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PASBO Report

August 2021
Online

School District Salaries and Benefits

The Past Nine Years

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How's Your Mental Health?

As I'm writing this article for the August issue of the PASBO Report the news just broke that Simone Biles decided to withdraw from the U.S. Olympic gymnastics team competition due to her mental health. I wonder—why the increasing number of people with mental illness? Or is it not really an increase but the willingness of people like Simone Biles, Demi Levato, Selena Gomez and other celebrities to discuss their own struggles that has opened communication and removed some of the stigma associated with mental illness? Whatever the answer, one thing is certain, many are struggling.



Schools are very aware that the mental health of students has recently been impacted during and after the pandemic, but are they watching and working on the mental health of their employees as well? The Center for Disease Control states that in 2014 \$186 billion was spent on mental health disorders and 44.7 million adults reported having a mental illness in 2016 (“Mental Health in the Workplace”, 2018). There is no doubt those numbers, if measured today, would be substantially higher. Employers, including schools, need to promote awareness around the importance of mental health and stress management and can do so in a variety of ways. Providing a website of mental health resources is one of those ways. The site should include things such as self-assessment tools, explanation and contact information for the employer provided Employee Assistance Program (EAP), brochures, fliers, and videos about the signs of poor mental health and when assistance should be sought, and the direct contact information for the Director of Human Resources. In addition to providing a website, the employer should also ensure administrators are trained to help recognize the signs and symptoms of stress and depression and provide multiple opportunities to their staff for relaxation and stress relief. Some other suggestions from the LifeSpeak website for ways employers can support their employees’ mental health are: speak candidly about mental health and keep the conversation going, include all levels of staff including management since culture starts at the top, encourage employees to take mental health days off, pay attention and be ready to help, make sure the tools and resources are relevant, make it easy for employees to access the information, prioritize confidentiality and anonymity, design a mentally healthy work space, and focus on the positive. The struggles right now to hire for all positions from teachers, to aides, to food service workers and custodians is real, so it elevates the need for employers to ensure everyone is safe, healthy, happy, and productive.

If your District hasn't considered the mental health of its employees then be the voice, speak up, and request something be done. Are you feeling stressed (I know that I am)? Are you anxious or depressed? Just know that you are not alone. Find the courage to speak with someone, get together with friends that will make you laugh (can't wait for the March conference), and tackle your to-do-list one by one and celebrate all that you accomplish! As I complete this article and read over it, funny thing, I found I wasn't nearly as stressed as when I began.

Mental Health in the Workplace. (2018, June). Retrieved from <https://www.cdc.gov/workplacehealthpromotion/tools-resources/workplace-health/mental-health/index.html>

10 Ways to Improve Mental Health in your Workplace. Retrieved from <https://lifespeak.com/10-ways-to-improve-mental-health-in-your-workplace>



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Time to Review Your Procurement Practices?

And Apply for the PASBO Award of Excellence in School Purchasing?

By Melissa Klaus, PCSBS | Assistant Director of Business Services | Donegal SD

March 2020 brought many changes to school district practices, including the way school districts view procurement. Some LEAs that have previously only received a small amount of Federal funds are now receiving increased federal grant funds. Spending federal funds comes with additional regulations. LEAs now must ensure they are using the most restrictive Pennsylvania School Code procurement requirements or Federal Uniform Guidance requirements, when making purchases with federal funds.

From a Procurement perspective, it is important that the LEA has all of the checks and balances in place to align present day procurement with both their short- and long-term goals. A great way to review and achieve the LEA's goals is to apply for the **PASBO Award of Excellence in School Purchasing Operations**.

Purchasing is not just Bids and Request for Proposals, it is the art of finding the best quality goods and services at the best price while following all of the applicable rules and regulations.

The process of applying for the award walks a LEA through reviewing and updating their procurement manual, procedures, guidelines and Board policies that are in place. This helps to not only make certain they follow both Pennsylvania School Code and Uniform Guidance requirement, but also to identify and address legal, ethical and fiscal responsibility to guarantee best practices in purchasing.

The Award of Excellence in School Purchasing Operations as two levels, the Award of Excellence or the Gold Award of Excellence.

To apply for the Award of Excellence the LEA must show competency in:

- Purchasing Operations Organization
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- Professional Membership/Certification
- *Procurement Card Systems
- *Warehousing

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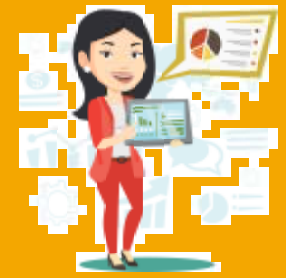
- Training & Certifications
- Use of Technology
- Communication Tools
- *Managing LEA in Cooperative or Other Programs

The award scholarship is sponsored by PASBO and the **Keystone Purchasing Network** and is designed to allow any size LEA to apply.

Receiving the award recognizes outstanding operations in school purchasing, demonstrates that the LEA is utilizing prudence in the use of stakeholder funds and maximizing tax payer dollars, which lends a level of confidence to the public showing that you have achieved the rigorous requirements to ensure best practices.

To get the details and start the award application process, [click here](#). (* if applicable)

PASBO Members Can Gain Insights



As cliché as it may seem, it is a truth that can't be denied, KNOWLEDGE is POWER! Are you always on the hunt for the latest information that might help you run your school operations more effectively? We've got that!

Just log into your PASBO account and check out a couple of new pages available on our website. First, there's PASBO Data Dive. You can go there directly at datadive.pasbo.org Once on the Data Dive site, click on the Table of Contents and access a whole bunch of information that can come in handy when you are making reports or forecasting the financial future of your school or district. Our advocacy team has answered many of the frequently asked questions surrounding the topics of school revenue, expenditures, property taxes and relief, school funding and charter school tuition. The charts and graphs that accompany the articles

are interactive and will help you find information that is specific to your region and/or district. It's a great tool and may help you to find the answers quickly and easily.

Another new page on our website is the ESSER resource page. You must log into your PASBO account to access this information, but once you do, you will see resources to help you through the federal funding process. The link is www.pasbo.org/esser. There are FAQ's, guidebooks and recordings to web forums and micro learning sessions that can give you the answers you might need and assist you in navigating through this process.

Check out the PASBO website at www.pasbo.org, log into your PASBO account and let the resources that have been accumulated be your starting point to gaining powerful knowledge to help your in school operations.

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Health Insurance Surprises in Federal Stimulus Legislation

The Consolidated Appropriations Act of 2021 ...is more than just Disclosure

Part II of a series

By Clarence C. Kegel Jr. & Timothy Shrom, Ph.D., PCSBA | Director of Research | PASBO

In Part I, we noted that the 5,393 page Consolidated Appropriations Act of 2021 (CAA) included some provisions not widely publicized but of interest to schools concerning healthcare plans, including:

- New disclosure requirements for healthcare plan consultants and brokers.
- Prohibition of gag orders imposed in contracts by healthcare providers relating to price and quality information.
- Requirement for reporting pharmacy benefits and drug costs.
- Parity in mental health and substance abuse disorder benefits.

Part I addressed the new disclosure rules. This Part II addresses gag orders, requirements for reporting pharmacy benefits and drug costs, and requirements for parity in mental health and substance abuse benefits in the application of “Non-quantitative treatment limitations” (NQTLs) to assure that benefits are pre-approved, authorized, and applied consistently. As mentioned in Part I this overview is not intended to provide legal advice. It is merely intended to put these new laws on your radar so you, your school board, and legal counsel can begin to think on how the provisions impact you, and begin to plan accordingly.

While the broker and consultant disclosure requirements are voluntary for school districts, the last three provisions apply directly to school districts. However, subject to some ambiguity, there appears to be an option for schools to elect out of coverage pursuant to regulations to be prescribed in the future by the U.S. Secretary of Health and Human Services. We will have to wait and see. How each provision impacts you will depend on the details of your health insurance plan, the consultants and brokers you retain in connection with the plan, and future regulatory agency guidance –and will require input from your solicitor or employee benefits counsel.

We invite your feedback, especially if you or your legal counsel have different interpretations of, thoughts on appropriate actions, or considerations we do not mention here. PASBO will continue to share what we learn along the way.

Prohibition of Gag Orders Imposed in Contracts by Healthcare Providers Relating to Price and Quality Information

As mentioned in Part I, the gag order provision is set forth in three separate statutes, namely ERISA, the Public Health Service Act (PHSA), and the Internal Revenue Code (IRC). The ERISA provision is set forth at 29 U.S.C. § 1185m. The PHSA provision is set forth at 42 U.S.C. §300gg-119. The IRC provision is set forth at 26 U.S.C. § 9824.

Once again, the ERISA provision does not apply to school districts based on the government plan exemption.

The gag order provision (and the pharmacy benefit and drug cost and the mental health provisions discussed below) all as set forth in the IRC and PHSA apply directly to school districts.

Specifically, IRC § 9825 and the PHSA at 42 U.S.C. §300gg-119, state that effective December 27, 2020 (i.e., effective now), a group health plan may not enter into an agreement with a healthcare provider, network, or association of providers, third party administrator, or other service provider offering access to a network of providers that would directly or indirectly restrict a group health plan from, among other things:

- (A) sharing provider-specific cost or quality of care information or data with referring providers or plan participants; or
- (B) electronically accessing the identified claims and

encounter information or data for each plan participant, consistent with HIPAA privacy rules, including:

- (i) financial information, such as the allowed amount;
- (ii) provider information, including name and clinical designation;
- (iii) service codes; and
- (iv) any other data element included in claim or encounter transactions.

The purpose of the new provision is to end the practice of some healthcare providers and health plans refusing to allow plan participants, employers, and referring providers to see cost and quality data pertaining to services provided. Public disclosure of information is not required under the new provision.

You will need to review existing and new benefits contracts to identify whether they contain gag clauses, such as limiting you from using your school's data to:

- compare costs of labs, imaging, surgeries, and pharmaceuticals between different health plans & PBMs;
- contribute your school's data to a regional benchmark (e.g., to compare your costs with regional costs);
- negotiate with the health plan or PBM; and,
- audit the accuracy of the claims processed by your health plan and PBM.

Under the two statutes, each group health plan is required annually to file with the U.S. Secretary of Treasury and U.S. Secretary of Health and Human Services an attestation that the plan is in compliance with the prohibition on gag orders. The required filing date is not specified.

This IRC provision cross references a very broad definition of group health plan, without the exemption for government plans. 26 U.S.C. § 9832. Thus, initially it appears directly applicable to school districts.

The mirror provision in the PHSA, 42 U.S.C. § 300gg-119, differs in two respects. First, there is some extra language that is not of great consequence. Second, it appears to provide an exemption for government plans. 42 U.S.C. § 300gg-91. Then 42 U.S.C. § 300gg-21 assumes the opposite, namely that "non-federal governmental plans" are covered, but provides an option for such plans to opt out of coverage. Presumably this election trumps the IRC provision mandate; however, this is nowhere stated.

Hopefully, one or more of the agencies will provide guidance on the opt out process and required filings.

However, in the end, the opt out should be of no consequence as to gag orders since the prohibition on gag clauses should be welcomed by school districts.

Requirement for Reporting Pharmacy Benefits and Drug Costs

The pharmacy benefits and drug cost provisions are set forth in three separate statutes, The ERISA provision is set forth at 29 U.S.C. § 1185n. The PHSA provision is set forth at 42 U.S.C. § 300gg-120. The IRC provision is set forth at 26 U.S.C. § 9825.

Once again, The ERISA provision does not apply to school districts based on the government plan exemption.

IRC § 9825(a) and the PHSA provision set forth at 42 U.S.C. § 300gg-120, both applicable to school districts, state that a group health plan must report by December 21, 2021, and not later than June 1 of each year thereafter, the following information with respect to the health plan in the previous year:

- Number of participants and beneficiaries.
- The 50 brand prescription drugs most frequently dispensed by pharmacies for claims paid by the plan, and the total number of paid claims for each such drug.
- The 50 most costly prescription drugs with respect to the plan by total annual spending, and the annual amount spent by the plan for each such drug.
- The 50 prescription drugs with the greatest increase in plan expenditures over the plan year preceding the plan year that is the subject of the report, and for each such drug the change in amounts expended by the plan in each such plan year.
- Total spending on healthcare services by such group health plan broken down by:
 - (A) The type of cost, including hospital costs; healthcare provider and clinical service costs, for primary care and specialty care separately; costs for prescription drugs; and any other medical costs, including wellness services.
 - (B) Spending on prescription drugs by the health plan and the participants.
- The average monthly premium:
 - (A) Paid by employers; and
 - (B) Paid by participants.
- Any impact on premiums by rebates or other remuneration paid by the drug manufacturers to the plan, including:
 - (A) The amounts paid for each therapeutic class of drugs;
 - (B) the amounts paid for each of the 25 drugs that yielded the highest amount of rebates or other remuneration.

...continued on page 8

- Any reductions in premiums and out-of-pocket costs associated with rebates or other remuneration from manufacturers.

This report is required to be filed with the U.S. Secretary of Health and Human Services and the U.S. Secretary of Labor no later than 18 months after the date of the first required report and biannually thereafter, the Department of Treasury and Department of Health and Human Services will make available on their websites a report on prescription drug reimbursements, pricing trends, and the role of drug costs in contributing to premium increases or decreases.

The purpose of the new provision is to is for the government to obtain and share prescription drug cost information with goal of providing greater transparency as to drug pricing and related practices, and possibly to reduce plan expenses paid by employers and plan participants.

Once again, the provision in the PHSa is near identical, and 42 U.S.C. §300gg-21 provides the same opt out provision as for gag orders. However, unlike gag orders, school districts will likely give serious consideration to opting out.

Parity in Mental Health and Substance Abuse Disorder Benefits

Mirror provisions are included in the three separate statutes, each mandating parity in mental health and substance abuse disorder order benefits. The purpose is for mental health and substance abuse benefits treated in the same manner (“parity”) as other medical and pharmaceutical benefits. For example, if a preauthorization is required for mental health and substance abuse services but not required for other benefits, then this preauthorization is likely in conflict with this statute.

The ERISA provision is set forth at 29 U.S.C. § 1185a. The PHSa provision is set forth at 42 U.S.C. §300gg-26. The IRC provision is set forth at 26 U.S.C. § 9812.

Once again, the ERISA provision does not apply to school districts based on the government plan exemption.

The basic mandate for parity is not new and has been in the statutes for a number of years. The part that is new addresses requirements for “nonquantitative treatment limitations” (NQTls). NQTls are medical-management standards that limit or exclude coverage based on requirements that are nonquantitative in nature (not tied to specific monetary or visit limits), such as medical necessity, and preauthorization. The new provisions in IRC §9812(a)(8) essentially mandate that health plans prepare a comparative analysis of the plan impact on NQTL

parity. The comparative analysis is required only if the plan imposes NQTls on mental health or substance abuse disorder benefits. This analysis must be made available to the applicable federal regulator upon request. According to the statutes, healthcare plans must make the comparative analysis available by February 10, 2021 (i.e., now).

The purpose of the new provision is to require formal analysis of NQTls in order to ensure that healthcare plans are complying with the parity requirement specifically as to NQTls with regard to processes, strategies, evidentiary standards, and other factors.

DOL has previously published a “self-compliance tool” that could be used for this comparative evaluation. DOL and the Department of Health and Human Services are directed to prepare a guidance document to assist employers in preparing an evaluation, and also for ensuring mental health and substance abuse benefits parity.

The rules on NQTls are rather complex. However, the basic requirement is that the formal comparative evaluation include:

- NQTL coverage terms applicable to for medical and surgical benefits and for mental health and substance abuse disorder order benefits.
- Factors used to determine that NQTls apply to benefits.
- Evidentiary standards on which the plan relies to justify application of NQTls to a benefit.
- Comparative analysis to show that application of NQTls for mental health and substance abuse benefits are comparable to medical and surgical benefits.
- A finding whether the plan is in compliance with the parity mandates.

The provision in the PHSa is near identical, and 42 U.S.C. §300gg-21 provides the same opt out provision as for gag orders. However, unlike gag orders, school districts will likely give serious consideration to opting out.

There is a lot to all of this, and it can be really technical. In sum, even though there may be loopholes which an attorney can argue that a district does not have to meet the reporting requirements, in reality, the weight of the market place moves and the many good intentions of these provisions will trend much of this to be adopted by our schools. No doubt that we should not be subject to gag clauses in our medical and pharmaceutical benefit contracts. Further, we should treat mental health and substance abuse benefits consistently with our other health benefits. We should be using our data to show our employees the cost and quality of the health providers in their area. Over time, some of these changes will bring forth improved business practices and PASBO wholeheartedly endorses them to be incorporated where they make sense.

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School District Salaries and Benefits... The Past Nine Years

By Timothy Shrom, Ph.D., PCSBA | Director of Research | PASBO

In recent PASBO reports we looked back at 2019-20 AFR data and added it to prior years to provide perspective on the past decade. What clearly dominated the post 2008 recession recovery period was mandated cost growth representing over 61% of all commonwealth school district (SD) expenditure increases over the period. To clarify, that 61% was only for two SD mandates, pension and charter costs, and it does not include the myriad of other unfunded mandates. Further, over the decade state share on nearly every line item it partially funds from its wider tax base decreased, and some were eliminated completely.

As a result, our commonwealth’s school finance policy moved ever deeper towards increased reliance on local property taxes to fund our schools. Ironically, or perhaps sadly, this occurred while property tax relief advocacy reached new heights over the same era, while state actions (or inaction) on school finance policy took us in the opposite direction.

So the question, or at least the comment from last month was, what about the other 39%? To paraphrase, “School Districts spend a lot of other money, and they give away the store on run-a-way salary and benefits.” Fair enough. What can actual AFR history tell us about that? Below we look directly at salary and benefit growth for districts over the same past decade. Spoiler alert, it is probably not what many think or would say it was.

Part 1 – Salary Example and review

Before going straight to the data, it is helpful to provide some background. Tables 1 through 3 demonstrate how personnel attrition impacts actual

TOTAL district salary versus what may be imagined from reading or hearing news about salary increases. Attrition generally can be thought of as when a senior (time employed) staff member leaves for any reason (retirement, quit, furlough) and they are replaced by lower paid staff or perhaps the position is not replaced at all. We’ll come back to this for the 2020-21 fiscal year (just ended) as attrition leverage was in full force given 2020-21 cost uncertainties and revenue impacts from the COVID on-set.

Table 1 is a simple example to demonstrate conceptually how individual staff members at a district (and almost any organization) may receive contract ‘stated’ raises as long as they remain employed over time. However, the district

Salary / Employee Attrition Example		Wage Rate Increase Yr 1	Wage Rate Increase Yr 2
		4.0%	3.0%
Table 1	Base Year	Year One	Year Two
Total Employer Wages	\$ 10,000	\$ 8,320	\$ 7,498
Per Employee	\$ 2,000	\$ 2,080	\$ 2,142
	\$ 2,000	\$ 2,080	\$ 2,142
	\$ 2,000	\$ 2,080	\$ 2,142
	\$ 2,000	\$ 2,080	\$ 1,071
	\$ 2,000		
FTE Employee count	5.00	4.00	3.50
Average wage per FTE	\$ 2,000	\$ 2,080	\$ 2,142
Avg % wage Change per FTE		4.0%	3.0%
Annual Employer Change \$		\$ (1,680)	\$ (822)
Total Employer Change %		-16.8%	-9.9%
Two year Total Employer Change			-25.0%
Change Two Year Employee Wage			7.12%

itself with attrition will see different results in terms of actual wage rate change and total costs. To a large degree attrition is a critical tool for districts to free up funds and reallocate resources as needed. Table 1 shows a base year with 5 employees each making \$2,000 per year, with an agreement that calls for a 4% increase in year 1 and 3.0% in year 2. A typical front-load scenario. The table then walks the math through both years, but it drops one employee in year 1 and one-half more in year 2. The math shows that each employee who remained employed got the two stated increases, the district total salaries went from \$10,000 at the base year to an ending base of \$7,498 in year 2. In this simple example the district dropped payroll by 25% and each employee received a compounded increase of 7.12%. The average wage for the employees increased from \$2,000 to \$2,145 as full-time equivalent (FTE) staff was reduced. Again, just an example, but the math is pretty straight forward and generalizable, but this ‘attrition’ math rarely gets reported. What gets reported looks more like table 2.

Table 2 builds in math and assumptions that approximate what numbers may look like in a real district. For context on table 2, the district announcement stated that staff will get a 3.2% raise, so the local newspaper runs table 2 to publish the district cost, the employee increase, and impact to tax payers.

Table 2’s math shows:

- the number of staff
- their average salary before and after the increase
- the planned increase rate and amount of increase per teacher

Table 2	Local Newspaper
Teachers	145
Avg Salary	\$ 55,000
Employee Raise	3.20%
New Avg	\$ 56,760
Inc Per Teacher	\$ 1,760
District Increase (145 X 1,760)	\$ 255,200
Total District Salary (145 X \$55,000)	\$ 7,975,000
New Total District Salary (145 X 56,760)	\$ 8,230,200
Property Tax (PT) budget	\$ 9,000,000
Act 1 PT Increase at 2.9%	\$ 261,000

- The district cost (i.e. cost to tax payers)
- Total district salary before and after
- And for comparison, they publish the property tax (PT) budget and the PT increase to ‘cover’ the announced salary increase

There is nothing wrong with any of the math in table 2, except that in this example much of table 2 has little resemblance to actual results. Further, these assumed extrapolated numbers get used and referenced in the community, and perhaps even by the local political representatives. They make great twitter feeds, even as they do not reflect actual results. The problem is that for most districts over the past decade, even while table 2’s underlying math is correct, it’s underlying assumptions are mostly wrong. Worse, for a multi-year contract, those same bad assumptions are laid out with additional years and the bad math gets compounded. It is not commonly understood but on average 25% of school districts, even during the most recent five fiscal years (2015 through 2020), see their total salaries go down annually.

Table 3 provides a glimpse behind the curtain what the actual math really looked like at the district in this example.

Table 3	Actual	
District has 4 positions of senior teachers (not replaced)		
The four teachers leaving: Avg salary is \$85,000		
Four times \$85,000 = \$340,000		
Old Base	\$ 7,975,000	Actual
Adjusted Base (old base less \$340,000)	\$ 7,635,000	Actual
Adjusted Base Times 3.20% Increase = \$244,320		
Increase added to Adjusted Base = New Total Salary		\$ 7,879,320
District: Net \$ Salary change from base after increase =		\$ (95,680)
District: Net % Salary change after increase =		-1.2%
New Avg Salary (\$7,879,320 / 141)		\$ 55,882

Table 3 shows that with the loss of four teachers (not being replaced) everyone remaining got the stated raise, and the district ended up with a lower total salary in its budget. This same wage growth tempering effect can happen by replacing higher paid staff with lower paid staff, contracting services at lower costs, or combinations thereof resulting in trade-offs creating net budget impacts. Similarly, benefit

...continued on page 16

costs are (usually, but not always) correlated to both total wage cost as well as numbers of benefit covered staff. It can be generalized that at the very least net salary reductions, or slowed total wage growth, will also impact benefits costs. However, in the real interconnected world of function and object school district budgets and resource allocations, it is not quite as simple as these examples. What we cannot readily see in just examining salary is how salary or benefit attrition may be reallocated to other functional or object areas in the budget on a net basis. For example, if the state does not fund a district well and that district maxed out their Act 1 PT index and the district revenue budget is still short, then such attrition reallocations are leveraged to balance the budget. This can be driven by district leadership purposefully, or it can be driven under duress by increased fiscal stress. Perhaps that is another article for another time.

PART II: Back the AFR's—the data are what they are.

To summarize actual AFR results, school district data shows total salary (100 object series) for 2019-20 at \$12.2 billion. That represents a nine-year increase of \$661.2 million from \$11.54 billion in the 2010-11 base year. It is a 5.7% total period increase, for an average of .6% (six tenths of one percent) per year for the nine-year period.

Figure 1 shows the annual percentage change of school district salaries over time correlating to the post 2008 recession impact and slow recovery. There were significant multi-year total salary reductions, (a salary base re-set) followed by modest increases as the economy recovered. Moreover, had total district salary increased a constant 2% annually from the \$11.54 bn 2010-11 base, total salaries in 2019-20 would have been \$1.6 billion higher than the actual reported \$12.2 bn. That means both district and state costs for pension and social security benefit shares were, and remain, significantly lower than a modest 2% salary growth would have generated.

Bottom line on the decade look back, school district total salaries increased at a total of 5.7% over the nine years. To be clear, the period's \$661 million total salary increase is a lot of money, but at .6% per year on average it was not driving costs anywhere near the levels that billions in mandate pass-through policies sent downstream to local school district budgets, not even close. Perhaps some may still define that 5.7% as giving away the store, but if that is the case, then where they stand on greater shares of local taxes paying for multi-billions in policy mandates over the period should be clarified.

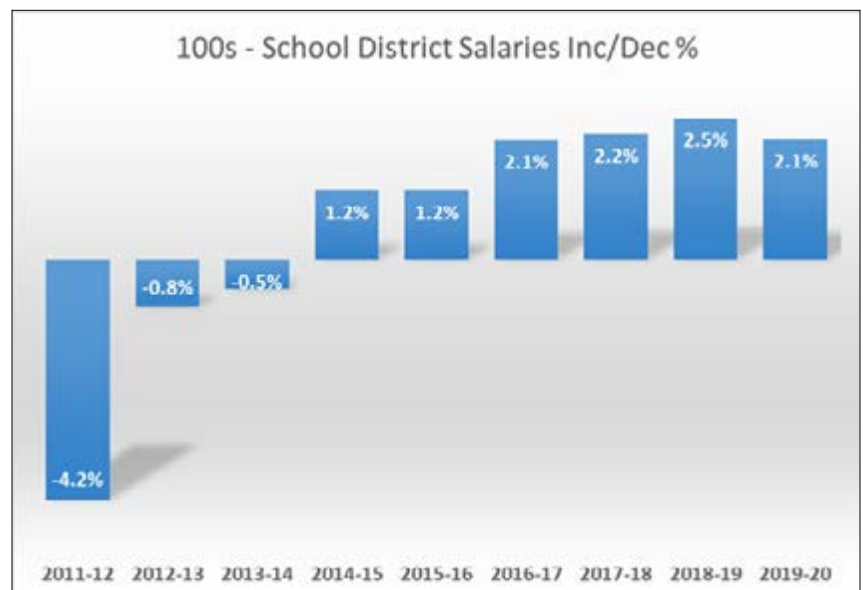
Meanwhile, regarding the earlier reference to the recently ended 2020-21 fiscal year, it is highly likely when the AFR data for 2020-21 is

released in the spring of 2022, salaries will have actually reduced year-over-year with the COVID recession. Evidence of district attrition strategy from quits, furloughs, and non-replaced retirements in 2020-21 is well documented in a year filled with revenue and budget uncertainty. How deep this re-set goes, and for how many fiscal years it moves forward is yet to be seen.

What is known is that ESSER dollars will get layered in over that 'base-line attrition' activity and for the next few fiscal years deciphering what is "base-line" total salaries versus ESSER one-time wages added on top of that may be an intractable math exercise. ESSER may well generate two to three billion dollars running through district salaries over the next several years as a one-time bump, and that may obscure, if not delay, clarity on actual wage base attrition. Lastly, this leads us to review the decade for total benefits (200 object series) cost growth. Total benefit spending was \$7.92 billion as reported by PDE the 2019-20 AFRs. It should be noted that the 2019-20 district benefit spend represents 64.9% of total salary spend, and 24.2% of total district spend. For every dollar of district salary statewide, districts needed 64.9 cents on top of that for benefits in their budget. From 2010-11 to 2019-20 total benefits paid by school districts increased \$3.69 billion dollars representing an 87.3% increase. It is an enormous increase. Now we dive deeper for the cost driver.

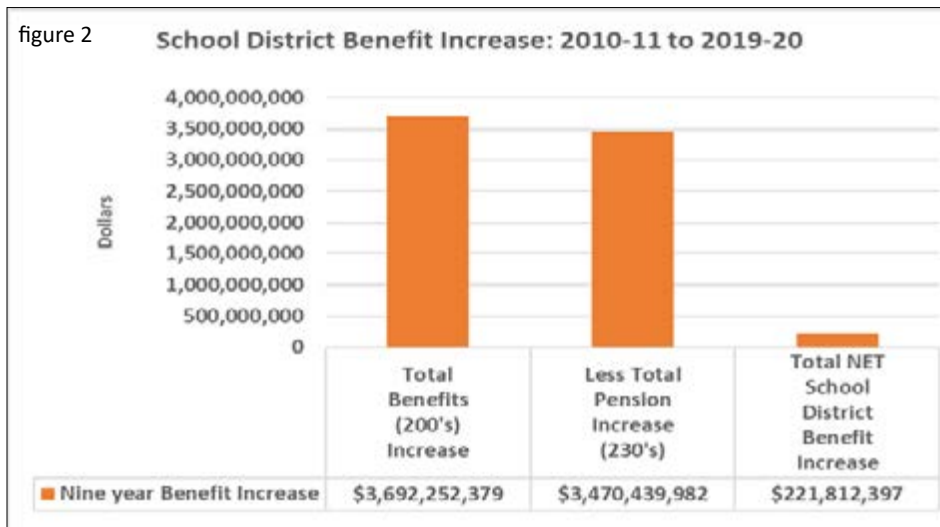
Figure 2 shows that \$3.47 billion of the \$3.69 bn was the total gross pension cost increase, or said another way, pension cost in district benefit budgets comprised 94% of the total benefit object series increase over the time period. While these numbers are gross pension costs, the net numbers were sent downstream to local tax base to pay regardless of community ability to pay. To be sure, this cost growth was partially funded by dollars reallocated from salary and other benefit attrition as described earlier. The

figure 1



state did not fund at a pace to match, nor could property taxes generate these kinds of increases, so the reallocations had to occur whether planned, or forced.

mandated cost clearly matters. Districts that could tax more, did so, and those who could not, still taxed a little more but at lower levels even as they cannibalized programmatic and other areas of the budget. Over the past decade, the commonwealth's inability to adjust school finance policy even while watching all this unfold, drove educational funding gaps wider and wider.



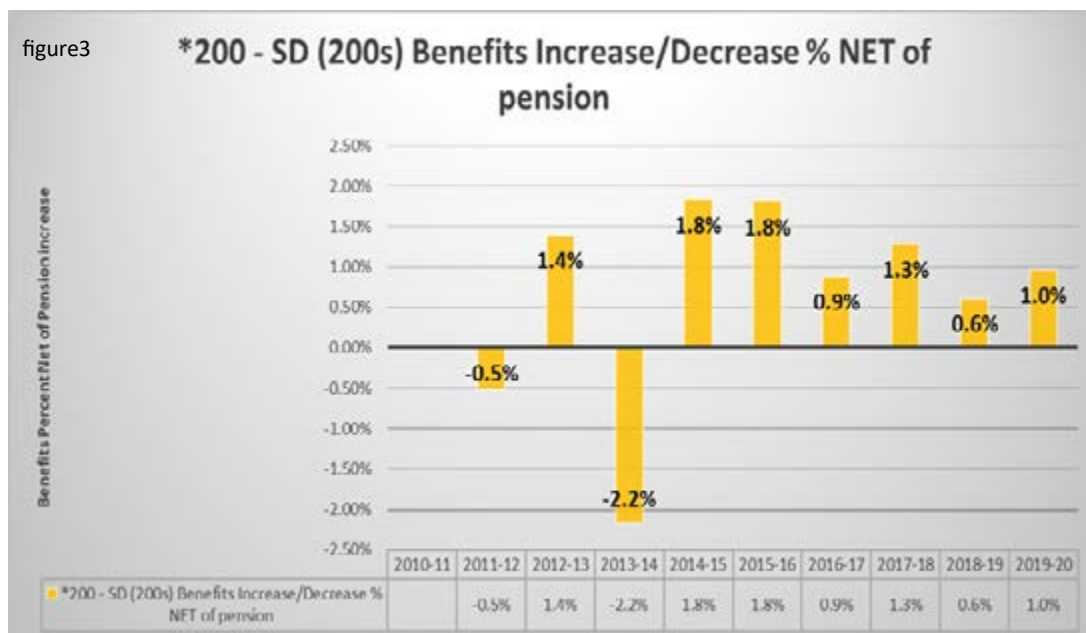
The total \$221.8 million net of pension benefit increase in figure 2 represents a total nine-year increase of 6.2%, or an average yearly increase of .7% increase (seven tenths of one percent). Meaning, net of pension all other district benefits increased \$221.8 million. That net remainder increase includes all other benefits including health care, workers' compensation, unemployment, and even social security. District health care consortia made great strides over the decade in controlling costs while at the same time many districts were also shedding employees as they managed total payroll costs.

Figure 3 shows the annual increase in school district benefit costs net of pension by year. When viewed from this net lens, the impact of mandate policy, or to be more precise, how the state chooses to pay or not pay for a

Meanwhile, for the 2020-21 fiscal year evidence to date in school district health care cost points to a lower increase than the prior trend, if not an actual year-over-year reduction. This is similar to expectations on salary. With the 2020-21 COVID economic shut down the health care arena focused on the pandemic while many health care sectors and specialty areas backed away. Health care utilization fell to all-time lows even as tele-doc services emerged as a new norm. PASBO evidence clearly indicates this in early 2021 data. However, more recent data show both cost and utilization upticks which most likely will impact district budgets later in 2021-22 and for 2022-23. We will have to wait on the AFR to provide final data for 2020-21, meanwhile, health care comprises the largest share of the net of pension benefit number, so what happens in health care post COVID recovery will impact.

Summary

Over the past decade salary and benefit cost increases for school districts in the commonwealth are not what most would have thought. They were not the runaway problem some claim them to be. Certainly they were not at any comparable scale to what commonwealth policy sent downstream to local tax base for mandates. Generally statewide, salaries and benefits over the period were not driving property taxes based on the actual numbers. Over the past decade, at .6% and .7% annual average increases for salary and net of pension benefits respectively, most would have missed their guess on increase estimates. Twitter feed one-liners and two sentence newspaper comments aside, the AFR historical data are what they are, and it is clear that the



...continued on page 18

districts did a good job managing 62% of district spend to control salary and benefit cost growth. What is also clear is that when the commonwealth cannot muster the ability act to adjust to observable change and new economic realities over time, it does not mean nothing changes. Doing nothing, is doing something.

As per recent articles, this look back period for districts was simply the decade of state policy mandates, at scope and scale never seen before in our history, all targeting the local tax base. It required both local district taxing efforts and local cost reductions (budget reallocations) to pay for it all, regardless of the local tax base or student needs. Frozen-in-time policy disregarded existing wide variances in local tax base and the impact was compounded by not leveraging multiple and broader statewide tax bases to even hold funding level shares constant at 2011 levels.

Districts that find themselves on the short side of state funding shares as well as on the long side of mandate cost growth, are like ships stuck in a canal lock. The water is slowly leaking out, and there is little to nothing they can do as the gaps get wider. Until school finance policies of local and state tax mix change in an overarching coherent approach, little else will, including the fact that history tends to repeat itself. This next decade begins with billions

in federal investment of ESSER dollars and how all this one-time money impacts is yet to play out, but it certainly benefits the State's budget as well as districts', and more importantly it benefits our students. Looking ahead, the next decade now starts with smaller, yet continued pension cost increases, but also with front loaded charter mandate increases that exceed 3 years' worth of the front-end pension increases loaded in a decade ago; if history is a guide, it is not a good start to lessening reliance on local taxes, and narrowing funding gaps.



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a different opinion



Congratulations to the following PASBO member who has demonstrated a high level of competency in the profession by earning a Certificate of Enhanced Qualification (CEQ) through the successful completion of a series of courses in a specialized area of school business leadership.

Jacob Guiher
Derry Area SD
 Leadership

Join us in celebrating this PASBO member as he continues to work towards excellence in school business.

LEARN & LEAD



PASBO is continually adding opportunities for our members to enhance their knowledge and keep current with best practices and trends in school business.

Here's what the schedule looks like for July 2021, but keep an eye on the website, as it is always being updated with new topics.

August 11, 2021
Web Forum

Final Installment on the 2020-21 Wage and Delinquent Tax Collections Series

August 12 @ 10:30 am
Caffeinated Conversation
ESSER Funds

Food Service Conference and Exhibits
 October 21 - 22, 2021

Facilities, Transportation & Safety Conference
 November 4 - 5, 2021

Check out all of the professional development opportunities at www.pasbo.org/workshops

THINKING ABOUT YOUR NEXT MOVE?

Professional Certification can help pave the way!



Professional certification will let your school know that you are serious about building your career and learning all you can about the job at hand. It will signify that you are a dedicated expert in your field and are committed to continuing education to gain more knowledge and skills in school business management. Check out PASBO's certification programs at www.pasbo.org/profcert

PASBO 2020/21:

The Year in Review

2020/2021 was an interesting year, to say the least, but PASBO is happy to report that despite the many challenges, we were able to not only stay focused and deliver what our members needed, but also to continue to grow and overcome the many obstacles to success. In fact, we flourished and were able to continue to carry out our mission laser focused on our members.

MISSION: The PASBO mission continues to be...*to develop and support leaders in school business operations.*

VISION STATEMENT: School business officials are respected and valued as professionals for their knowledge, expertise and leadership in contributing to the educational success of Pennsylvania students.

Your association strives to carry out this mission by adhering to a set of core values.

CORE VALUES

- Integrity and professionalism in everything we do.
- Exceptional service to our members, partners and others.
- Reliability, accuracy and objectivity in data and information.
- Engagement and advocacy to support public education.
- Life-long learning through professional and leadership development.
- Relationship-building through collaboration and teamwork.

None of PASBO's successes over the past year would have been possible without the incredible vision and astute leadership of the many leaders working on behalf of our membership. Many thanks to these leadership teams of 2020/2021.

2020/2021 Board of Directors



President
Joni Mansmann, PCSBA
Business Administrator
Canon-McMillan SD



President-Elect
Brent A. Kessler, PCSBA
Business Manager
Central York SD



Vice President
Diane J. Richards, PCSBA, CPA
Chief Financial Officer
Governor Mifflin SD



Immediate Past President
Robert E. Saul, PCSBA
Business Administrator
East Penn SD



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Sidney M. Clark, PCSBA
Business Manager/Board Secretary
Shanksville-Stonycreek SD



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Daren Moran, PCSBA
Business Manager
Capital Area IU #15



Director
Lynn Y. Naugle, PCSBA
Business Manager
Penns Valley Area SD



Director
Phyllis Heverly Flesher, PCSBA
Director of Administrative Services
Conestoga Valley SD



Director
William T. Meiser, PCSBO, PCSFM
Director of Operations
Middletown Area SD



Director
Christopher J. Wilson, CPA, PCSBA
Director of Business and
Support Services
Garnet Valley SD



Director
Scott P. Burchill, PCSBA
Director of Business
and Finance
Upper St. Clair SD



Director
Kathy Ciaciulli, PCSBA
Director of Finance and
Operations/Board Secretary
York Suburban SD



Director
Brian R. Pawling, PCSBA
Director of Business Affairs
Souderton Area SD

Committee Chairs

Accounting - Chris Wilson, CPA, PCSBA
Audit Review - Brent Kessler, PCSBA
Awards - Brian Pawling, PCSBA
Benchmarking - Matt Przywara, PCSBA, CPA
Building - Ed Poprik, PCSBO
By-Laws - Bob Saul, PCSBA
Communications - Penny Tansey
Conference - Diane Richards PCSBA, CPA
Education - Phyllis Heverly Flesher, PCSBA
Exhibitors Advisory - Dave Cranford
Facilities - Bill Meiser, PCSBO, PCSFM
Food Service - Sid Clark, PCSBA
Gary E. Reeser Memorial Award - Brent Kessler, PCSBA
Human Resources - Mark Holman
Leadership Development - Lynn Naugle, PCSBA
Legislative - Kathy Ciaciulli, PCSBA
Membership - Jeff Mummert, PCSBA
Nominations & Elections - Bob Saul, PCSBA
Past Presidents Advisory -Ed Poprik, PCSBO
Procurement - Missy Klaus, PCSBS
Professional Certification - Scott Burchill, PCSBA
Safety - Matt Shields, PCSBS
School Business Management Advisory - Brent Kessler, PCSBA
Strategic Planning - Brent Kessler, PCSBA
Technology - Daren Moran, PCSBA
Transportation - Sherri Ludwig, PCSBA, CPA
Healthcare Task Force - Chuck Peterson Jr., PCSBA, SFO
Partnership Task Force - Joni Mansmann, PCSBA

Regional Chapter Presidents

School Business

Capital Area - Greg Longwell
Delaware Valley - Dr. Vanessa Scott, PCSBA
Keystone Shortway – Jill Spence, PCSBO
Lancaster-Lebanon – Sherri L. Stull, PCSBA
Lehigh Valley - Thomas McIntyre, PCSBA
Lincoln Area - Michael Statler, PCSBA
Mid-East – Mark Boyer
Mid-State - Craig M. Livergood, PCSBA
Mid West - James Meyer, PCSBO
North Central - Carl Mitchell
Northeast – James D. Mirabelli
Northwest - Nancy Solderich, PCSBA
Southwest - Scott Burchill, PCSBA
Susquehanna Valley - Brandy N. Smith, PCSBA
West Central – Tammi Kinzel

Facilities

Central Region - Daniel Troutman
Delaware Valley – Kenneth C. Morris, PCSBS
Keystone Shortway - Troy Frederick
Lancaster-Lebanon – Kenneth R. Johnson
Lehigh Valley – Steven M. Walck
Mid-Penn - Thomas C. Kovac
Northeast - Robert Rozema

Northwest - Eric Schultz
Susquehanna Valley - Delbert Gallegos
Western – Dennis M. McDade

Food Service

Northeast Food Service - Justin Roselli
Pittsburgh – Curtistine Walker
Susquehanna Valley – Kevin J. Oswald

Human Resources

South Central - Tracey Kerr
Southwestern - Bob Reger, PCSBA

Purchasing

Delaware Valley - Laurie Peiffer, PCSBS

Safety

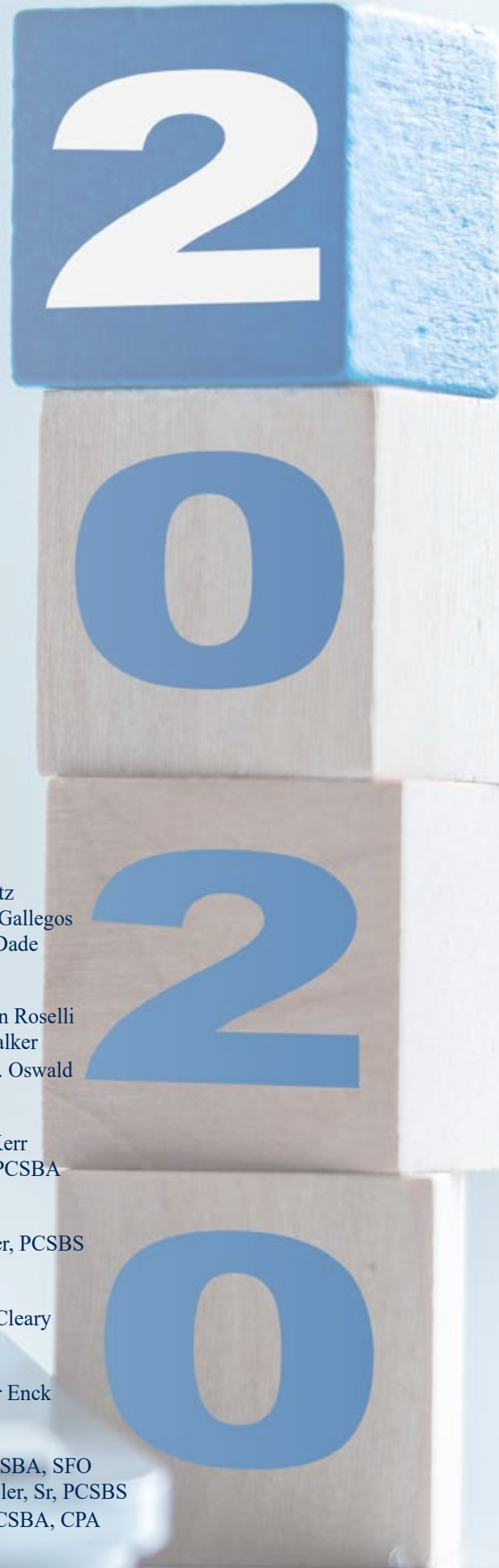
Central Region - Brian McCleary

Technology

South Central - Christopher Enck

Transportation

Central PA - Amy Simmons, PCSBA, SFO
Delaware Valley – Michael F. Detwiler, Sr, PCSBS
Southwest - Sherri L. Ludwig, PCSBA, CPA



MEMBERSHIP: Despite the unique situation we all endured during 2020, PASBO membership flourished.



NEW MEMBERSHIP MODEL FOR 2021-22

To promote efficiency PASBO began invoicing LEAs with a single invoice for all PASBO members for the 2021-22 membership year.

Your LEA's renewal notice is now based on an organizational dues model, not an individual membership model, as in prior years, and results in each LEA paying one membership amount to acquire a corresponding number of PASBO memberships.

Also approved in the recent Bylaws amendments, a few changes to the categories of PASBO membership were made to ensure individuals working as school business officials will be able to join as Active PASBO members.

Active members may now include:

- Business administrator, business manager, CFO, director of finance, facilities director, food service director, human resources director, procurement director, safety and security director, technology director, transportation director or any similar job titles
- Act 93 non-instructional positions are eligible active members (principals who do not have non-instructional duties and athletic directors are not eligible)
- Any employee whose job function does not require an instructional certificate from PDE including, but not limited to employees engaged in accounting, child accounting, communications, finance and administration, food service, facilities management and operations, healthcare administration, human resources,

MEMBERSHIP JUNE 30, 2021



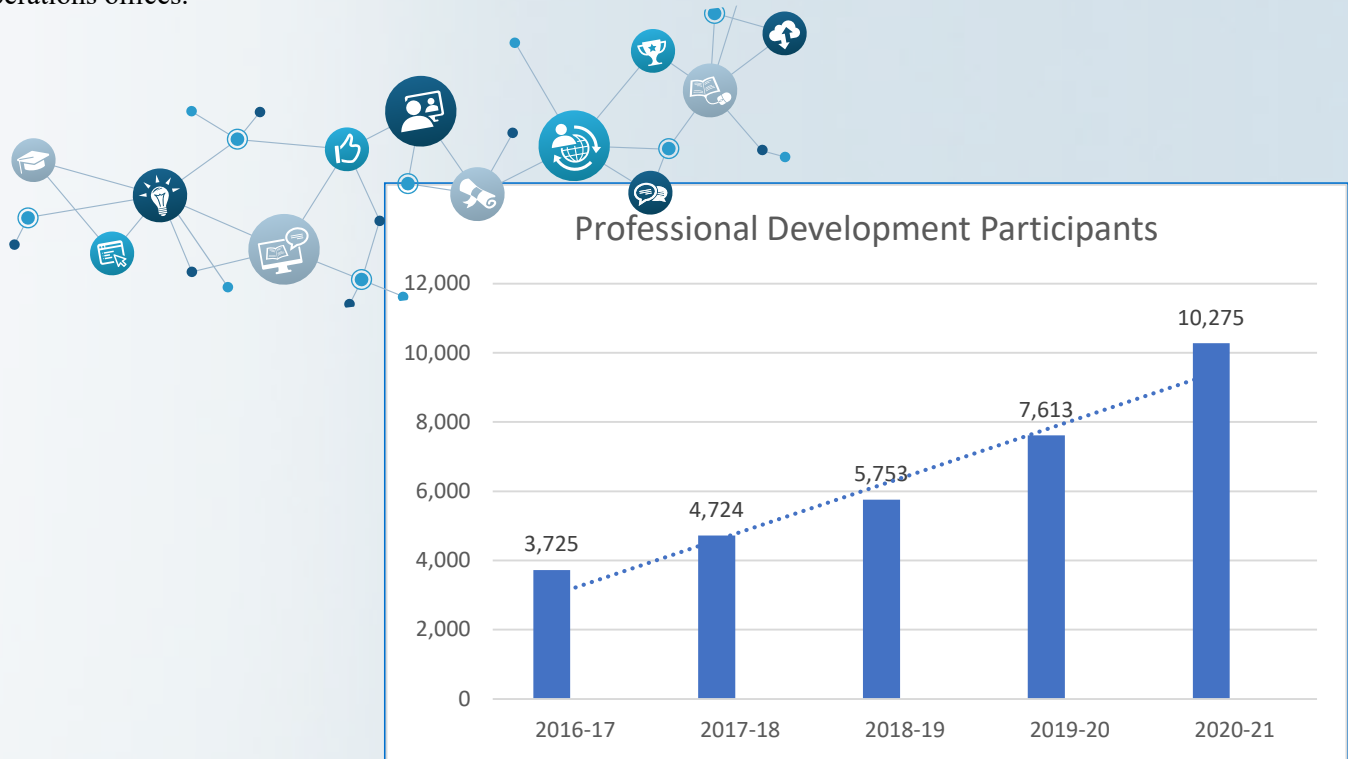
payroll, procurement, safety and security, technology, transportation, and tax collection are eligible active members.

- Superintendents are eligible active members but cannot be a voting member
- Contracted service positions to be determined by membership manager are eligible but cannot be a voting member
- There is no distinction between part-time and full-time employees. The membership manager shall designate eligible active members who are otherwise not eligible members (for example, a transportation director position is part of the building principal's responsibilities)

While in the past, some of these members may have been Associate members, this model eliminates the Associate member category, elevating all school business officials to Active Members and recognizing the critical importance of growing and elevating the entire profession of school business.

SUCCESSSES: While there were numerous impediments to success during 20/21, PASBO was able to not only maintain our prior level of membership services, but expand them - allowing PASBO members to keep abreast of the latest trends in school business and changes to regulations surrounding PA schools and the unique circumstances brought on by the COVID-19 pandemic.

PROFESSIONAL DEVELOPMENT: Enrollment in Professional Development programs soared as members looked to PASBO for reliable and accurate information on how to address pandemic-related challenges within their school operations offices.



PASBO members were seeking information during the pandemic, and PASBO responded. Many of our professional development programs saw attendance at a record high.

- Fraudulent Unemployment Compensation Claims - 320 attendees
- 2021-22 State Budget Web Forum - 345 attendees
- ESSER III: What you Need to Know about the Final Round of COVID Support Web Forum - 508 attendees
- Updated Federal Stimulus Information and Pupil Transportation Subsidy Calculations for School Year 2020-21 Web Forum - 579 attendees
- FYI - 279 registered for this monthly program.

PASBO continues to address member's needs by offering many ongoing professional development programs including:

- Standardized Curriculum (Elements and Advanced Topics – 21 programs: 18 online)
- Webcasts
- Leadership Academy
- Symposia Programs
- FYI
- Web Forums (43 since the start of the pandemic)
- Caffeinated Conversations (12)
- Micro Learning
- Support Staff Training Series
- Payroll Training Series

NEW FOR 2020-21

- Caffeinated Conversations were added to help members collaborate during COVID-19.
- Forty-three free-to-members web forums were provided during the pandemic to provide important, up-to-date information.



In addition to the many workshops, online web forums, caffeinated conversations, and FYI programs, PASBO members were able to gain valuable insights through participation in several conferences that were presented in 20/21. While these learning opportunities could not be presented face-to-face, they were presented virtually, allowing PASBO members to get the information they needed to endure the pandemic while remaining safe and continuing operations in their schools.

In 2020/2021 PASBO presented the following conferences as another means of fulfilling our mission to develop and support leaders in school business operations.

- PASBO 66th Annual Conference
- Food Service Conference
- Facilities/Transportation/School Safety Conference
- Steel Eagle Leadership Conference
- School Operations Academy
- Emerging Leaders Conference
- PETE&C (in collaboration with PDE, PAIMS, PAECT)

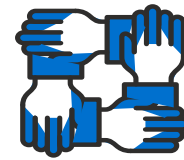
PASBO 66th Annual Conference at a Glance



744 Attendees



50+ Educational sessions presented



59 PASBO business member sponsors



AWARDS

2021 GARY E. REESER MEMORIAL AWARD

Stacy M. Gober, SFO, PCSBA
Chief Financial Officer/Board
Secretary, Bethlehem Area SD



PASBO Award of Excellence in School Purchasing Operations

Pennsbury School District

[Click here to watch the award video.](#)

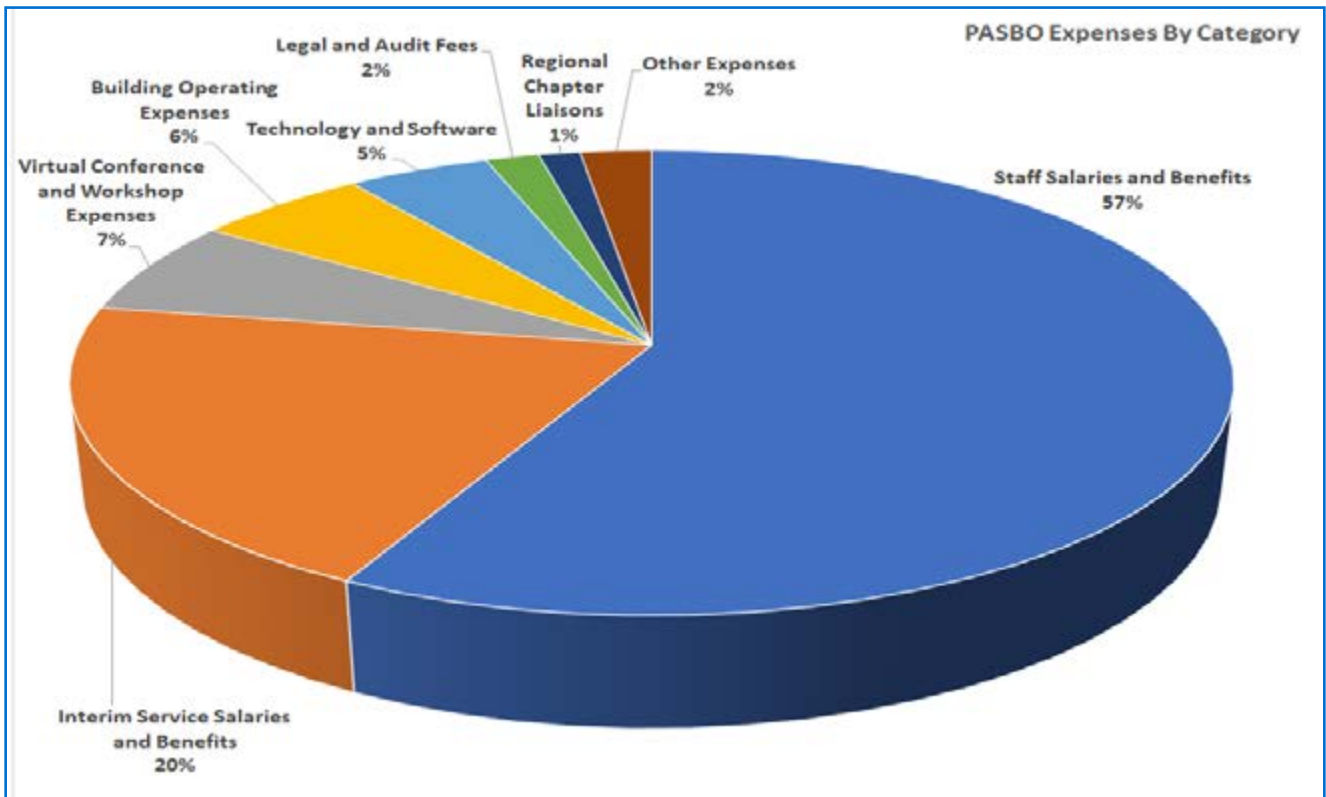
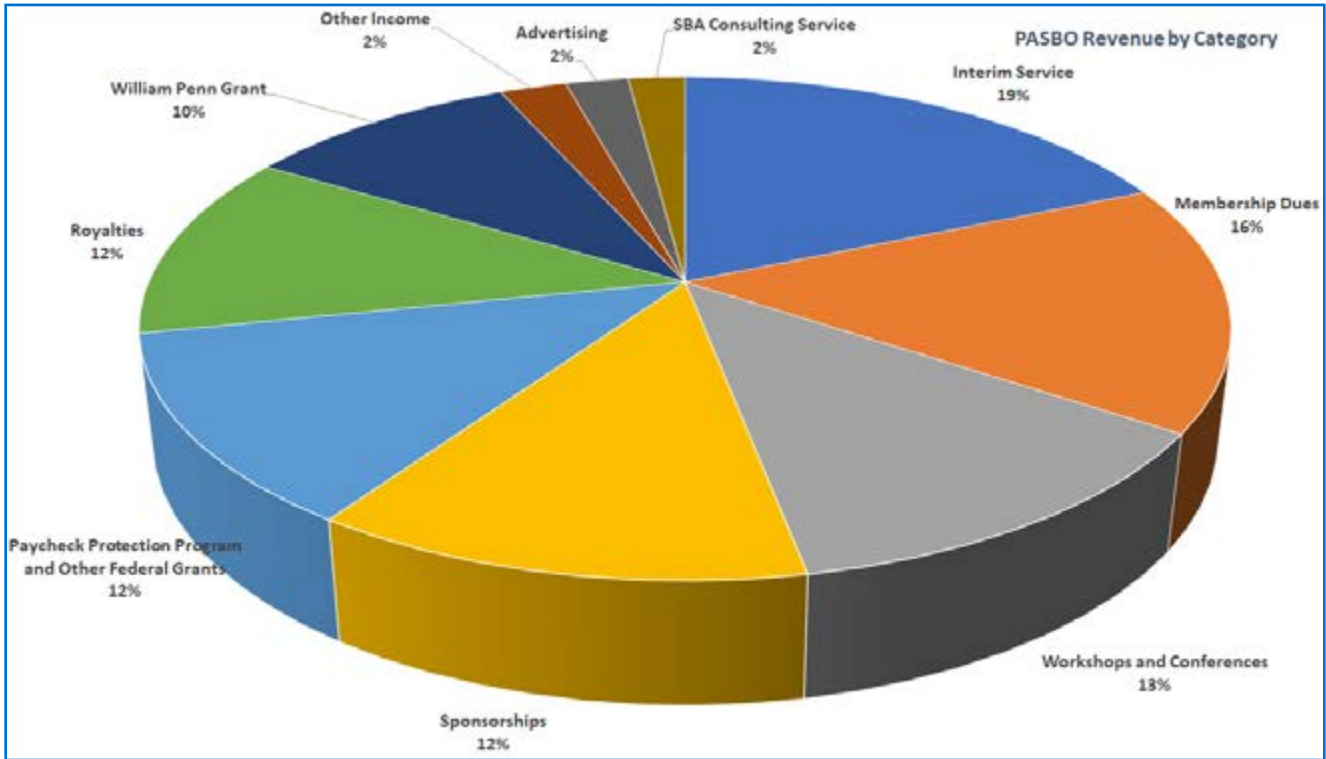


PASBO Award of Excellence in School Facilities Operations

Eastern Lebanon County School District &
Pennsbury School District

[Click here to watch the award video](#)

FINANCIAL INFORMATION: PASBO continues to be very responsible financially, keeping our members the focus of all financial decisions that effect the association. PASBO is excited that through diverse revenue streams, we are able to keep membership and other fees at a minimum for our members.



CONCLUSION: We know first hand all of the challenges you face on a daily basis. As always, PASBO will be here to help advocate for issues facing schools and provide you with up-to-date information and support to overcome these challenges. Together, we will make 2021-22 a successful year.

Membership Updates

New Members

Abington Heights SD
Ellen Burke- A/P Coordinator

Aliquippa SD
Pat Collins, Facilities &
Grounds Supervisor
Renee D'Alessandro
Payroll/HR

Altoona Area SD
Sandy Becker, Accountant
Susan Grassmyer
Administrative Assistant
Stacy Lovrich, Tax Office Mgr.
Stephanie McGraw
Administrative Assistant
Randy McKee, Server &
Storage Administrator
Sharon O'Donnell
Administrative Assistant

Bald Eagle Area SD
Steven Thompson
Network Administrator

Baldwin Whitehall SD
Edward Dini
Assistant Transportation Mgr.
Randy Huddart
Facilities Manager
Rachel Sprouse
Director of Employee
Services
David Tompkins
Transportation Manager

Beaver Area SD
Daniel Frye
Transportation Contractor
Dr. Carrie Rowe
Superintendent

Bellefonte Area SD
Laura Frye
Director of Food Services
Eric Funk
Director of Technology

Berks County IU #14
Beth Ann Wentzel
Asst. Supervisor,
Transportation

Bethlehem Area SD
Maria Jones
Purchasing Clerk

Big Beaver Falls Area SD
Regina Revis Asst to the
Administrative Offices

Blacklick Valley SD
Natalie Gallagher
Payroll Specialist
William Kanich
Superintendent

Bristol Borough SD
Dr. Rose Minniti
Superintendent

Bucks County Technical School
Anthony DeSilva
Custodial Manager
Joanne Dominik
Payroll/HR Assistant
Anthony Mazzocchi
Food Services Manager

Cambria Heights SD
Amy Kuntzman
Asst to Business Manager

Camp Hill SD
Megan Miller
Director of Human Resources
and Policy Development

Canton Area SD
Peggy Guzik
Human Resources
Dr. Eric Briggs
Superintendent

Central York SD
Chad Creasy
Custodial Supervisor

Charleroi Area SD
Terri Crampo
Director of Buildings &
Grounds
Rebecca Kline
Secretary, Superintendent
Danielle Patterson
Assistant to the Business
Manager in Charge of AP
Barbara Savarno
Business Office
Administrative Assistant
Samantha Shinsky
Director of Technology &
Innovation

Chartiers Valley SD
Mikaela Duckstein
Director of Communications
& Strategic Partnerships
Tim McConnell
Director of Transportation
Dr. Johannah Vanatta
Superintendent

Chester Community CS
Joanne Newfield
Executive Director of
Accounting

Chester County Family
Academy
Bright Harmon
Administrative Assistant
Tara Webber, CEO

Chester County Family
Academy CS
Sarah Behrnt-Malone
Food Service/Teacher

Chichester SD
Daniel Nerelli,
Superintendent
Nichole Taylor
Food Service Director

Clearfield County CTC
Tiffany Cover, Principal
Robin Dusch
Executive Assistant

Commodore Perry SD
Michelle Goehring
Business Manager

Conemaugh Township Area SD
Thomas Kakabar
Superintendent
Alan Zimmerman
Maintenance Supervisor

Cornell SD
Michelle Weaver
Central Office Admin Asst

Cranberry Area SD
Stewart Berlin
Technology Coordinator
William Vonada
Superintendent

Crestwood SD
Joann Black
Assistant Business Manager
Robert Mehalick
Superintendent
Sara Meshkofski
Payroll Specialist
Kevin Schuetrumpf
Director of School Safety & Security

Dallastown Area SD
Shelley Ebbert
Payroll Coordinator

East Stroudsburg Area SD
Damaris Robins
Director of Transportation

Eastern Center for Arts &
Technology
Liam Gallagher, Accountant

Eastern Lancaster County SD
Kristen Greenawalt
Assistant Director
Rebekah Ray
Administrative Assistant
Lars White
Director of Facilities

Ephrata Area SD
Nickolas Berry
Assistant Maintenance
Director
Tim McCormick
IT Director
Brian Troop, Superintendent

Fairfield Area SD
Crystal Heller
Supervisor of Food Services

Farrell Area SD
Brian Veccia
Asst. Principal
Transportation Coordinator

Forest City Regional SD
Donna Keslo
Administrative Assistant
Payroll

Fox Chapel Area SD
George Kavish III
Facilities Shift Supervisor
Shonie Walters
Accounts Payable

Freeport Area SD
Shawn Stivenson
Athletic Director
Transportation Director

Gettysburg Area SD
Tricia Darnell
Accounting Secretary
Ron Gilbertson
Food Service Director
Lisa Miller
Payroll/Financial Secretary

Greater Johnstown SD
Dr. Vicki Ryan
Federal Programs Coordinator
Amy Smith
Exec Secretary to Business
Mgr.
Jess Vance
Secretary to the Asst.
Superintendent

Hanover Area SD
David Bulzoni
Business Administrator

Hempfield Area SD
Walter Eged
Operations Manager
Brett Gwynn
Accounts Payable Specialist

Hollidaysburg Area SD
Dawn Summerville
Data Management
Administrator

Innovative Arts Academy CS
Rocco Seiler
Director of Operations

Interboro SD
Margaret Caldwell
Confidential AA to the
Superintendent/Director of
Finance

Jim Thorpe Area SD
Ted Larizzio
Building and Grounds
Manager

Kane Area SD
Linda Anderson
Administrative Assistant
Betsy Austin
PIMS Coordinator
Sheri Brunner
Personnel Secretary
Janis Newpher
Purchasing Agent
Vickie Osmer
Administrative Assistant

Keystone Central SD
Chad Krape
Technology Supervisor
Jacquelyn Martin
Superintendent
Shelly Ott
Transportation Coordinator

Keystone Oaks SD
John Lyon
Director of Buildings,
Grounds, and Transportation
Aaron Smith
Technology Director

Lampeter-Strasburg SD
Matthew Greenwood
Transportation Coordinator
William Griscom
Director of Technology
Mary Williams
Admin Asst, Superintendent

Lebanon County CTC
Sherry Himmelberger
Administrative Assistant
Jane Uhrich
Purchasing / Accts Payable

Lincoln IU #12
Jennifer Bermejo
Administrative Assistant,
Educational Technology
Services
Marty Schuj, Trust Manager

Manheim Central SD
Alexis Baker
Director of Facilities
Marcie Elbin
Director of Human Resources
Sara Payne
Food Services Director
Dan Lyons
Director of Technology
Services
Katherine Ward
Director of Human Resources

Mechanicsburg Area SD
Brad Carlson
Payroll Coordinator
Greg Farabaugh
IT Systems Administrator
Dr. Mark Leidy
Superintendent of Schools
Dirk Wiley
Maintenance Foreman

Mercer Area SD
Steve Hoover
Transportation Director
Dr. Ronald Rowe Jr.
Superintendent

Mifflin County SD
Andrea Parker, MIS Manager
Thomas White Jr.
Director of Buildings and
Grounds
Justin Haynes
IT Services Coordinator
Eldon Hoy
Director of Student Services

Millville Area SD
Cheryl Musselman, Payroll
Joseph Rasmus
Superintendent
Whitney Holloway
Business Manager

Milton Area SD
Greg Edinger, HR Manager
Ashley Reese
Food Service Director

Montrose Area SD
Tom Lonzinski
Facilities Director

Moon Area SD
Kellie Crago
HR, Benefits and Payroll
Supervisor

Morrisville Borough SD
Jason Harris, Superintendent
Jonathon Shiota
Director of District
Operations
Luz Waters
AA to the Superintendent
Cliff Yuen
Technology Manager

Moshannon Valley SD
Lanette Stodart
Administrative Assistant

Northeastern SD
Elizabeth Johnston
Payroll Administrator

Northern York County SD
Brenda Hartman
Asst. to the Business
Manager
Matt Johnson
Director of Building and
Grounds
Deanna Shedlock
Payroll Coordinator
Vangie Unti
Director of Human Resources
Lynne Wicker
Transportation Director

Northwest Tri-County IU #5
Teryne Caldwell
Transportation Coordinator
Sally Daehnke
Human Resources Director

Oil City Area SD
Susan Acel
Director Building & Grounds
Stacey Plowman
Administrative Secretary

Parkland SD
Jessica Afflerbach
Coordinator of Benefits

Parkway West CTC
Ray Walkowiak
Building and Grounds
Supervisor

Pen Argyl Area SD
Lisa Rodger
Confidential Secretary
Wayne Rutt
Assistant Supervisor of
Building and Grounds

Penn Cambria SD
Jeanette Black
Assistant to the
Superintendent
Christina Dorsch
Administrative Assistant
Scott Sherry

Director of Buildings,
Grounds, and Maintenance

Penncrest SD
Kristen Eckart
Business Manager

Pennridge SD
Diane Miller
Director of Technology

Pennsbury SD
Matthew Kolowajtis
Head Custodian
Christopher Longo
Chief Accountant
Joe Tummarello
Head Custodian

Pennsylvania Cyber CS
Ryan Frueh
Director of Business Services

Pennsylvania Distance
Learning CS
Abby Dubinchik
Compliance Manager
Ryan Schumm
Federal Programs

Pequea Valley SD
Cathy Koenig
Director of Student Services
Heather Mann
Payroll & Benefits
Coordinator

Plum Borough SD
Denise Sedlacek
Assistant Superintendent
Donesha Thompson
Payroll

Punxsutawney Area SD
Paul Hetrick
Transportation Coordinator
Mike McMahan
Director of Instructional
Technology
Lindsay Phillips
Cafeteria Manager

Reach Cyber CS
Jen Decker
Payroll/AP Coordinator

Reading Muhlenberg CTC
Michael Zalegowski
Fiscal Clerk

Reynolds SD
Rose Lyons
Board/Superintendent
Secretary
Anna Wilkinson
Supervisor Child Accounting /
Transportation

Ringgold SD
Jodi Patton, AP Coordinator

Riverside SD
Paul Brennan
Superintendent

Riverview IU #6
Mirranda Bauer
Accountant/Data Manager
Matthew LaVerde
Assistant Executive Director

Rockwood Area SD
Mark Bower, Superintendent
Lori Breckenridge
Administrative Assistant

Rose Tree Media SD
Jenni Lee
Supervisor of Food Services
Samantha McNelis
Payroll Clerk

Salisbury Township SD
Danielle Rothrock
Payroll Specialist
Patricia Veszpremi
Executive Assistant to CFO

Schuylkill IU #29
Holly Dolbin
Payroll and Attendance
Specialist
Linette Hunyara, Secretary
Michelle Rose
Transportation Coordinator
Amanda Ward
HR Coordinator

Seneca Valley SD
Randy Miller
Director of Buildings and
Grounds

Solanco SD
Erin Gerhart
Transportation Coordinator

South Park SD
Patrick Harrigan
Director of Communications
Carey Mejalli
Payroll and Benefits Specialist
Colleen Moses
Accounting Manager

Southern Lehigh SD
Thomas Ruhf
Assistant Superintendent

Southmoreland SD
Vicki Capone
Food Service Director
Gail Ellenberger
Benefits Secretary
JoAnne Lane

A/P Secretary
Vincent Mascia
Superintendent
John Puskar
Technology Director

Stone Valley Community CS
Cheryl Casner
CEO / Education Director
Jay Hurley
Facilities Manager

Sullivan County SD
Lance Mabus
Technology Director

Titusville Area SD
Stephanie Keebler
Superintendent
Michael McGaughey
Assistant Superintendent

Tredyffrin-Easttown SD
Colm Kelly
Maintenance Supervisor
David Preston
Food and Nutrition Services
Supervisor
Jay Varadharaju
Accounting Coordinator

Trinity Area SD
Suzette Durig
AA to the Director of Fiscal
Services
Shane Firestone
Asst Director of Facilities /
Transportation
Jack Minnick
Director of Human Resources
Bonnie Oller
AA to the Director of HR

Troy Area SD
Cindi Norton
Accounting Specialist

Tunkhannock Area SD
Mary Gene Eagen
Assistant to Superintendent
Heather McPherson
Superintendent
Jackie Shaver
Food Service Director

Twin Valley Area SD
Crystal Fisher
Accounts Payable
Shelbie Morton
Accounts Receivable /Taxes
Stephen Amore
Director of Operations

Upper Merion Area SD
Sharon Anthony
Benefits Manager
Mary Catherine Murphy

Purchasing
Caitlin Navarro
Director of Human Resources
Robyn Sadowski
Business Office Specialist
Brett Cutright
Budget and Accounting
Coordinator
Anita Kaseman
Director of Human Resources

Upper Perkiomen SD
Georgiann Fisher
Director of Human Resources
Paula Germinario
James Roth
Director of Technology

Upper St. Clair School District
Ashley Lindhurst
Food Services
Raymond Berrott
Director of Technology
Diane Mariano Rodi
HR/Benefits Coordinator
Jennifer Parkinson
Payroll Coordinator
Daniel Snyder
Maintenance Manager
Judi Stemmler
Human Resources
Billie Williams
Custodian, Manager

Valley Grove SD
Kevin Briggs, Superintendent
Michael Boccella
Superintendent
Christopher Mendicino
Director of Compliance and
Accountability

Wayne Highlands SD
Marie Latourette
PIMS Administrator
Scott Miller
Director of Technology

West Oak Lane CS
Jane Lewis
Director of Human Resources
Daiselle Morris
Purchasing / Accounting
Coordinator

Wilmington Area SD
Debra Crum
Asst. Business Manager
Melda Irwin
Secretary to the
Superintendent

Wilson SD
Nicholas Claytor
Senior Accountant
Jennifer Essig
A/P / Purchasing Specialist

Sarah Ginn
Director of School Nutrition
Brad Hahn
Director of Human Resources
Linda Shaughnessy
Accountant
Jeff Simcox
Director of Operations
Annette Smith
Accounts/Payroll Specialist

York Academy Regional CS
Regina Arnold
Food Service Manager
Nancy Hudak
Instructional Technology
Specialist
Lori Jenkins
Human Resources Manager
Cynthia Lockard
Business Manager Assistant
John Noel
Plant Manager
Angela Sugarek
Chief Executive Officer

York City SD
Traci Wright
Human Resource Specialists

York Suburban SD
Vincent Henry
Director of Technology
Jordan Hoke
Coordinator of
Transportation and Child
Accounting
Lonna Trump, Accountant

Yough SD
Mary Lackey
Payroll & Benefits Specialist
Andrew Sanders
IT Director
Dr. Janet Sardon
Superintendent
Deb Wojciechowski
Child Accounting