



S T O - R O X

S C H O O L D I S T R I C T

Sto-Rox School District Advisory Committee

August 26, 2021

John Zahorchak, CRO



S T O - R O X

S C H O O L D I S T R I C T

Welcome

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



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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



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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



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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



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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)



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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



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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.



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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



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S C H O O L D I S T R I C T

Strategic Focus

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



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Financial Review

Overview

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



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Fund Balance

| LEA Name | County | Committed Fund Balance 0830 | Assigned Fund Balance 0840 | Unassigned Fund 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) |
| Clairton City SD | Allegheny | | | \$ (707,088.00) | \$ (707,088.00) |

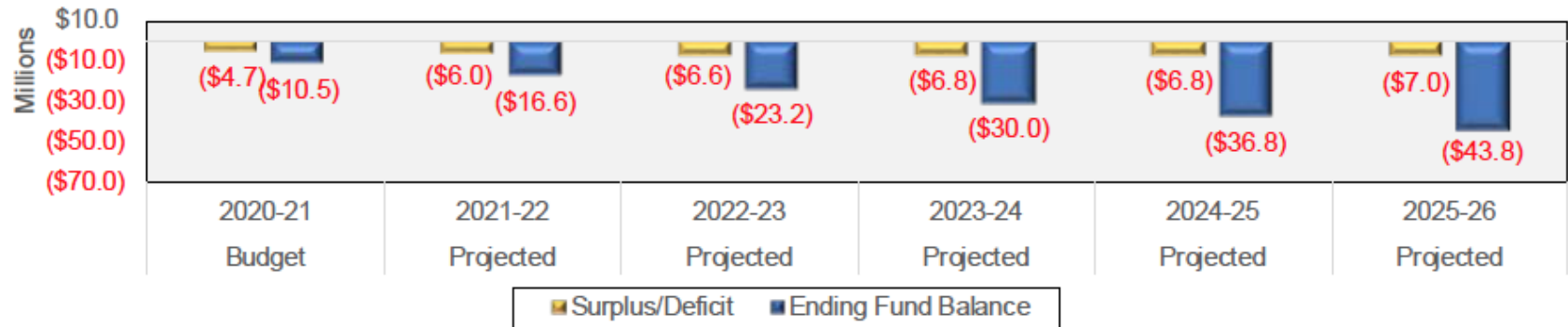


STOROX

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) |



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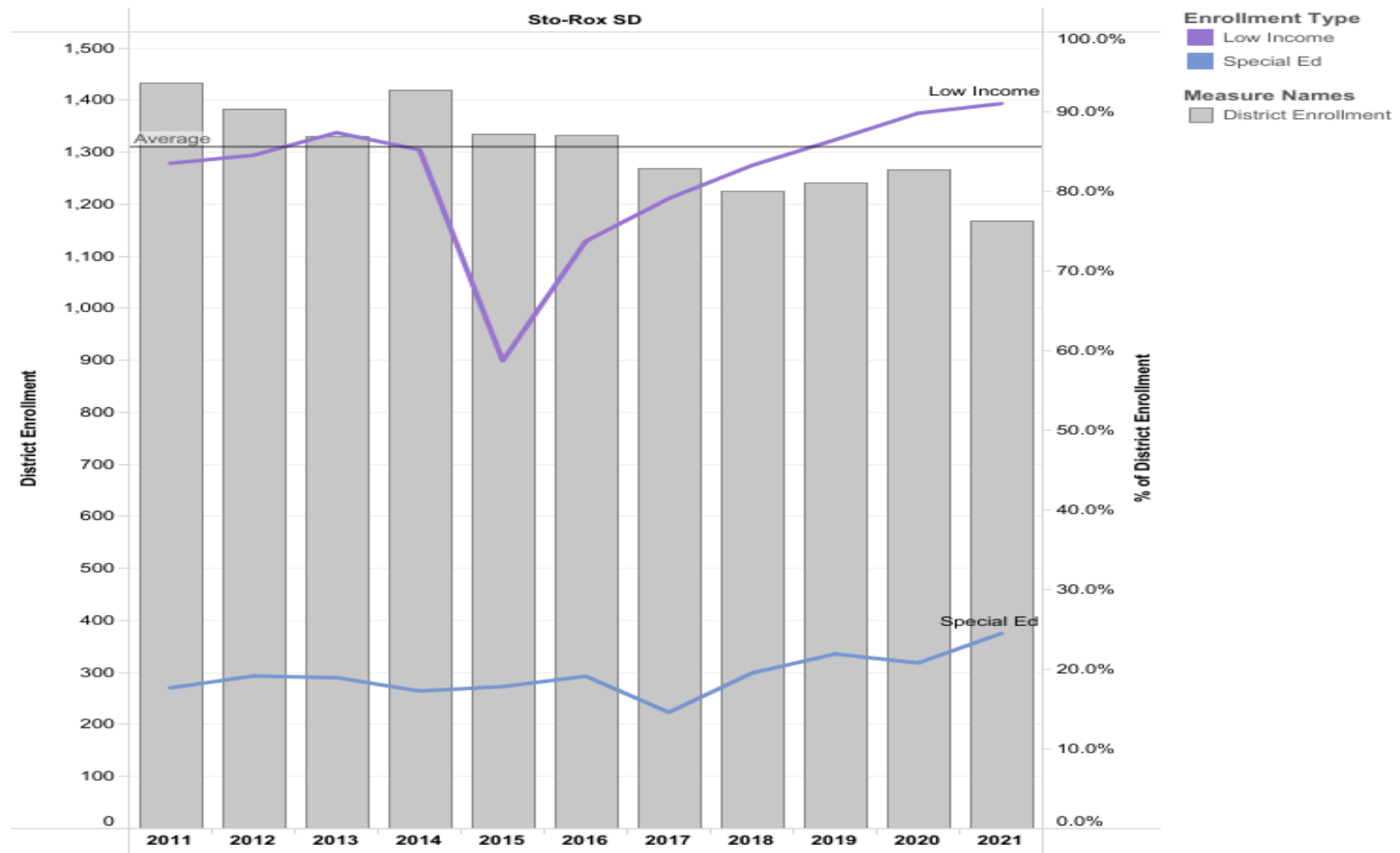
SCHOOL DISTRICT

Enrollment

Enrollment Breakdown (District Level)

District(s): Sto-Rox SD

Source: PA DOE Enrollment Data



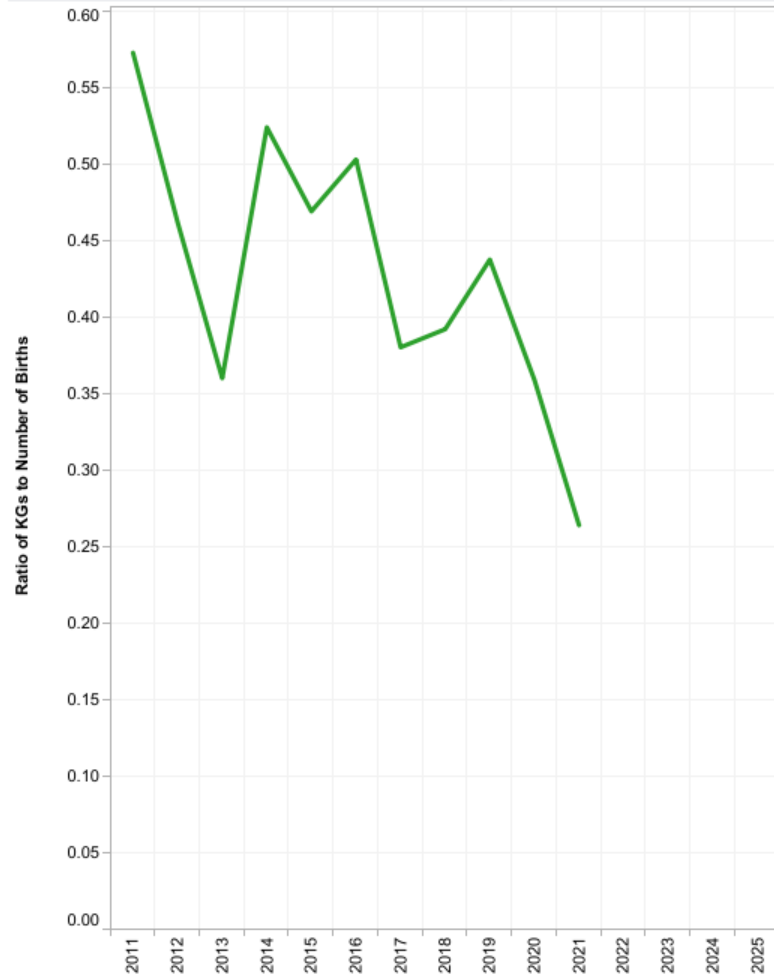


STO - ROX

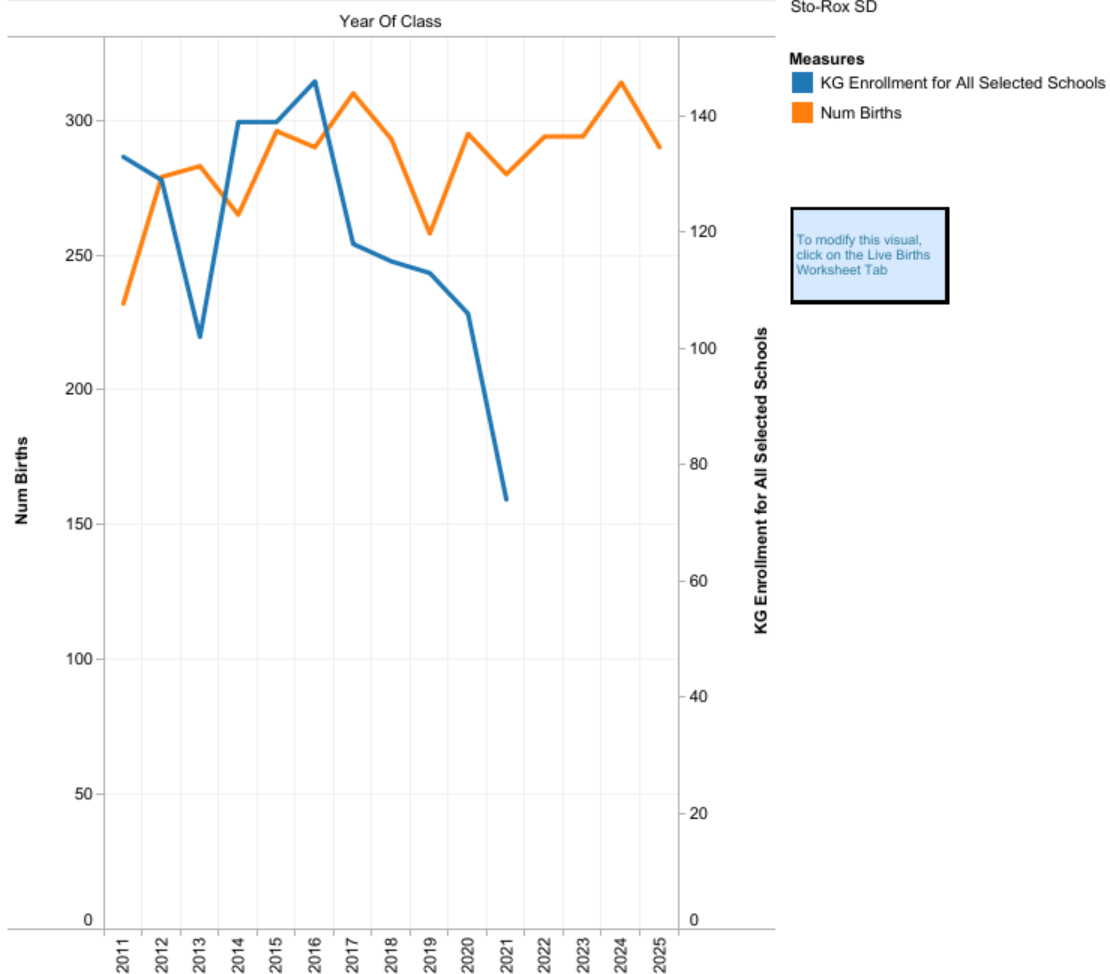
SCHOOL DISTRICT

Live Births

Ratio of Live Births to Kindergartners



Kindergarten Class and Live Births





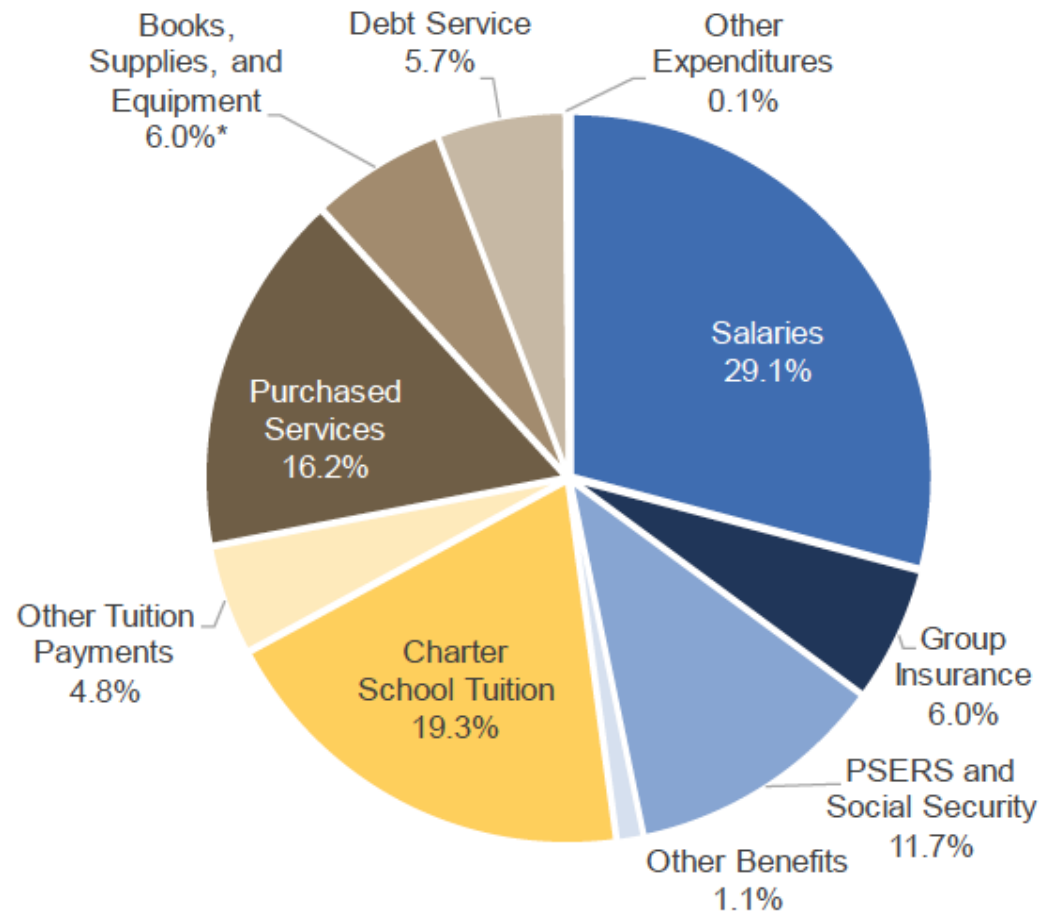
STOROX

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

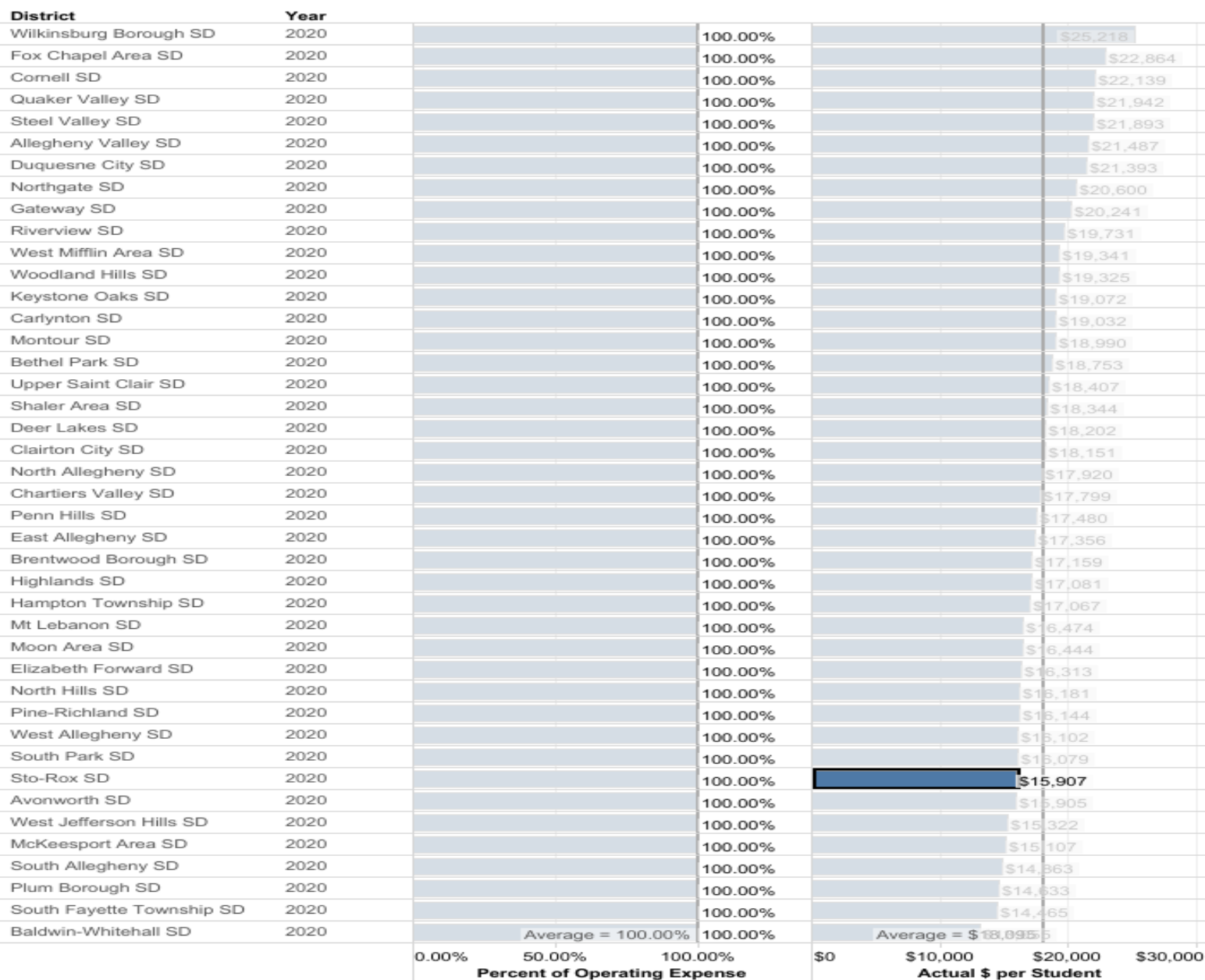
Source: Pennsylvania Department of Education

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.

Display By

2020



Line Item Spending Comparison

District(s): All

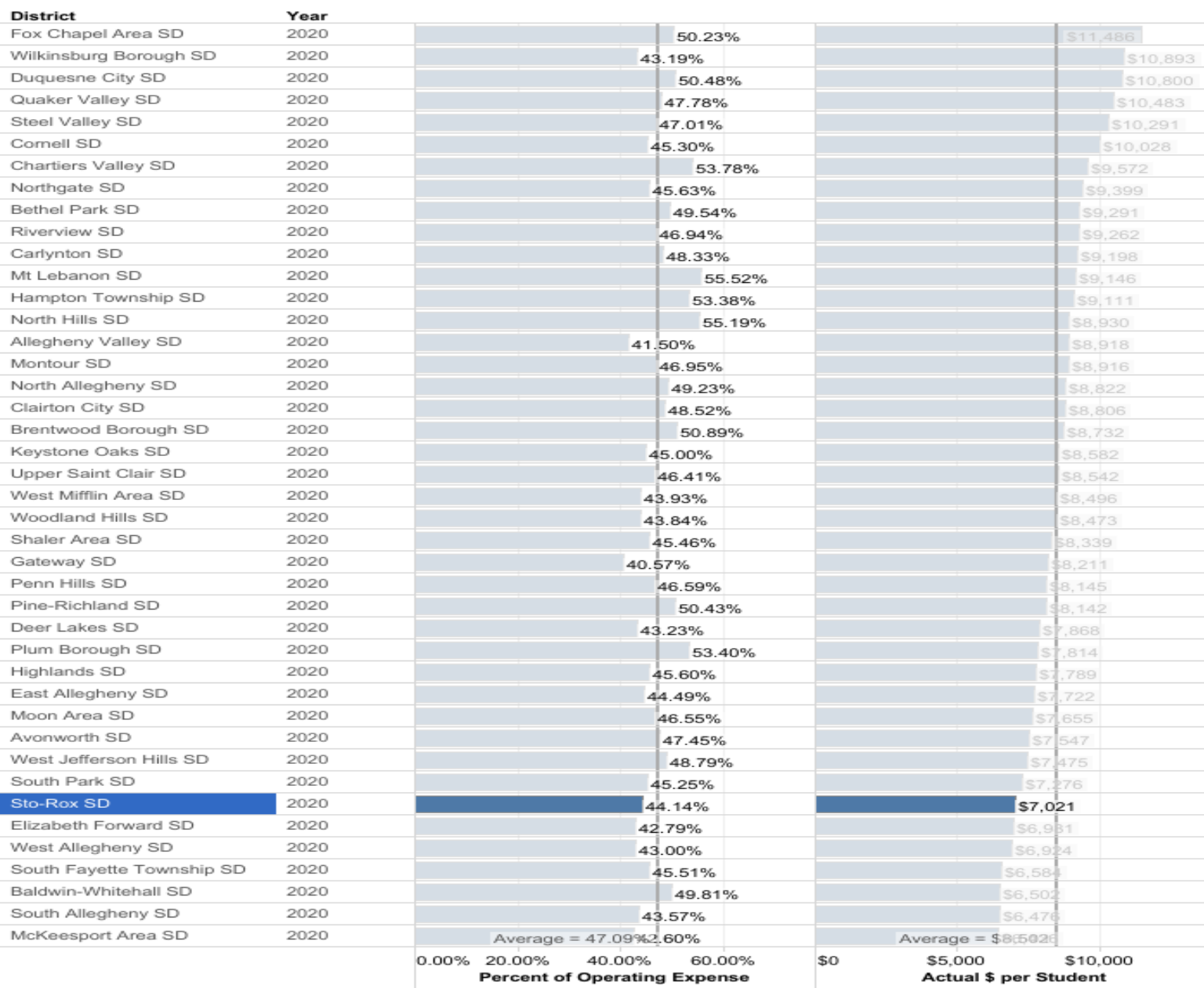
Source: Pennsylvania Department of Education

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

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Display By

2020



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.

Display By

2020

| District | Year | | | | |
|---------------------------|------|------------------------------|--------|-----------------------|-----------------------------|
| Wilkesburg 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% | | \$2,551 |
| Pine-Richland SD | 2020 | | 15.47% | | \$2,498 |
| Elizabeth Forward SD | 2020 | | 15.19% | | \$2,478 |
| Upper Saint Clair SD | 2020 | | 12.78% | | \$2,352 |
| Chartiers Valley SD | 2020 | | 12.79% | | \$2,277 |
| Riverview SD | 2020 | | 11.24% | | \$2,217 |
| North Hills SD | 2020 | | 13.70% | | \$2,217 |
| West Allegheny SD | 2020 | | 11.85% | | \$1,908 |
| 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 | | Actual \$ per Student | |

Line Item Spending Comparison

District(s): All

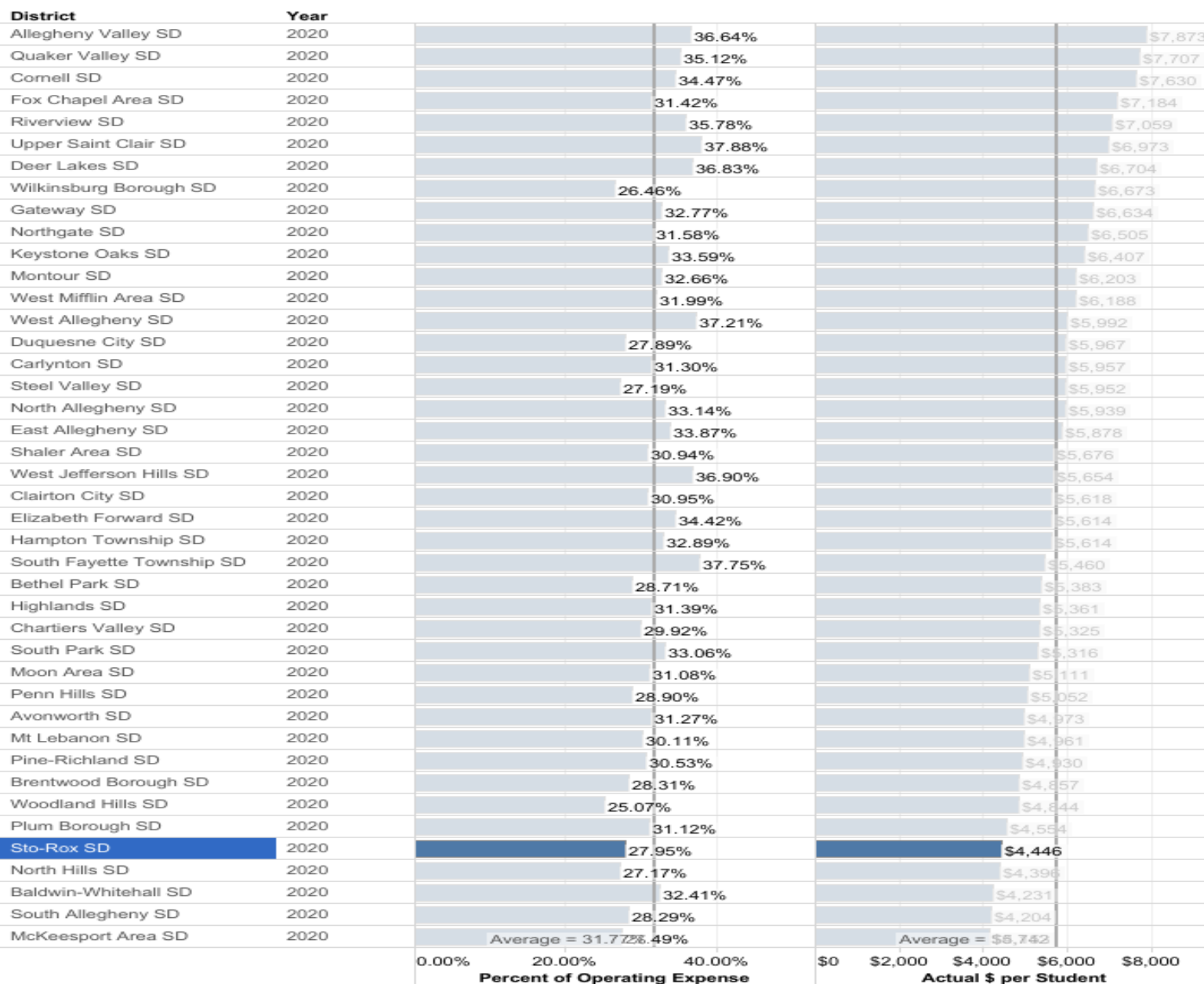
Source: Pennsylvania Department of Education

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.

Display By

2020



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

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

2020

| District | Year | Percent of Operating Expense | Actual \$ per Student |
|---------------------------|------|------------------------------|-----------------------|
| Wilkinsburg Borough SD | 2020 | 43.30% | \$10,919 |
| Duquesne City SD | 2020 | 44.69% | \$9,560 |
| Sto-Rox SD | 2020 | 33.56% | \$5,339 |
| Woodland Hills SD | 2020 | 26.73% | \$5,165 |
| Steel Valley SD | 2020 | 21.77% | \$4,767 |
| Penn Hills SD | 2020 | 26.34% | \$4,604 |
| Clairton City SD | 2020 | 17.95% | \$3,259 |
| Northgate SD | 2020 | 13.70% | \$2,822 |
| East Allegheny SD | 2020 | 13.24% | \$2,298 |
| McKeesport Area SD | 2020 | 14.80% | \$2,237 |
| Cornell SD | 2020 | 9.17% | \$2,031 |
| Gateway SD | 2020 | 9.11% | \$1,843 |
| Highlands SD | 2020 | 10.04% | \$1,715 |
| West Mifflin Area SD | 2020 | 8.63% | \$1,669 |
| South Allegheny SD | 2020 | 10.95% | \$1,628 |
| Carlynton SD | 2020 | 8.22% | \$1,564 |
| Allegheny Valley SD | 2020 | 7.20% | \$1,547 |
| Riverview SD | 2020 | 7.40% | \$1,461 |
| Keystone Oaks SD | 2020 | 6.93% | \$1,322 |
| Brentwood Borough SD | 2020 | 7.48% | \$1,283 |
| Shaler Area SD | 2020 | 6.99% | \$1,283 |
| Deer Lakes SD | 2020 | 6.75% | \$1,229 |
| Montour SD | 2020 | 6.26% | \$1,189 |
| South Park SD | 2020 | 7.20% | \$1,158 |
| Plum Borough SD | 2020 | 6.27% | \$917 |
| Moon Area SD | 2020 | 5.08% | \$835 |
| Chartiers Valley SD | 2020 | 4.51% | \$803 |
| North Hills SD | 2020 | 4.96% | \$802 |
| Baldwin-Whitehall SD | 2020 | 5.99% | \$782 |
| Avonworth SD | 2020 | 4.87% | \$775 |
| Fox Chapel Area SD | 2020 | 3.31% | \$758 |
| Bethel Park SD | 2020 | 3.83% | \$718 |
| West Allegheny SD | 2020 | 4.20% | \$676 |
| Elizabeth Forward SD | 2020 | 4.03% | \$657 |
| Pine-Richland SD | 2020 | 3.98% | \$643 |
| North Allegheny SD | 2020 | 3.21% | \$575 |
| South Fayette Township SD | 2020 | 3.87% | \$560 |
| Quaker Valley SD | 2020 | 2.51% | \$550 |
| Hampton Township SD | 2020 | 3.09% | \$527 |
| West Jefferson Hills SD | 2020 | 3.07% | \$470 |
| Upper Saint Clair SD | 2020 | 2.17% | \$399 |
| Mt Lebanon SD | 2020 | 1.72% | \$284 |
| | | Average = 10.45% | Average = \$1,991 |

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.

Display By

2020

| 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 | 4.34% | | | \$952 |
| Shaler Area SD | 2020 | 5.03% | | | \$922 |
| Riverview SD | 2020 | 4.67% | | | \$921 |
| Fox Chapel Area SD | 2020 | 3.98% | | | \$909 |
| West Jefferson Hills SD | 2020 | 5.90% | | | \$904 |
| Plum Borough SD | 2020 | 5.99% | | | \$876 |
| Avonworth SD | 2020 | 5.33% | | | \$848 |
| Bethel Park SD | 2020 | 4.42% | | | \$829 |
| Duquesne City SD | 2020 | 3.81% | | | \$815 |
| Carlynton SD | 2020 | 4.17% | | | \$794 |
| Hampton Township SD | 2020 | 4.48% | | | \$785 |
| 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 | 4.28% | | | \$699 |
| Moon Area SD | 2020 | 3.67% | | | \$604 |
| 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% | Percent of Operating Expense | | |
| | | \$0 \$500 \$1,000 \$1,500 | Actual \$ per Student | | |



STO - ROX

SCHOOL DISTRICT

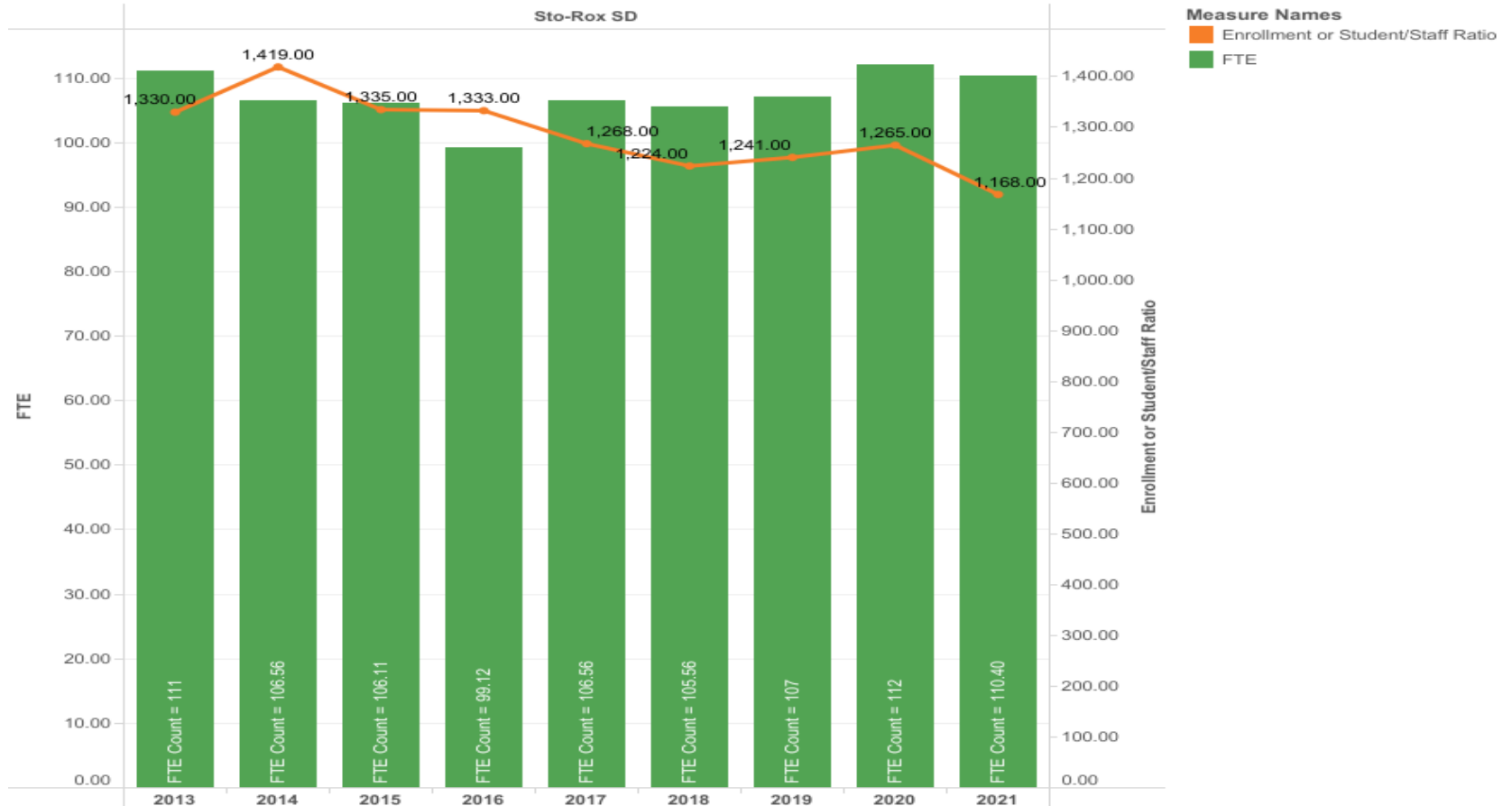
Staffing

Staffing Ratios

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

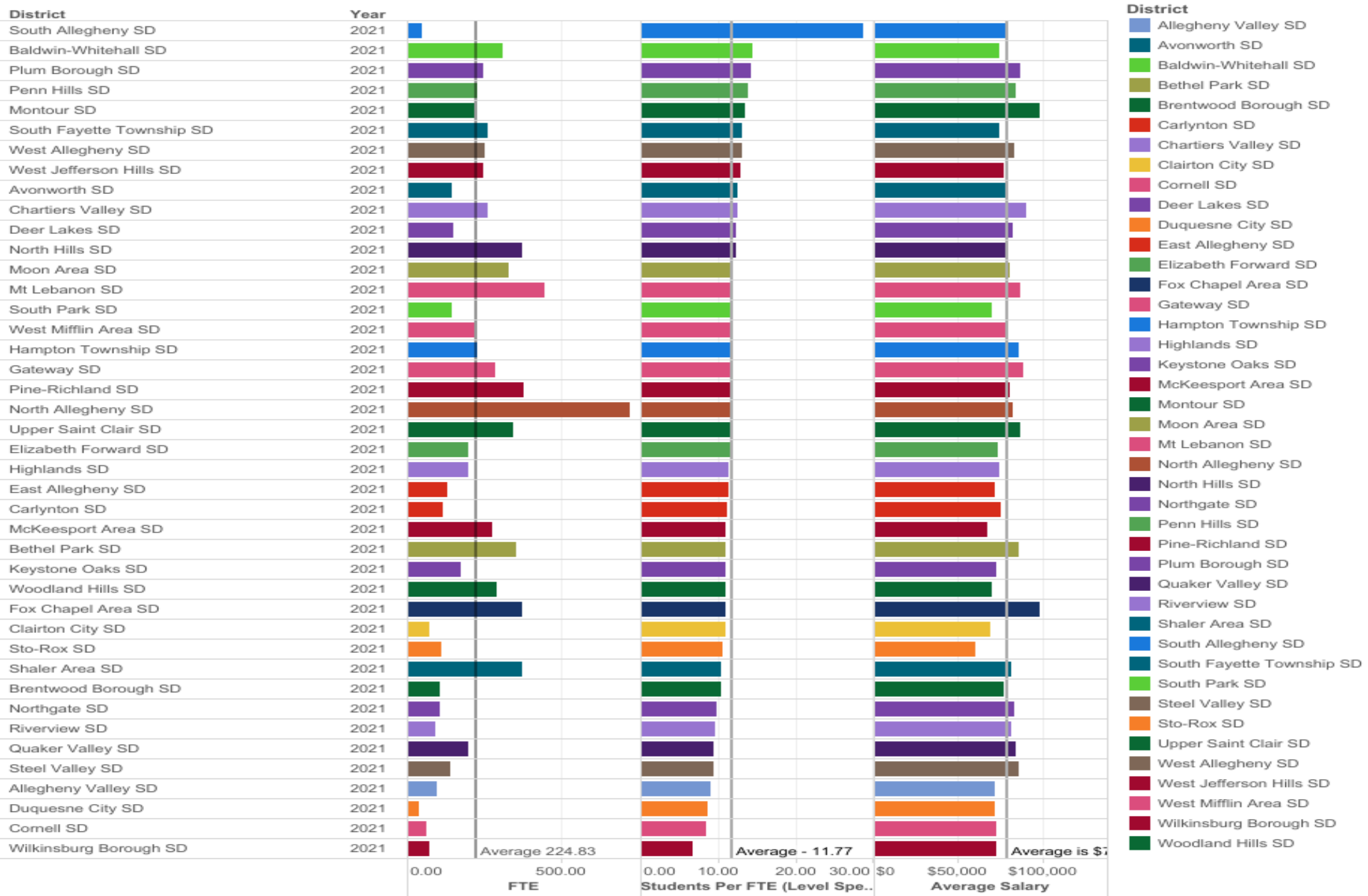
Position(s): All

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 Position Control Analysis

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



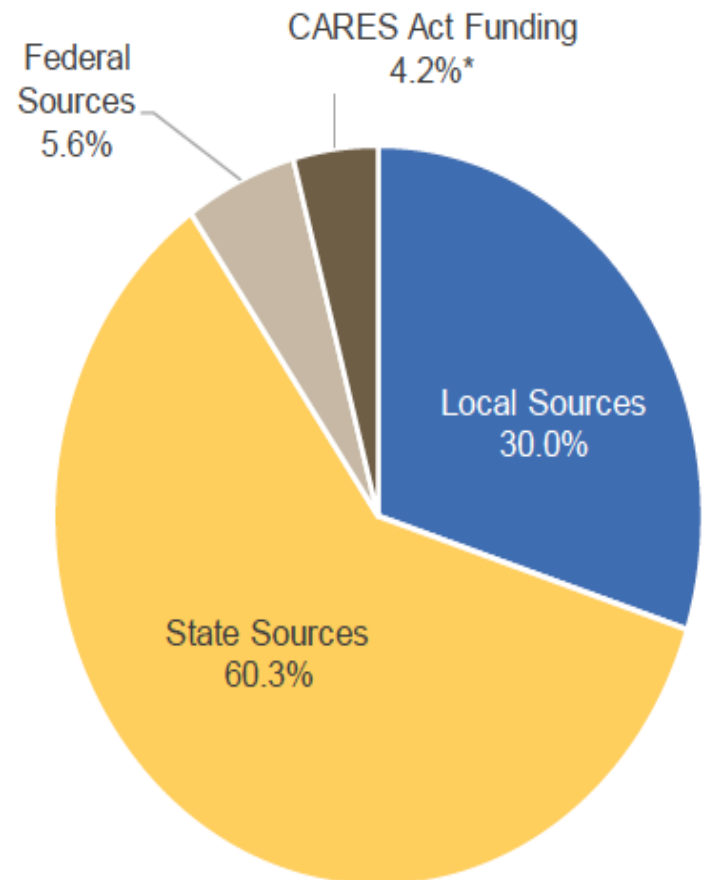


STOROX

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



Line Item Revenue Comparison

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 | | | | |
|-------------------------|------|--|--------|----------|--------------------------------|
| Wilkesburg Borough .. | 2020 | 99.73% | | \$27,696 | |
| Quaker Valley SD | 2020 | 100.00% | | \$26,871 | |
| Allegheny Valley SD | 2020 | 98.76% | | \$25,245 | |
| Montour SD | 2020 | 73.92% | | \$23,973 | |
| Fox Chapel Area SD | 2020 | 99.29% | | \$23,874 | |
| Riverview SD | 2020 | 100.00% | | \$23,449 | |
| Cornell SD | 2020 | 100.00% | | \$23,081 | |
| Keystone Oaks SD | 2020 | 99.90% | | \$22,071 | |
| West Mifflin Area SD | 2020 | 100.00% | | \$21,901 | |
| Northgate SD | 2020 | 100.00% | | \$21,532 | |
| Steel Valley SD | 2020 | 78.25% | | \$21,500 | |
| Penn Hills SD | 2020 | 98.61% | | \$21,431 | |
| Duquesne City SD | 2020 | 99.69% | | \$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 | 99.89% | | \$20,584 | |
| Carlynton SD | 2020 | 100.00% | | \$20,404 | |
| Moon Area SD | 2020 | 78.87% | | \$20,251 | |
| South Park SD | 2020 | 100.00% | | \$20,247 | |
| Shaler Area SD | 2020 | 99.70% | | \$19,924 | |
| North Allegheny SD | 2020 | 97.20% | | \$19,885 | |
| East Allegheny SD | 2020 | 100.00% | | \$19,697 | |
| Pine-Richland SD | 2020 | 89.55% | | \$19,680 | |
| West Allegheny SD | 2020 | 100.00% | | \$19,587 | |
| Chartiers Valley SD | 2020 | 98.20% | | \$19,410 | |
| Deer Lakes SD | 2020 | 99.32% | | \$19,359 | |
| Hampton Township .. | 2020 | 100.00% | | \$18,939 | |
| Elizabeth Forward SD | 2020 | 99.46% | | \$18,778 | |
| Brentwood Borough .. | 2020 | 99.98% | | \$18,620 | |
| Mt Lebanon SD | 2020 | 100.00% | | \$18,293 | |
| Avonworth SD | 2020 | 100.00% | | \$18,256 | |
| North Hills SD | 2020 | 98.08% | | \$18,173 | |
| Highlands SD | 2020 | 100.00% | | \$18,169 | |
| Plum Borough SD | 2020 | 57.67% | | \$17,954 | |
| Clairton City SD | 2020 | 99.95% | | \$17,846 | |
| McKeesport Area SD | 2020 | 96.67% | | \$17,464 | |
| West Jefferson Hills .. | 2020 | 99.42% | | \$17,070 | |
| South Fayette Towns.. | 2020 | 97.47% | | \$16,874 | |
| Sto-Rox SD | 2020 | 100.00% | | \$16,101 | |
| South Allegheny SD | 2020 | 100.00% | | \$15,948 | |
| Baldwin-Whitehall SD | 2020 | Average is 95.67% | | \$15,896 | Average is \$20,000 |
| | | 0.00% | 50.00% | 100.00% | \$0 \$10,000 \$20,000 \$30,000 |
| | | Percent of Operating Revenue Actual \$ per Student | | | |

Display By

2020

Line Item Revenue Comparison

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.

Display By

2020

| District | Year | Percent of Operating Revenue | Actual \$ per Student |
|-------------------------|------|------------------------------|--------------------------------|
| 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 | 71.74% | \$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 |
| Cornell 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 | 73.25% | \$14,479 |
| Avonworth SD | 2020 | 77.39% | \$14,129 |
| Mt Lebanon SD | 2020 | 76.03% | \$13,909 |
| North Hills SD | 2020 | 73.60% | \$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 | 72.67% | \$12,580 |
| Woodland Hills SD | 2020 | 56.48% | \$12,515 |
| South Park SD | 2020 | 61.21% | \$12,394 |
| West Jefferson Hills .. | 2020 | 70.97% | \$12,184 |
| Penn Hills SD | 2020 | 54.76% | \$11,900 |
| Wilkinsburg Borough .. | 2020 | 42.52% | \$11,808 |
| Deer Lakes SD | 2020 | 60.30% | \$11,753 |
| Steel Valley SD | 2020 | 41.10% | \$11,292 |
| Brentwood Borough .. | 2020 | 56.50% | \$10,522 |
| Plum Borough SD | 2020 | 32.60% | \$10,150 |
| Baldwin-Whitehall SD | 2020 | 63.31% | \$10,063 |
| Elizabeth Forward SD | 2020 | 52.96% | \$9,998 |
| East Allegheny SD | 2020 | 46.21% | \$9,102 |
| Highlands SD | 2020 | 46.52% | \$8,452 |
| 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 | 10.12% | \$2,137 |
| | | Average is 58.84% | Average is \$12,600 |
| | | 20.00% 40.00% 60.00% 80.00% | \$0 \$10,000 \$20,000 \$30,000 |
| | | Percent of Operating Revenue | Actual \$ per Student |

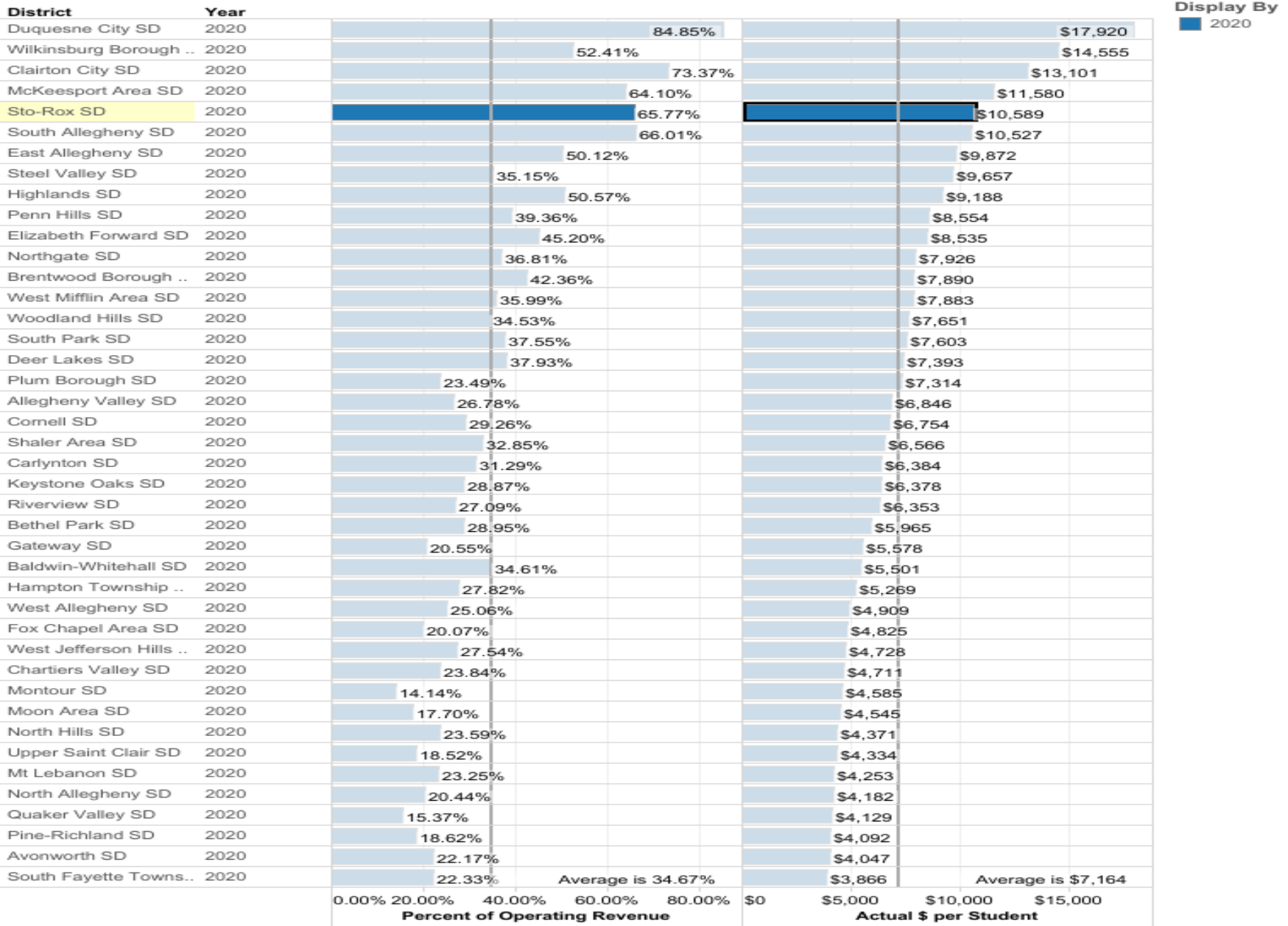
Line Item Revenue Comparison

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.



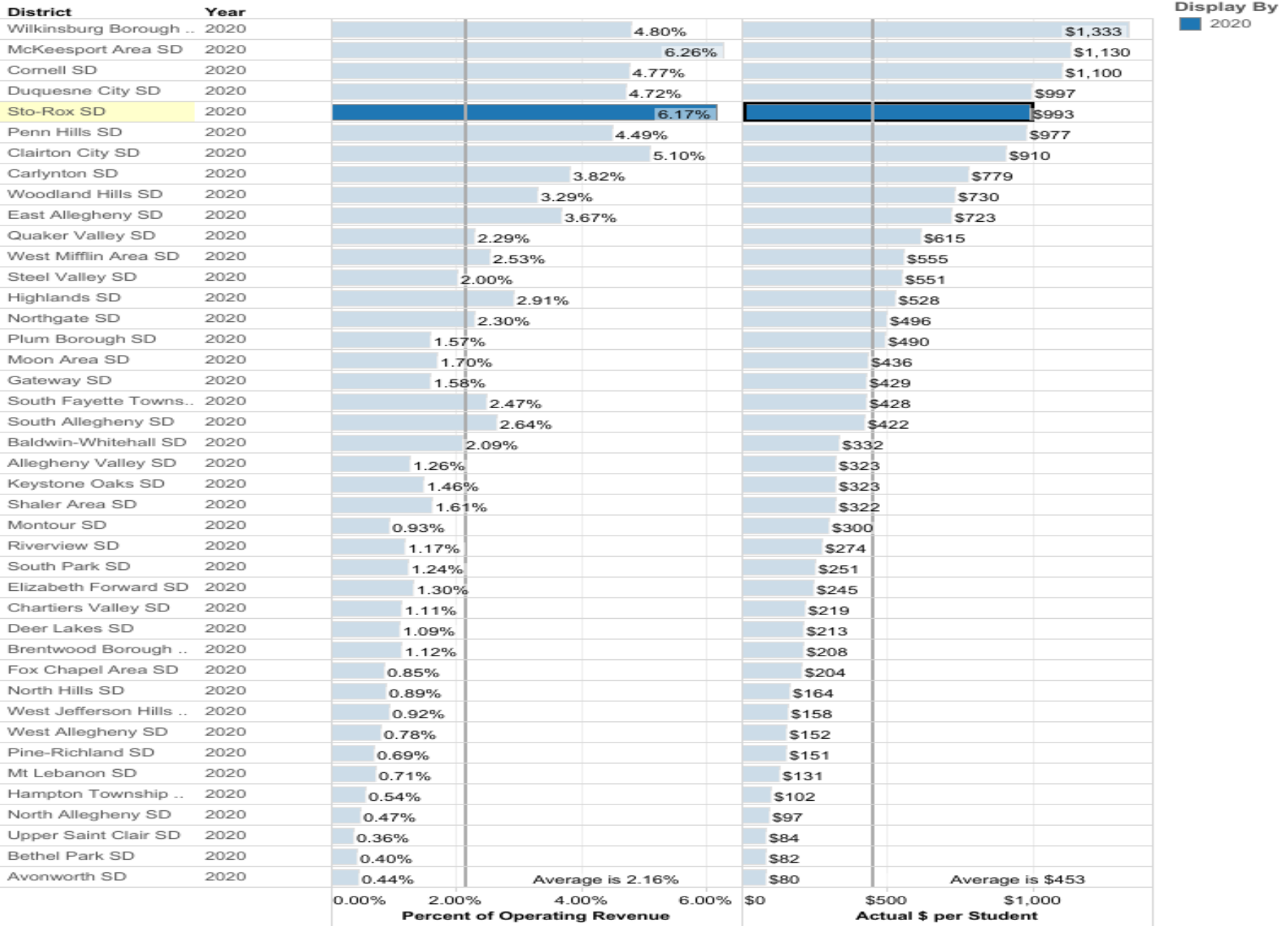
Line Item Revenue Comparison

District(s): All

Source: Pennsylvania Department of Education

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

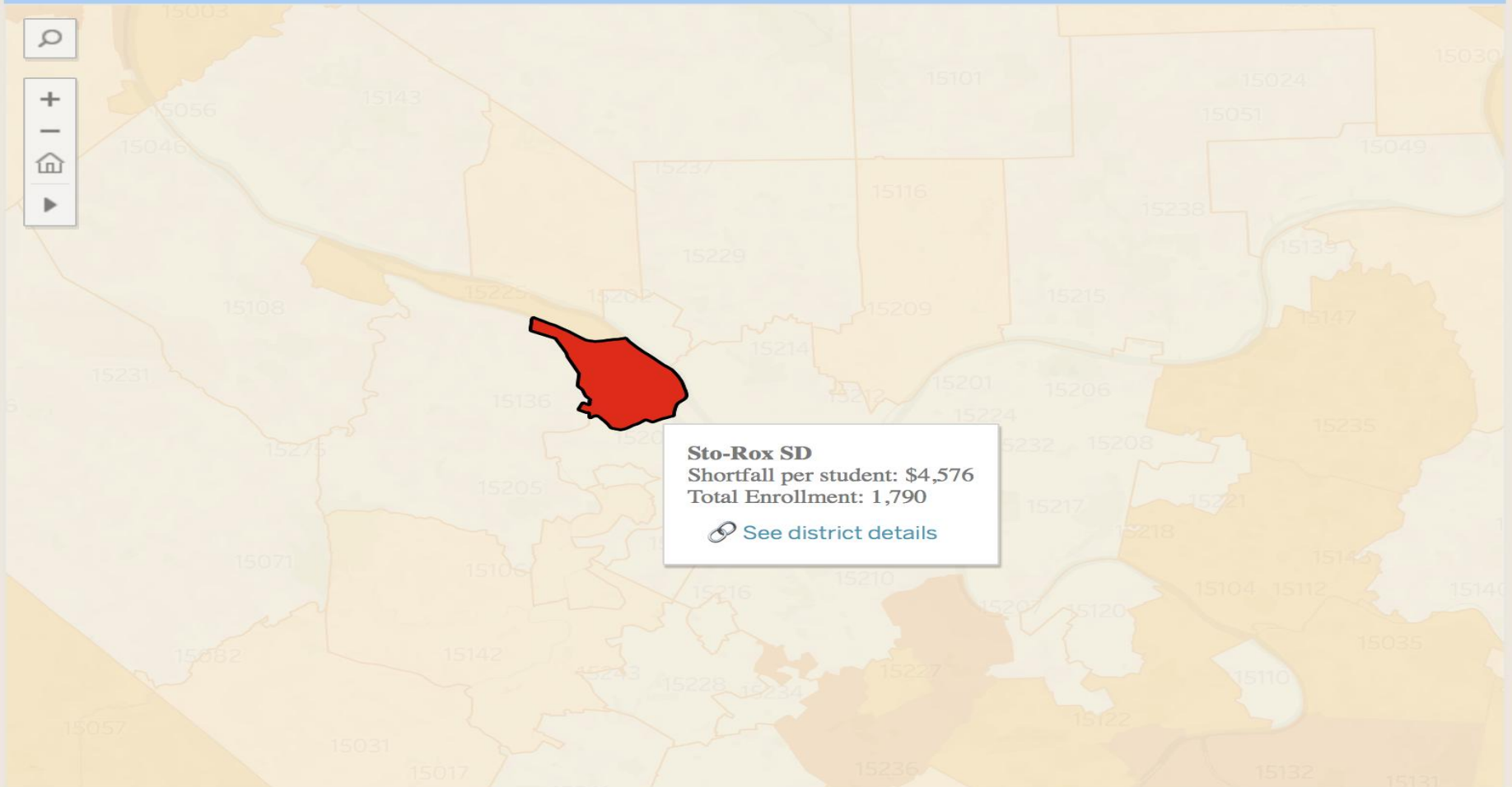
Actual \$ Per Student is calculated based on Average Daily Membership when available and regular enrollment when not available.





STO - R O X

Shortfall Per Student



Mill Rates

Source: Pennsylvania State Tax Equalization Board

Year
2021

District

- ☒ Allegheny Valley SD
- ☒ Avonworth SD
- ☒ Baldwin-Whitehall SD
- ☒ Bethel Park SD
- ☒ Brentwood Borough SD
- ☒ Carlynton SD
- ☒ Chartiers Valley SD
- ☒ Clairton City SD
- ☒ Cornell SD
- ☒ Deer Lakes SD
- ☒ Duquesne City SD
- ☒ East Allegheny SD
- ☒ Elizabeth Forward SD
- ☒ Fort Cherry SD
- ☒ Fox Chapel Area SD
- ☒ Gateway SD
- ☒ Hampton Township SD
- ☒ Highlands SD
- ☒ Keystone Oaks SD
- ☒ McKeesport Area SD
- ☒ Montour SD
- ☒ Moon Area SD
- ☒ Mt Lebanon SD
- ☒ North Allegheny SD
- ☒ North Hills SD
- ☒ Northgate SD
- ☒ Norwin SD
- ☒ Penn Hills SD
- ☒ Penn-Trafford SD
- ☒ Pine-Richland SD
- ☒ Pittsburgh SD
- ☒ Plum Borough SD
- ☒ Quaker Valley SD
- ☒ Riverview SD
- ☒ Shaler Area SD
- ☒ South Allegheny SD
- ☒ South Fayette Township ..
- ☒ South Park SD
- ☒ Steel Valley SD
- ☒ Sto-Rox SD

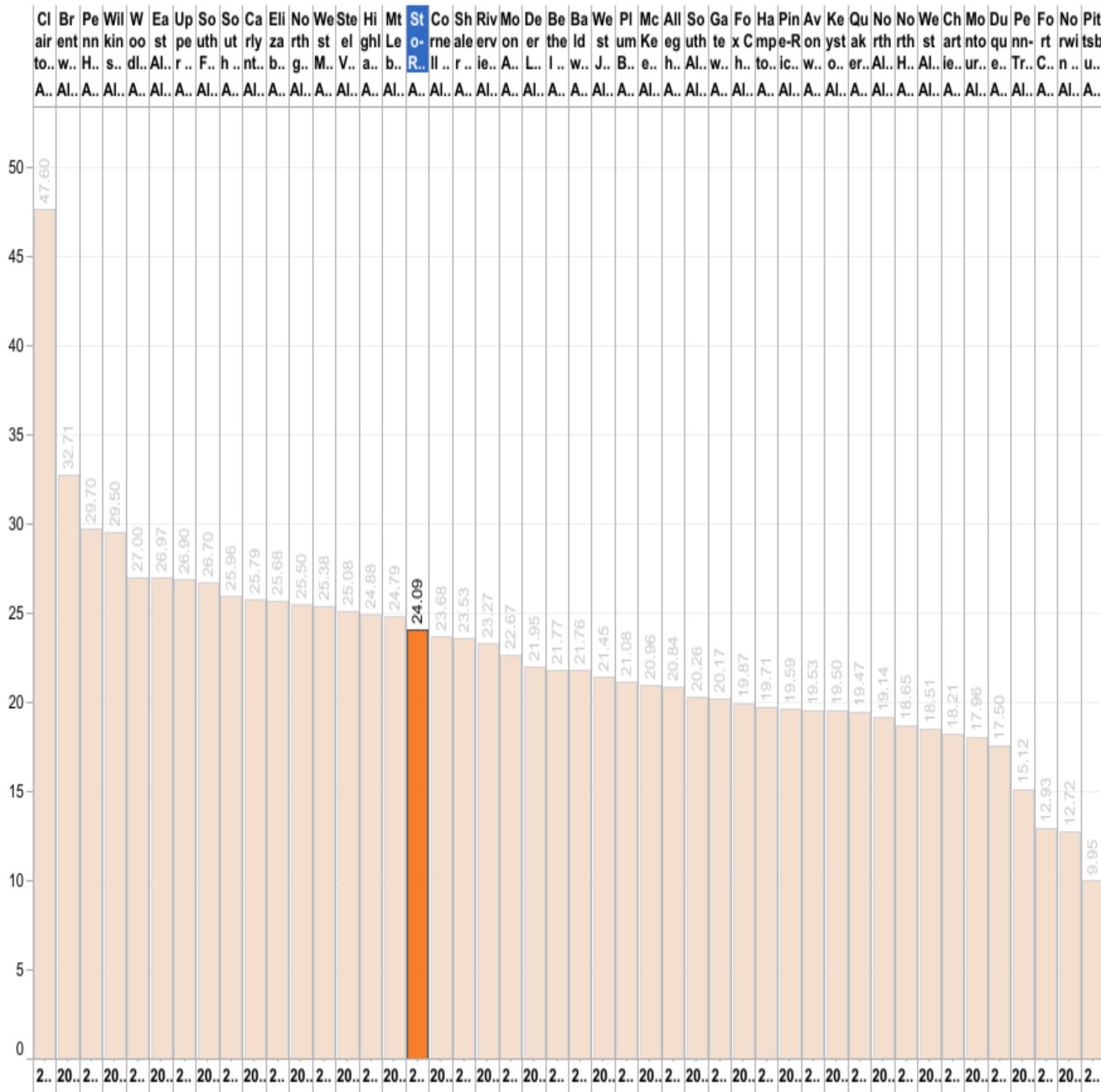
Tax County

☒ Allegheny

Tax County

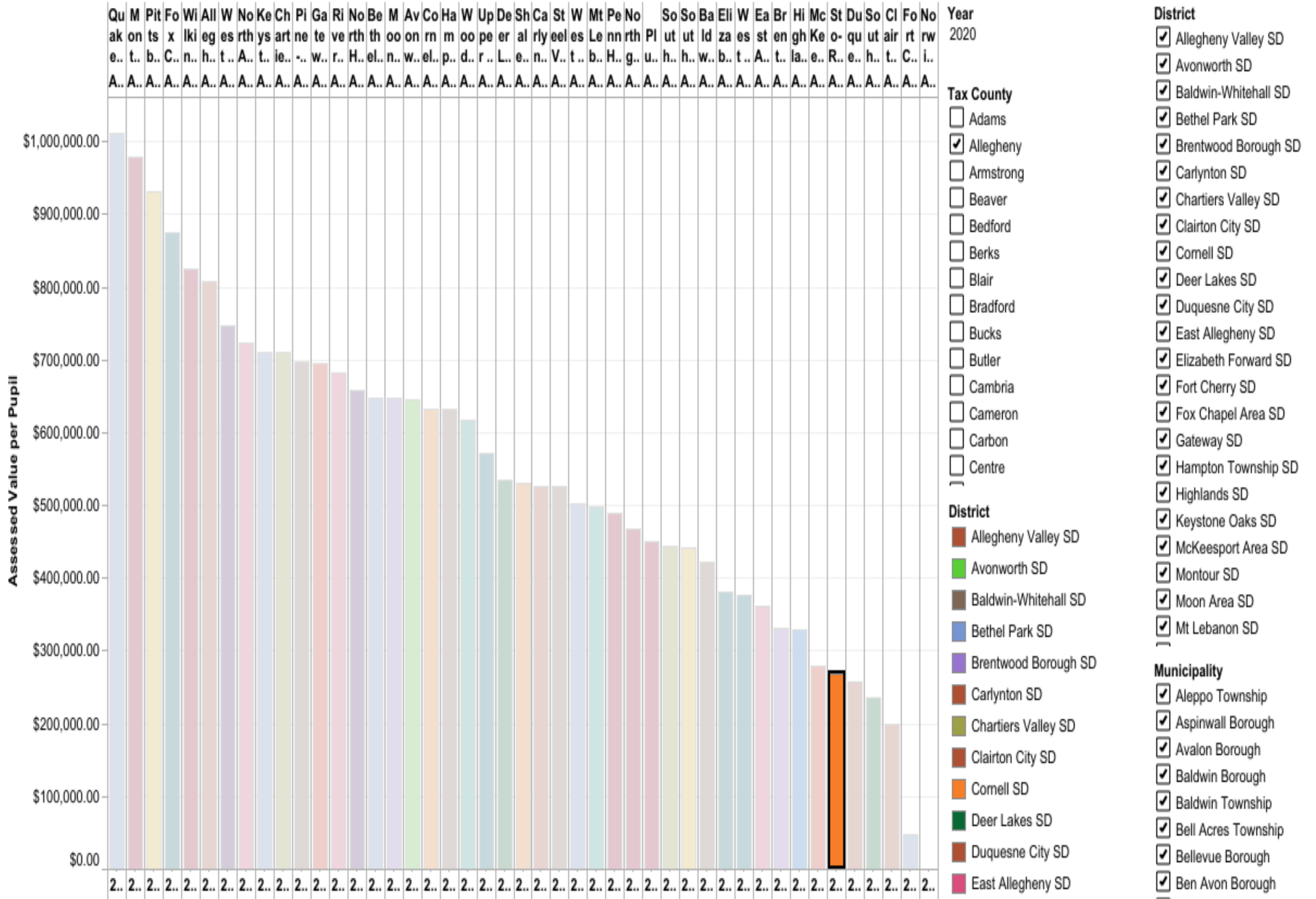
- ☐ Adams
- ☒ Allegheny
- ☐ Armstrong
- ☐ Beaver
- ☐ Bedford
- ☐ Berks
- ☐ Blair
- ☐ Bradford
- ☐ Bucks
- ☐ Butler
- ☐ Cambria
- ☐ Cameron
- ☐ Carbon
- ☐ Centre
- ☐ Chester
- ☐ Clarion
- ☐ Clearfield
- ☐ Clinton
- ☐ Columbia
- ☐ Crawford
- ☐ Cumberland
- ☐ Dauphin
- ☐ Delaware
- ☐ Elk
- ☐ Erie
- ☐ Fayette
- ☐ Forest
- ☐ Franklin
- ☐ Fulton
- ☐ Greene
- ☐ Huntingdon
- ☐ Indiana
- ☐ Jefferson
- ☐ Juniata
- ☐ Lackawanna

Real Estate Mill Rates



Assessed Value per Pupil

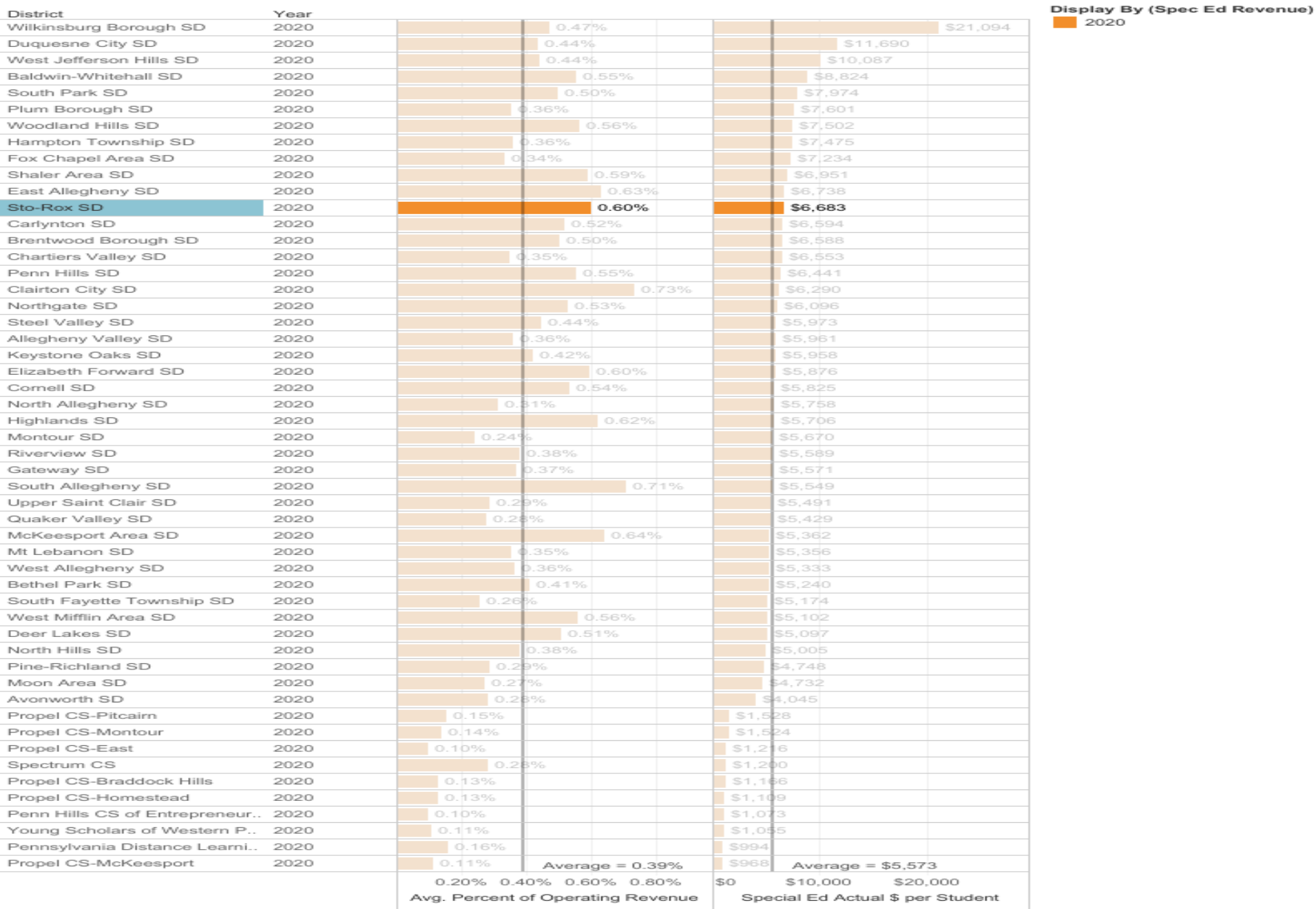
Source: Pennsylvania State Tax Equalization Board



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

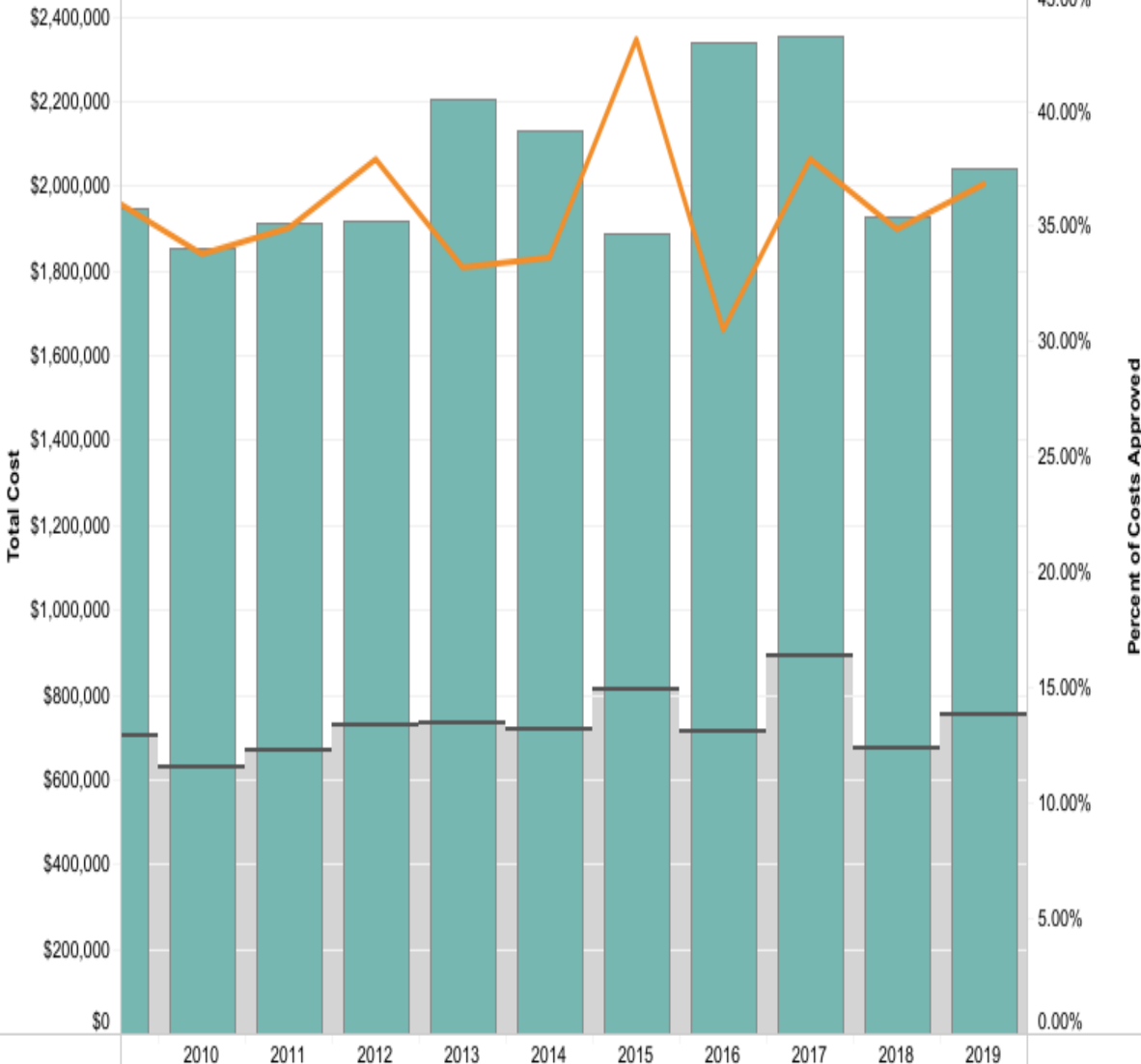


Display By (Spec Ed Revenue)
 2020

Transportation Cost Analysis

Source: Pennsylvania Department of Education PDE-2576 Data

Sto-Rox SD



Region

- ☒ Allegheny IU 3
- ☐ Appalachia IU 8
- ☐ ARIN IU 28
- ☐ Beaver Valley IU 27
- ☐ Berks County IU 14
- ☐ BLaST IU 17
- ☐ Bucks County IU 22
- ☐ Capital Area IU 15
- ☐ Carbon-Lehigh IU 21
- ☐ Central IU 10
- ☐ Central Susquehanna IU 16
- ☐ Chester County IU 24
- ☐ Colonial IU 20
- ☐ Delaware County IU 25
- ☐ Intermediate Unit 1
- ☐ Lancaster-Lebanon IU 13
- ☐ Lincoln IU 12
- ☐ Luzerne IU 18

County

- ☒ Adams
- ☒ Allegheny
- ☒ Armstrong
- ☒ Beaver
- ☒ Bedford
- ☒ Berks
- ☒ Blair
- ☒ Bradford
- ☒ Bucks
- ☒ Butler
- ☒ Cambria
- ☒ Cameron
- ☒ Carbon
- ☒ Centre
- ☒ Chester
- ☒ Clarion
- ☒ Clearfield
- ☒ Clinton

Year

All

District Classification

- ☒ Career and Technical Center
- ☒ Intermediate Unit
- ☒ School District
- ☒ Unreported

District

- ☐ A W Beattie Career Center
- ☐ Allegheny IU 3
- ☐ Allegheny Valley SD
- ☐ Avonworth SD
- ☐ Baldwin-Whitehall SD
- ☐ Bethel Park SD
- ☐ Brentwood Borough SD
- ☐ Carlynton SD
- ☐ Chartiers Valley SD
- ☐ Clairton City SD
- ☐ Cornell SD
- ☐ Deer Lakes SD
- ☐ Duquesne City SD
- ☐ East Allegheny SD
- ☐ Elizabeth Forward SD
- ☐ Forbes Road CTC
- ☐ Fox Chapel Area SD
- ☐ Gateway SD
- ☐ Hampton Township SD
- ☐ Highlands SD
- ☐ Keystone Oaks SD
- ☐ McKeesport SD

Measure Names

- Avg. Total Cost
- Percent Approved

Grey shaded area shows Approved Costs.



S T O - R O X

S C H O O L D I S T R I C T

Establishment of Sub Committees

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



S T O - R O X

S C H O O L D I S T R I C T

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