.00% 60.00% Percent of Operating Expense	\$0 \$5,000 Actual \$ per St	\$10,000 udent

Line Item Spending Comparison

District(s): All

Source: Pennsylvania Department of Education

Notes: "Total Operating Expense" includes operating items from General Fund;

Actual \$ Per Student is calculated based on Average Daily Membership when available and regular enrollment when not available.

District	Year			
Wilkinsburg Borough SD	2020	26.09%		\$6,579
Woodland Hills SD	2020	27.62%		\$5,338
Steel Valley SD	2020	23.22%		\$5,083
Gateway SD	2020	21.07%		\$4,264
Duquesne City SD	2020	17.56%		\$3,757
West Mifflin Area SD	2020	19.12%		\$3,697
Sto-Rox SD	2020	22.84%		\$3,634
Penn Hills SD	2020	20.13%		\$3,518
Allegheny Valley SD	2020	16.14%		\$3,468
South Allegheny SD	2020	22.67%		\$3,369
Highlands SD	2020	19.24%		\$3,286
Shaler Area SD	2020	17.61%		\$3,231
Fox Chapel Area SD	2020	13.55%		\$3,097
Northgate SD	2020	14.82%		\$3,052
Clairton City SD	2020	16.17%		\$2,936
East Allegheny SD	2020	16.79%		\$2,914
Bethel Park SD	2020	15.47%		\$2,901
Keystone Oaks SD	2020	15.02%		\$2.865
Cornell SD	2020	12.92%		\$2,861
Deer Lakes SD	2020	15.64%		\$2,846
McKeesport Area SD	2020	18.75%		\$2,833
Quaker Valley SD	2020	12.80%		\$2,808
Carlynton SD	2020	14.76%		\$2,808
Montour SD	2020	14.12%		2.681
Brentwood Borough SD	2020	15.60%		2,678
Moon Area SD	2020	16.00%		2,631
Avonworth SD	2020	16.50%		2.624
North Allegheny SD	2020	14.48%		2,594
South Park SD	2020	15.86%		
Pine-Richland SD	2020	15.47%		
Elizabeth Forward SD	2020	15.19%		478
Upper Saint Clair SD	2020	12.78%		352
Chartiers Valley SD	2020	12.79%		277
Riverview SD	2020	11.24%	\$2,2	
North Hills SD	2020	13.70%	\$2,2	
West Allegheny SD	2020	11.85%	\$1,90	
South Fayette Township SD	2020	12.00%	\$1.735	
Plum Borough SD	2020	11.81%	\$1,728	
Mt Lebanon SD	2020	10.23%	\$1,685	
Hampton Township SD	2020	9.48%	\$1,618	
Baldwin-Whitehall SD	2020	11.80%	\$1,540	
West Jefferson Hills SD	2020	10.03% Average = 15.97%	\$1,538	Average = \$2,921
		0.00% 10.00% 20.00%	\$0 \$2,000	\$4.000 \$6.000
		Percent of Operating Expense		l \$ per Student

Line Item Spending Comparison

District(s): All

Source: Pennsylvania Department of Education

Notes: "Total Operating Expense" includes operating items from General Fund;

Actual \$ Per Student is calculated based on Average Daily Membership when available and regular enrollment when not available.

District	Year				
Allegheny Valley SD	2020		36.64%		\$7,873
Quaker Valley SD	2020		35.12%		\$7,707
Cornell SD	2020		34.47%		\$7,630
Fox Chapel Area SD	2020		31.42%		\$7,184
Riverview SD	2020		35.78%		\$7,059
Upper Saint Clair SD	2020		37.88%		\$6,973
Deer Lakes SD	2020		36.83%		\$6,704
Wilkinsburg Borough SD	2020	26.4	6%		\$6,673
Gateway SD	2020		32.77%		\$6,634
Northgate SD	2020		31.58%		\$6,505
Keystone Oaks SD	2020		33.59%		\$6,407
Montour SD	2020		32.66%		\$6,203
West Mifflin Area SD	2020		31.99%		\$6,188
West Allegheny SD	2020		37.21%		\$5,992
Duquesne City SD	2020	27.	89%		\$5,967
Carlynton SD	2020		31.30%		\$5,957
Steel Valley SD	2020	27.	19%		\$5,952
North Allegheny SD	2020		33.14%		\$5,939
East Allegheny SD	2020		33.87%		\$5,878
Shaler Area SD	2020		30.94%		\$5,676
West Jefferson Hills SD	2020		36.90%		\$5,654
Clairton City SD	2020		30.95%		\$5,618
Elizabeth Forward SD	2020		34.42%		\$5,614
Hampton Township SD	2020		32.89%		\$5,614
South Fayette Township SD	2020		37.75%		\$5,460
Bethel Park SD	2020	28	.71%		\$5,383
Highlands SD	2020		31.39%		\$5,361
Chartiers Valley SD	2020	2	9.92%		\$5,325
South Park SD	2020		33.06%		\$5,316
Moon Area SD	2020		31.08%		5 111
Penn Hills SD	2020	28	.90%		5.052
Avonworth SD	2020		31.27%	S	4,973
Mt Lebanon SD	2020	3	0.11%	S	4,961
Pine-Richland SD	2020	3	30.53%	SA SA	1,930
Brentwood Borough SD	2020	28	31%	\$4	,857
Woodland Hills SD	2020	25.07	%	\$4	,844
Plum Borough SD	2020		31.12%	\$4,5	554
Sto-Rox SD	2020	27.	95%	\$4,4	46
North Hills SD	2020	27.	17%	\$4,3	96
Baldwin-Whitehall SD	2020		32.41%	\$4,23	1
South Allegheny SD	2020	28	.29%	\$4,20	4
McKeesport Area SD	2020	Average = 31.772%.	49%	Average = \$5,76	2
		0.00% 20.00% Percent of Operatin	40.00% g Expense	\$0 \$2,000 \$4,000 \$ Actual \$ per \$	

Line Item Spending Comparison

District(s): All

Source: Pennsylvania Department of Education

Notes: "Total Operating Expense" includes operating items from General Fund;

Actual \$ Per Student is calculated based on Average Daily Membership when available and regular enrollment when not available.

District Year Wilkinsburg Borough SD 2020 43.30% Duquesne City SD 2020 44.69% Sto-Rox SD 2020 33.56% \$5,339 Woodland Hills SD 2020 26.73% Steel Valley SD 2020 21.77% Penn Hills SD 2020 26.34% Clairton City SD 2020 17.95% Northgate SD 2020 13.70% East Allegheny SD 2020 13.24% McKeesport Area SD 2020 14.80% Cornell SD 2020 9.17% Gateway SD 2020 9.11% 2020 Highlands SD 10.04% West Mifflin Area SD 2020 8.63% South Allegheny SD 2020 10.95% Carlynton SD 2020 8.22% 2020 Allegheny Valley SD 7.20% 2020 Riverview SD 7.40% 2020 Keystone Oaks SD 6.93% Brentwood Borough SD 2020 7.48% 2020 Shaler Area SD 6.99% Deer Lakes SD 2020 6.75% Montour SD 2020 6.26% \$1 189 South Park SD 2020 7.20% \$1 158 Plum Borough SD 2020 6.27% 2020 Moon Area SD 5.08% Chartiers Valley SD 2020 4.51% North Hills SD 2020 4.96% Baldwin-Whitehall SD 2020 5.99% Avonworth SD 2020 4.87% Fox Chapel Area SD 2020 3.31% Bethel Park SD 2020 3.83% West Allegheny SD 2020 4.20% Elizabeth Forward SD 2020 4.03% Pine-Richland SD 2020 3.98% North Allegheny SD 2020 3.21% South Fayette Township SD 2020 3.87% 2020 Quaker Valley SD 2.51% Hampton Township SD 2020 3.09% West Jefferson Hills SD 2020 3.07% Upper Saint Clair SD 2020 2.17% Mt Lebanon SD 2020 \$284 Average = \$1,991 Average = 10.45% 10.00% 20.00% 30.00% 40.00% \$0 \$5,000 \$10,000 Percent of Operating Expense Actual \$ per Student

Line Item Spending Comparison

District(s): All

Source: Pennsylvania Department of Education

Notes: "Total Operating Expense" includes operating items from General Fund;

Actual \$ Per Student is calculated based on Average Daily Membership when available and regular enrollment when not available.

District	Year				
East Allegheny SD	2020		9.32%		\$1,618
Deer Lakes SD	2020		8.15%		\$1,484
Sto-Rox SD	2020		9.31%		\$1,482
Penn Hills SD	2020		8.05%		\$1,406
Chartiers Valley SD	2020		7.49%		\$1,333
Wilkinsburg Borough SD	2020		5.12%		\$1,291
Woodland Hills SD	2020		6.27%		\$1,212
North Allegheny SD	2020		6.55%		\$1,175
South Fayette Township SD	2020		7.88%		\$1,140
Montour SD	2020		6.00%		\$1,139
Cornell SD	2020		5.14%		\$1,137
Gateway SD	2020		5.58%		\$1,129
Upper Saint Clair SD	2020		5.92%		\$1,090
Allegheny Valley SD	2020		4.92%		\$1,058
Keystone Oaks SD	2020		5.50%		\$1,050
West Allegheny SD	2020		6.47%		\$1,042
Highlands SD	2020		5.97%		\$1,019
West Mifflin Area SD	2020		5.22%		\$1,009
Pine-Richland SD	2020		6.15%		\$994
Baldwin-Whitehall SD	2020		7.56%		\$987
Quaker Valley SD	2020	4.3	34%		\$952
Shaler Area SD	2020		5.03%		5922
Riverview SD	2020	4	1.67%		\$921
Fox Chapel Area SD	2020	3.98	3%		\$909
West Jefferson Hills SD	2020		5.90%		\$904
Plum Borough SD	2020		5.99%		SB76
Avonworth SD	2020		5.33%		\$848
Bethel Park SD	2020	4.	42%		\$829
Duquesne City SD	2020	3.819	%		\$815
Carlynton SD	2020	4.1	7%		\$794
Hampton Township SD	2020	4.	.48%		\$765
South Allegheny SD	2020		4.98%		\$740
South Park SD	2020	4	.59%		\$737
McKeesport Area SD	2020		4.77%		\$721
Elizabeth Forward SD	2020	4.2	28%		699
Moon Area SD	2020	3.67%	6		14
North Hills SD	2020	3.23%		\$522	
Clairton City SD	2020	2.69%		\$488	
Brentwood Borough SD	2020	2.78%		\$478	
Steel Valley SD	2020	2.13%		\$467	
Northgate SD	2020	2.11%		\$434	
Mt Lebanon SD	2020	1.72%	Average = 5.28%	\$284	Average = \$941
		2.00% 4.00%	6.00% 8.00%	\$0 \$500	\$1,000 \$1,500
		Percent of Ope	erating Expense	Actual	\$ per Student



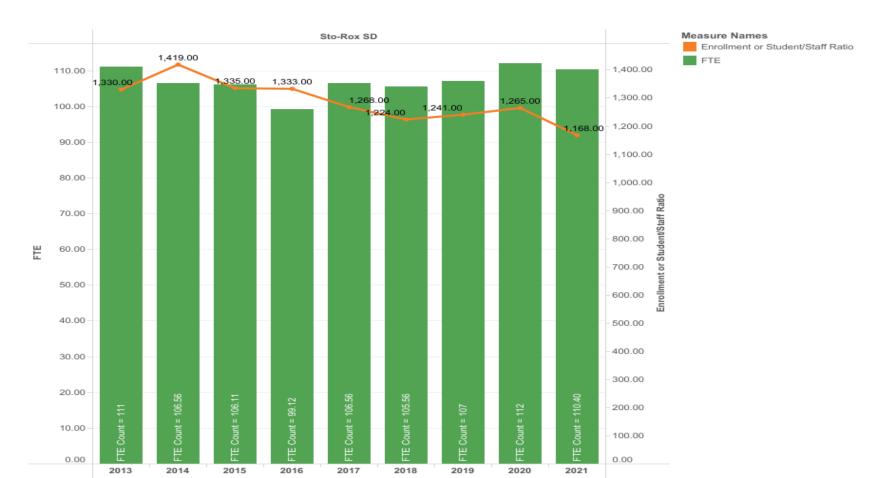
SCHOOL DISTRICT

Staffing

Staffing Ratios

District(s): Sto-Rox SD & Wallingford-Swarthmore SD Position(s): All

Source: DOE - Salary and Enrollment Records



District Position Control Analysis

District(s): All
Position(s): All
School Level: All Schools
Source: DOE - Salary and Enrollment Records

District	Year			District
South Allegheny SD	2021			Allegheny Valley SD
Baldwin-Whitehall SD	2021			Avonworth SD
Plum Borough SD	2021			Baldwin-Whitehall SD
Penn Hills SD	2021			Bethel Park SD
Montour SD	2021			Brentwood Borough SD
South Fayette Township SD	2021			Carlynton SD
West Allegheny SD	2021			Chartiers Valley SD
West Jefferson Hills SD	2021			Clairton City SD
Avonworth SD	2021			Cornell SD
Chartiers Valley SD	2021			Deer Lakes SD
Deer Lakes SD	2021			Duquesne City SD
North Hills SD	2021			East Allegheny SD
Moon Area SD	2021			Elizabeth Forward SD
Mt Lebanon SD	2021			Fox Chapel Area SD
South Park SD	2021			Gateway SD
West Mifflin Area SD	2021			Hampton Township SD
Hampton Township SD	2021			Highlands SD
Gateway SD	2021			Keystone Oaks SD
Pine-Richland SD	2021			McKeesport Area SD
North Allegheny SD	2021			Montour SD
Upper Saint Clair SD	2021			Moon Area SD
Elizabeth Forward SD	2021			Mt Lebanon SD
Highlands SD	2021			North Allegheny SD
East Allegheny SD	2021			North Hills SD
Carlynton SD	2021			Northgate SD
McKeesport Area SD	2021			Penn Hills SD
Bethel Park SD	2021			Pine-Richland SD
Keystone Oaks SD	2021			Plum Borough SD
Woodland Hills SD	2021			Quaker Valley SD
Fox Chapel Area SD	2021			Riverview SD
Clairton City SD	2021			Shaler Area SD
Sto-Rox SD	2021			South Allegheny SD
Shaler Area SD	2021			South Fayette Township S
Brentwood Borough SD	2021			South Park SD
Northgate SD	2021			Steel Valley SD
Riverview SD	2021			Sto-Rox SD
Quaker Valley SD	2021			Upper Saint Clair SD
Steel Valley SD	2021			West Allegheny SD
Allegheny Valley SD	2021			West Jefferson Hills SD
Duquesne City SD	2021			West Mifflin Area SD
Cornell SD	2021			Wilkinsburg Borough SD
Wilkinsburg Borough SD	2021	Average 224.83	Average - 11.77	Average is \$7 Woodland Hills SD
		0.00 500.00	0.00 10.00 20.00 30.00 \$0 \$50,000	
		FTE	Students Per FTE (Level Spe Averag	e Salary

District Position Control Analysis

District(s): All
Position(s): All
School Level: All Schools
Source: DOE - Salary and Enrollment Records

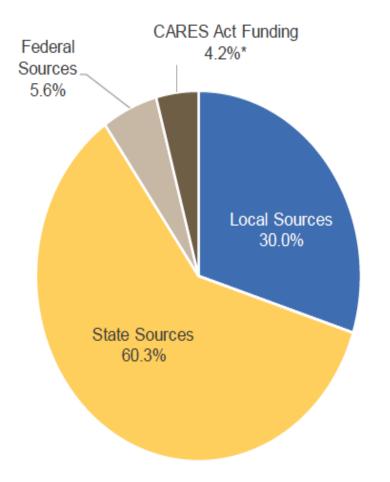
District	Year							District
Fox Chapel Area SD	2021							Fox Chapel Area SD
Montour SD	2021							Montour SD
Chartiers Valley SD	2021							Chartiers Valley SD
Gateway SD	2021							Gateway SD
Upper Saint Clair SD	2021							Upper Saint Clair SD
Mt Lebanon SD	2021							Mt Lebanon SD
Plum Borough SD	2021							Plum Borough SD
Hampton Township SD	2021							Hampton Township SD
Steel Valley SD	2021							Steel Valley SD
Bethel Park SD	2021							Bethel Park SD
Penn Hills SD	2021							Penn Hills SD
Quaker Valley SD	2021							Quaker Valley SD
Northgate SD	2021							Northgate SD
West Allegheny SD	2021							West Allegheny SD
North Allegheny SD	2021							North Allegheny SD
Deer Lakes SD	2021							Deer Lakes SD
Shaler Area SD	2021							Shaler Area SD
Riverview SD	2021							Riverview SD
Pine-Richland SD	2021							Pine-Richland SD
Moon Area SD	2021							Moon Area SD
West Mifflin Area SD	2021							West Mifflin Area SD
Avonworth SD	2021							Avonworth SD
North Hills SD	2021							North Hills SD
South Allegheny SD	2021							South Allegheny SD
West Jefferson Hills SD	2021							West Jefferson Hills SD
Brentwood Borough SD	2021							Brentwood Borough SD
Carlynton SD	2021							Carlynton SD
Highlands SD	2021							Highlands SD
South Fayette Township SD	2021							South Fayette Township SD
Baldwin-Whitehall SD	2021							Baldwin-Whitehall SD
Elizabeth Forward SD	2021							Elizabeth Forward SD
Wilkinsburg Borough SD	2021							Wilkinsburg Borough SD
Keystone Oaks SD	2021							Keystone Oaks SD
Cornell SD	2021							Cornell SD
East Allegheny SD	2021							East Allegheny SD
Allegheny Valley SD	2021							Allegheny Valley SD
Duquesne City SD	2021							Duquesne City SD
Woodland Hills SD	2021							Woodland Hills SD
South Park SD	2021							South Park SD
Clairton City SD	2021							Clairton City SD
McKeesport Area SD	2021							McKeesport Area SD
Sto-Rox SD	2021		Average 224.83		Average - 11.77		Average is \$7	Sto-Rox SD
		0.00	500.00	0.00 10.0		\$0 \$50,000	\$100.000	
			FTE		er FTE (Level Spe		,	



Adopted 2020-21 Budget: General Fund Revenues

- The District's adopted 2020-21 budget shows \$27.9 million in revenues
- Most of the District's revenue comes from State sources (60.3 percent), with major categories including:
 - Basic Education Funding and Special Education Funding (largest sources)
 - Pennsylvania also reimburses a portion of every district's costs for PSERS and Social Security
- Local revenues account for 30 percent of District revenue
 - Real estate taxes are the largest source of local tax revenue
 - School Boards have the authority to increase tax rates annually (within specific limits) in the budget process

2020-21 General Fund Revenues



District(s): All

Source: Pennsylvania Department of Education

Notes: "Total Operating Revenue" includes operating items from General Fund;

Actual \$ Per Student is calculated based on Average Daily Membership when available and regular enrollment when not available.

District	Year						
Wilkinsburg Borough			99.73%				\$27,696
Quaker Valley SD	2020		100.009	6			26,871
Allegheny Valley SD	2020		98.76%				5,245
Montour SD	2020		73.92%			\$23,	973
Fox Chapel Area SD	2020		99.29%			\$23,	874
Riverview SD	2020		100.009	6		\$23,4	149
Cornell SD	2020		100.009	6		\$23,0	81
Keystone Oaks SD	2020		99.909	6		\$22,07	1
West Mifflin Area SD	2020		100.009	6		\$21,90	1
Northgate SD	2020		100.009	6		\$21,532	2
Steel Valley SD	2020		78.25%			\$21,500)
Penn Hills SD	2020		98.61%			\$21,431	
Duquesne City SD	2020		99.69%	5		\$21,054	
Woodland Hills SD	2020		94.30%			\$20,897	
Gateway SD	2020		76.21%			\$20,684	
Upper Saint Clair SD	2020		88.	14%		\$20,633	
Bethel Park SD	2020		99.899	ő		\$20,584	
Carlynton SD	2020		100.009	6		\$20,404	
Moon Area SD	2020		78.87%			\$20,251	
South Park SD	2020		100.009	6		\$20,247	
Shaler Area SD	2020		99.70%			\$19,924	
North Allegheny SD	2020		97.20%			\$19,885	
East Allegheny SD	2020		100.009	6		\$19,697	
Pine-Richland SD	2020			.55%		\$19,680	
West Allegheny SD	2020		100.009			\$19,587	
Chartiers Valley SD	2020		98.20%			\$19,410	
Deer Lakes SD	2020		99.32%			\$19,359	
Hampton Township	2020		100.009	6		\$18.939	
Elizabeth Forward SD	2020		99.46%			\$18,778	
Brentwood Borough	2020		99.989			18.620	
Mt Lebanon SD	2020		100.009			18.293	
Avonworth SD	2020		100.009			18.256	
North Hills SD	2020		98.08%		-	18,173	
Highlands SD	2020		100.009			18.169	
Plum Borough SD	2020		57.67%			17.954	
Clairton City SD	2020		99.95%	5		17.846	
McKeesport Area SD	2020		96.67%			7.464	
West Jefferson Hills	2020		99.42%			7.070	
South Fayette Towns			97.47%			6.874	
Sto-Rox SD	2020		100.009			.101	
South Allegheny SD	2020		100.009			.948	
Baldwin-Whitehall SD	2020					1	Augrage is \$0
	_020	0.00%	Average is 95067%? 50.00% 10	0.00%			Average is \$20 30,000
			Percent of Operating Revenue	0.00%	\$0 \$10,000 \$20 Actual \$ p	,	

District(s): All

Source: Pennsylvania Department of Education

Notes: "Total Operating Revenue" includes operating items from General Fund;
Actual \$ Per Student is calculated based on Average Daily Membership when available and regular enrollment when not available.

District	Year				
Quaker Valley SD	2020		82.34%		\$22.126
Montour SD	2020		58.85%		\$19,087
Fox Chapel Area SD	2020		78.38%		\$18,845
Allegheny Valley SD	2020	70	.71%		\$18,076
Riverview SD	2020	71	1.74%		\$16,823
Upper Saint Clair SD	2020		69.27%		\$16,215
North Allegheny SD	2020		76.29%		\$15,607
Pine-Richland SD	2020	70	.24%		\$15,437
Keystone Oaks SD	2020	69.	57%		\$15,370
Moon Area SD	2020		59.47%		\$15,270
Comell SD	2020		65.97%		\$15,227
Gateway SD	2020	54	.08%		\$14,677
Bethel Park SD	2020	70	.55%		\$14.537
West Allegheny SD	2020		74.16%		\$14,526
Chartiers Valley SD	2020		3.25%		\$14,479
Avonworth SD	2020		77.39%		\$14.129
Mt Lebanon SD	2020		76.03%		\$13,909
North Hills SD	2020	7	3.60%		\$13,638
Hampton Township	2020	71	.64%		\$13,568
West Mifflin Area SD	2020		61.47%		\$13,462
Carlynton SD	2020		64.89%		\$13,241
Northgate SD	2020		60.89%		\$13,110
Shaler Area SD	2020		65.23%		\$13,036
South Fayette Towns	2020	7	2.67%		\$12,580
Woodland Hills SD	2020	5	6.48%		\$12,515
South Park SD	2020		61.21%		\$12,394
West Jefferson Hills	2020	70	.97%		\$12,184
Penn Hills SD	2020	54	4.76%		\$11,900
Wilkinsburg Borough	2020	42.52%			\$11,808
Deer Lakes SD	2020		60.30%	4	\$11,753
Steel Valley SD	2020	41.10%		\$	11,292
Brentwood Borough	2020	5	6.50%	\$1	0,522
Plum Borough SD	2020	32.60%		\$10	0,150
Baldwin-Whitehall SD	2020		63.31%	\$10	0,063
Elizabeth Forward SD	2020	52	.96%	\$9,	998
East Allegheny SD	2020	46.219	%	\$9,1	02
Highlands SD	2020	46.52	%	\$8,45	2
South Allegheny SD	2020	31.35%		\$5,000	
McKeesport Area SD	2020	26.32%		\$4,754	
Sto-Rox SD	2020	28.06%		\$4,518	
Clairton City SD	2020	21.48%		\$3,835	
Duquesne City SD	2020	10.120vierage is 58.84%		\$2,137	Average is \$12,6
		20.00% 40.00% 60. Percent of Operating R	00% 80.00% Revenue		\$20,000 \$30,000 \$ per Student

District(s): All Source: Pennsylvania Department of Education

Notes: "Total Operating Revenue" includes operating items from General Fund; Actual \$ Per Student is calculated based on Average Daily Membership when available and regular enrollment when not available.

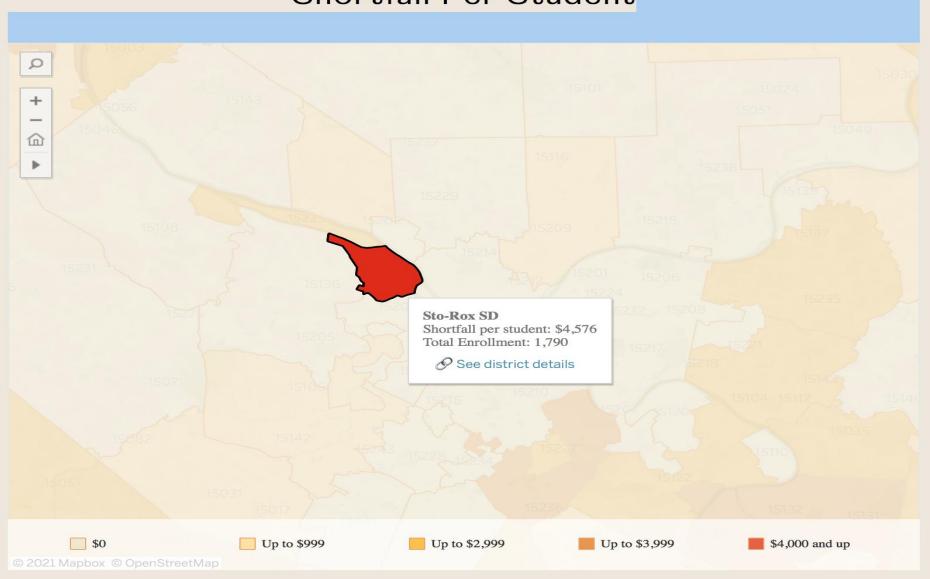
District	Year						
Duquesne City SD	2020			84.85%			\$17.920
Wilkinsburg Borough	2020		52.4				\$14,555
Clairton City SD	2020		OZ.	73.37%		\$13	3.101
McKeesport Area SD	2020		-	64.10%		\$11.580	-
Sto-Rox SD	2020			65.77%		\$10,589	
South Allegheny SD	2020			66.01%		\$10.527	
East Allegheny SD	2020		50.12			\$9.872	
Steel Valley SD	2020		35.15%			\$9.657	
Highlands SD	2020		50.57	'%		\$9.188	
Penn Hills SD	2020		39.36%			\$8,554	
Elizabeth Forward SD	2020		45.20%			\$8,535	
Northgate SD	2020		36.81%			\$7,926	
Brentwood Borough	2020		42.36%			\$7,890	
West Mifflin Area SD	2020		35.99%			\$7,883	
Woodland Hills SD	2020		34.53%			\$7.651	
South Park SD	2020		37.55%			\$7,603	
Deer Lakes SD	2020		37.93%			\$7,393	
Plum Borough SD	2020	23.49				\$7,314	
Allegheny Valley SD	2020	26.7	8%			\$6,846	
Cornell SD	2020	29	26%			6.754	
Shaler Area SD	2020		32.85%		S	6.566	
Carlynton SD	2020	3	1.29%		s	6.384	
Keystone Oaks SD	2020	28	87%			6.378	
Riverview SD	2020	27.0	9%		S	6,353	
Bethel Park SD	2020	28	95%		\$5	965	
Gateway SD	2020	20.55%			\$5,5	578	
Baldwin-Whitehall SD	2020		34.61%		\$5.5	01	
Hampton Township	2020	27.	32%		\$5,2	69	
West Allegheny SD	2020	25.06	5%		\$4,90	9	
Fox Chapel Area SD	2020	20.07%			\$4,82	5	
West Jefferson Hills	2020	27.5	54%		\$4,72	8	
Chartiers Valley SD	2020	23.84	%		\$4,71	1	
Montour SD	2020	14.14%			\$4,585	5	
Moon Area SD	2020	17.70%			\$4,545	5	
North Hills SD	2020	23.59	%		\$4,371		
Upper Saint Clair SD	2020	18.52%			\$4,334		
Mt Lebanon SD	2020	23.25	%		\$4,253		
North Allegheny SD	2020	20.44%			\$4,182		
Quaker Valley SD	2020	15.37%			\$4,129		
Pine-Richland SD	2020	18.62%			\$4,092		
Avonworth SD	2020	22.179	6		\$4,047		
South Fayette Towns	2020	22.339	6 Averag	ge is 34.67%	\$3,866	Average is	\$7,164
			0.00% 60.0 Operating Re		\$0 \$5,000 Actu	\$10,000 \$1: al \$ per Student	5,000

District(s): All
Source: Pennsylvania Department of Education
Notes: "Total Operating Revenue" includes operating items from General Fund;
Actual \$ Per Student is calculated based on Average Daily Membership when available and regular enrollment when not available.

District	Year								
Wilkinsburg Borough	2020			4.80%				\$1,333	
McKeesport Area SD	2020			6.269	%			\$1,130	
Comell SD	2020			4.77%				\$1,100	
Duquesne City SD	2020			4.72%				\$997	
Sto-Rox SD	2020			6.17%	6			\$993	
Penn Hills SD	2020			4.49%				\$977	
Clairton City SD	2020			5.10%			S	910	
Carlynton SD	2020		3	.82%			\$779		
Woodland Hills SD	2020		3.299	V ₀			\$730		
East Allegheny SD	2020		3.0	67%			\$723		
Quaker Valley SD	2020		2.29%				\$615		
West Mifflin Area SD	2020		2.53%				\$555		
Steel Valley SD	2020		2.00%				\$551		
Highlands SD	2020		2.91%				\$528		
Northgate SD	2020		2.30%				\$496		
Plum Borough SD	2020	1.57	%				\$490		
Moon Area SD	2020	1.7	0%				\$436		
Gateway SD	2020	1.58	3%				\$ 429		
South Fayette Towns	2020		2.47%				\$428		
South Allegheny SD	2020		2.64%				\$422		
Baldwin-Whitehall SD	2020		2.09%			\$33	2		
Allegheny Valley SD	2020	1.26%				\$32	3		
Keystone Oaks SD	2020	1.46	%			\$32	3		
Shaler Area SD	2020	1.61	1%			\$32	2		
Montour SD	2020	0.93%				\$300			
Riverview SD	2020	1.17%				\$274			
South Park SD	2020	1.24%				\$251			
Elizabeth Forward SD	2020	1.30%				\$245			
Chartiers Valley SD	2020	1.11%				\$219			
Deer Lakes SD	2020	1.09%				\$213			
Brentwood Borough	2020	1.12%				\$208			
Fox Chapel Area SD	2020	0.85%				\$204			
North Hills SD	2020	0.89%				\$164			
West Jefferson Hills	2020	0.92%				\$158			
West Allegheny SD	2020	0.78%				\$152			
Pine-Richland SD	2020	0.69%				\$151			
Mt Lebanon SD	2020	0.71%				\$131			
Hampton Township	2020	0.54%				\$102			
North Allegheny SD	2020	0.47%				\$97			
Upper Saint Clair SD	2020	0.36%				\$84			
Bethel Park SD	2020	0.40%				\$82			
Avonworth SD	2020	0.44%	Avera	ge is 2.16%		\$80	Average	is \$453	
		0.00% 2.00% 4.00% 6.00% Percent of Operating Revenue				\$0 \$500 \$1,000 Actual \$ per Student			



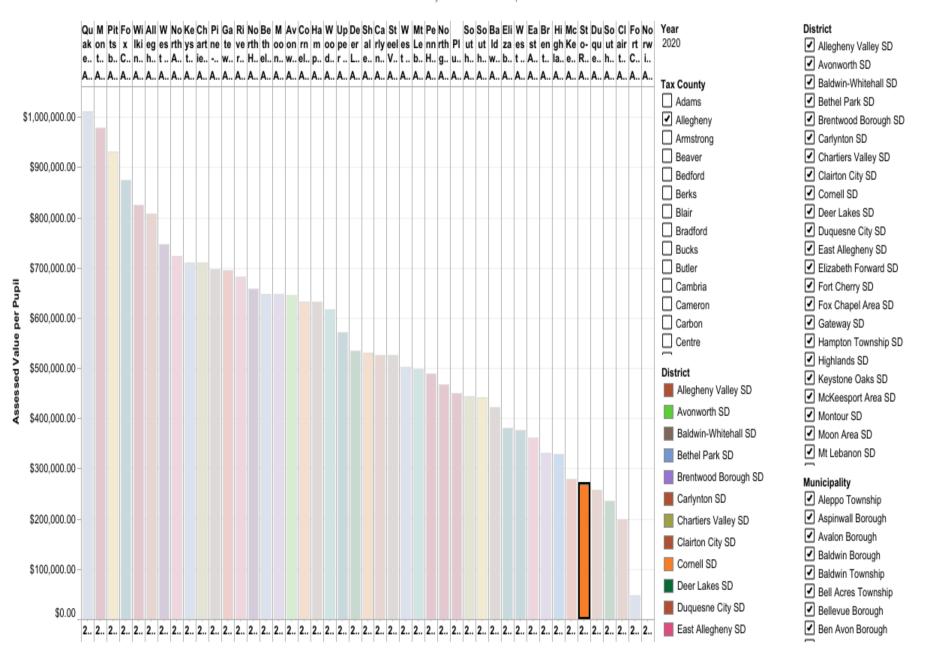
Shortfall Per Student



Year District Mill Rates 2021 ✓ Allegheny Valley SD Source: Pennsylvania State Tax Equalization Board ✓ Avonworth SD CI Br Pe Will W Ea Up So So Ca Eli No We Ste Hi Mt St Co Sh Riv Mo De Be Ba We PI Mc All So Ga Fo Ha Pin Av Ke Qu No No We Ch Mo Du Pe Fo No Pit ▼ Baldwin-Whitehall SD **Tax County** air ent nn kin oo st pe uth ut rly za rth st ei ghl Le o- rne ale erv on er the id st um Ke eg uth te x C mpe-R on yst ak rth rth st art nto qu nn- rt rwitsb ✓ Bethel Park SD Allegheny to. w. H. s. dl. Al. r. F. h. nt. b. g. M. V. a. b. R. II. r. ie. A. L. I. w. J. B. e. h. Al. w. h. to. ic. w. o. er. Al. H. Al. ie. ur. e. Tr. C. n. u. ✓ Brentwood Borough SD Tax County ✓ Carlynton SD Adams ✓ Chartiers Valley SD Allegheny ✓ Clairton City SD Armstrong ✓ Comell SD Beaver ✓ Deer Lakes SD Bedford ✓ Duquesne City SD 45 Berks ▼ East Allegheny SD ☐ Blair ✓ Elizabeth Forward SD ☐ Bradford Fort Cherry SD Bucks 40 Fox Chapel Area SD ☐ Butler ✓ Gateway SD Cambria ✓ Hampton Township SD Cameron 35 ✓ Highlands SD Carbon ✓ Keystone Oaks SD Centre Real Estate Mill Rates ✓ McKeesport Area SD Chester 30 ✓ Montour SD 26.70 26.70 5.96 5.96 5.68 5.68 5.68 6.50 6.38 Clarion Moon Area SD Clearfield ✓ Mt Lebanon SD Clinton 25 ✓ North Allegheny SD Columbia North Hills SD Crawford ✓ Northgate SD Cumberland 20 Norwin SD Dauphin Penn Hills SD □ Delaware Penn-Trafford SD ☐ Elk ✓ Pine-Richland SD 15 ☐ Erie ✓ Pittsburgh SD ☐ Favette ✓ Plum Borough SD Forest ✓ Quaker Valley SD 10 Franklin Riverview SD Fulton Shaler Area SD Greene ✓ South Allegheny SD 5 Huntingdon South Favette Township .. Indiana ✓ South Park SD Jefferson ✓ Steel Valley SD 0 Juniata ▼ Sto-Rox SD Lackawanna

Assessed Value per Pupil

Source: Pennsylvania State Tax Equalization Board



Special Education Revenue per Student

Note: Revenue amounts are from function level 4: 6832, 6833, 7271, 8512, 8513, 8701, 8702, 8810, 8820 and 8830. Districts without revenue in these functions have been excluded from this visual. Source: Pennsylvania Department of Education Enrollment and Annual Financial Report Data

District	Year								
Wilkinsburg Borough SD	2020	0.47%			\$21,09				
Duquesne City SD	2020		0.44%			\$11,690			
West Jefferson Hills SD	2020		0.44%			\$10,087			
Baldwin-Whitehall SD	2020		0.55%			\$8,824			
South Park SD	2020		0.50%			\$7,974			
Plum Borough SD	2020		0.36%			\$7,601			
Woodland Hills SD	2020		0	.56%		\$7,502			
Hampton Township SD	2020		0.36%			\$7,475			
Fox Chapel Area SD	2020	0	34%			\$7,234			
Shaler Area SD	2020			0.59%		\$6,951			
East Allegheny SD	2020			0.63%		\$6,738			
Sto-Rox SD	2020			0.60%		\$6,683			
Carlynton SD	2020	0.52%				\$6,594			
Brentwood Borough SD	2020		0.50%			\$6,588			
Chartiers Valley SD	2020		35%			\$6,553			
Penn Hills SD	2020		0	.55%		\$6,441			
Clairton City SD	2020			0.73%		\$6,290			
Northgate SD	2020		0.53%			\$6,096			
Steel Valley SD	2020		0.44%	5		\$5,973			
Allegheny Valley SD	2020		0.36%			\$5,961			
Keystone Oaks SD	2020		0.42%			\$5,958			
Elizabeth Forward SD	2020			0.60%		\$5,876			
Cornell SD	2020		0.	54%		\$5,825			
North Allegheny SD	2020	0.	31%			\$5,758			
Highlands SD	2020			0.62%		\$5,706			
Montour SD	2020	0.24	6			\$5,670			
Riverview SD	2020		0.38%			\$5,589			
Gateway SD	2020		0.37%			\$5,571			
South Allegheny SD	2020			0.71%		\$5.549			
Upper Saint Clair SD	2020	0.2	9%			\$5.491			
Quaker Valley SD	2020	0.2	8%			\$5.429			
McKeesport Area SD	2020			0.64%		\$5,362			
Mt Lebanon SD	2020		.35%			\$5,356			
West Allegheny SD	2020		0.36%			\$5,333			
Bethel Park SD	2020		0.41%			\$5,240			
South Fayette Township SD	2020	0.26				\$5.174			
West Mifflin Area SD	2020			.56%		\$5,102			
Deer Lakes SD	2020		0.5			\$5.097			
North Hills SD	2020		0.38%			\$5,005			
Pine-Richland SD	2020	0.2				54.748			
Moon Area SD	2020	0.27				54.732			
Avonworth SD	2020	0.2				4,045			
Propel CS-Pitcairn	2020	0.15%							
Propel CS-Montour	2020	0.14%			\$1.5				
Propel CS-East	2020	0.10%			\$1,2				
Spectrum CS	2020	0.2	0.00		\$1,2				
Propel CS-Braddock Hills	2020	0.13%	7.0		\$1,20				
Propel CS-Braddock Hills Propel CS-Homestead	2020	0.13%			\$1,10				
		0.10%			\$1.07				
Penn Hills CS of Entrepreneur	2020	0.10%			\$1,05				
Young Scholars of Western P.	2020								
Pennsylvania Distance Learni	2020	0.16%			\$994				
Propel CS-McKeesport	2020	0.11% Average = 0.39% 0.20% 0.40% 0.60% 0.80%		\$968	Average = \$5,57				
		0.20% 0.4			\$0	\$10,000 \$20,000			

Avg. Percent of Operating Revenue

Special Ed Actual \$ per Student

Display By (Spec Ed Revenue) 2020

Region Year ✓ Allegheny IU 3 **Transportation Cost Analysis** Appalachia IU 8 Source: Pennsylvania Department of Education PDE-2576 Data ARIN IU 28 District Classification Sto-Rox SD Beaver Valley IU 27 Career and Technical Center 45.00% ✓ Intermediate Unit Berks County IU 14 \$2,400,000 ✓ School District BLaST IU 17 ✓ Unreported ☐ Bucks County IU 22 \$2,200,000 40.00% Capital Area IU 15 Carbon-Lehigh IU 21 \$2,000,000 Central IU 10 District 35.00% Central Susquehanna IU 16 A W Beattie Career Center Chester County IU 24 Allegheny IU 3 \$1,800,000 Colonial IU 20 Allegheny Valley SD Avonworth SD Delaware County IU 25 30.00% \$1,600,000 Intermediate Unit 1 Baldwin-Whitehall SD Lancaster-Lebanon IU 13 Bethel Park SD \$1,400,000 Brentwood Borough SD Lincoln IU 12 25.00% Luzerne IU 18 Carlynton SD Chartiers Valley SD \$1,200,000 County Clairton City SD ✓ Adams 20.00% Comell SD ✓ Allegheny \$1,000,000 Deer Lakes SD ✓ Armstrong Duquesne City SD ✓ Beaver 15.00% East Allegheny SD \$800,000 ✓ Bedford Elizabeth Forward SD ✓ Berks Forbes Road CTC ✔ Blair \$600,000 Fox Chapel Area SD 10.00% ✓ Bradford Gateway SD ✓ Bucks \$400,000 Hampton Township SD ✓ Butler Highlands SD ✓ Cambria 5.00% Keystone Oaks SD \$200,000 ✓ Cameron ☐ M-1/----- 0D ✓ Carbon Measure Names ✓ Centre \$0 0.00% Avg. Total Cost 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 ✓ Chester Percent Approved Clarion ✓ Clearfield Grey shaded area ✓ Clinton shows Approved Costs.



SCHOOL DISTRICT

Establishment of Sub Committees

- Student Achievement
 - •Dr. Saylor-Chair
- Human Resources and Workforce
- Public Relations and Recruitment
- Alternative Revenue
- Student Engagement
- Others?



SCHOOL DISTRICT

Upcoming Meetings

- •September 16-Next Advisory Committee Meeting Development Session
- September 30- Board Meeting First Draft of Plan
- October 14 Next Advisory Committee Meeting Feedback Session
- October 28- Board Meeting to Review Second Draft of Plan
- •November 11- Next Advisory Committee Meeting Final Review
- November 12- Submit Plan to PDE
- November 18- Board approval