

**DUQUESNE CITY SCHOOL DISTRICT
OFFICE OF THE RECEIVER**

**QUARTERLY PROGRESS REPORT
FOR THE PERIOD Q4-2021-2022**

Dr. William H. Kerr, Receiver

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1. Authority and Purpose

Consistent with the Financial Recovery Act 141 of 2012, the Duquesne City School District Financial Recovery Plan was issued on February 11, 2013 and implemented on April 2, 2013. On November 12, 2020, a Fourth Amendment was approved by the Pennsylvania Department of Education and final approval granted by the Allegheny County Court of Common Pleas on November 16, 2020. The Fourth Amendment is designed with visionary, strategic, and operational goals and objectives for sustainability and continuous school improvement – academically and financially – now and in the future.

Section 672-A (b) (2) of the Public School Code of Pennsylvania requires a Quarterly Report to the Secretary of Education; therefore, the Fourth Quarterly Progress Report for FY 2021 – 2022 – April 1, 2022 through June 30, 2022 – is provided herein.

2. School District Benefits of Receivership

Receivership of the School District was a result of fiscal instability and poor academic performance, taking into account all aspects of financially distressed operations. The benefits of Receivership have preserved, protected, and enhanced the value of assets through a variety of assistance including, but not limited to, an advance of state subsidies, a transitional loan, targeted grants, and professional development programs funded by the Pennsylvania Department of Education. Under Receivership, the School District has been able to be more efficient and expeditious to secure, manage, and stabilize assets from further deterioration. Equally important, liabilities and contested financial matters have been eliminated. District policies and procedures have been implemented and restrictions enacted for proper accounting by effectively managing cash flow, debt service, and timely payment of all financial obligations. Receivership has provided an intense level of intervention for student achievement and growth, professional development, and financial accountability – a triangular relationship and considered a work in progress for continuous school improvement. Pursuant to Act 141 of 2012 and the implementation of the Financial Recovery Plan in 2013, the various Court appointed Receivers and the Department of Education assigned Chief Recovery Officers for the Duquesne City School District have been an integral part of the Financial Recovery Plan, as amended, in collaboration with key stakeholders of the School District, Pennsylvania Department of Education, Allegheny Intermediate Unit, and Public Financial Management.

3. Executive Summary

The Receiver, Superintendent, and Business Manager continue to be in regular communication through Zoom meetings, emails, text messages, and weekly in-person meetings. Concerted efforts for continuous school improvement of curriculum, instruction, and assessment are an integral part of the Duquesne City delivery system for educational programs and services based on collaborative and professional working relationships among the administration, faculty, and support staff. Financial sustainability, transparency, and accountability – including updates of projections as part of the Annual Budget planning and approval process – are also an integral part of continuous efforts for school improvement.

Fourth Quarterly Progress Report FY 2021 – 2022 Highlights

- The Health and Safety Re-opening Plan for 2021 – 2022 was implemented throughout the school year and the School District followed CDC guidelines accordingly. The Administration reported seven (7) COVID positive testing cases for the Fourth Quarter among staff and students. The 2022 – 2023 Health and Safety Re-opening Plan will be submitted to the Department of Education by July 29, 2022.
- During the 2021 – 2022 school year, the Duquesne City School District (DCSD) operated a pre-kindergarten through seventh grade at the Duquesne Education Center (DES), noting that the Pennsylvania Department of Education, School Services Division, officially approved the 7th Grade Reconfiguration Plan on July 21, 2021.
- Email notification was received on June 16, 2022 for confirmation approval of the 2022 – 2023 8th Grade Reconfiguration Plan for Duquesne City School District. The Administration reviewed PDE feedback to ensure all of the reconfiguration changes were correct, noting that PDE officially approved the name change in July from Duquesne Elementary School to Duquesne City K – 8 School.
- The primary goal of the Duquesne City K – 8 School is to be recognized as a “turnaround school” and a model for rebuilding educational programs, services, and activities in a financially distressed school district.
- The 2022 – 2023 Middle School Curriculum for 8th grade students is completed and is based on the Pennsylvania Instructional Framework for Math and ELA. Throughout the year students will engage in learning through the modules developed in the Framework. Teachers will support the learning of standards through the use of various curricular programs. In ELA, students will be completing various novel studies as well as units on Greek mythology. Math curriculum will be supported by READY math, which both students and teachers have been using since the 2019 – 2020 school year. In US History and 8th grade Science, students will continue learning the academic standards with the support of current instructional materials. Electives will include Computer Concepts, Robotics, Civics and Government (2nd half of the total curriculum), and Project STEM with a focus on Artificial Intelligence. Students will once again have the opportunity for a foreign language, with a part-time Spanish teacher. Band and 2D Art will accompany the standard special subject areas of Health and Physical Education and STEM learning opportunities.
- The 2022 – 2023 Pre-K Counts program will be operated and staffed by the Allegheny Intermediate Unit.
- As of June 30, 2022, student enrollment for 2021 – 2022 was 445, including 58 ELL students.
- Efforts continue to improve curriculum and instruction at DES. Details of these efforts are outlined in respective sections of this report marked Regular Education and Special Education.
- Current secondary enrollment of Duquesne resident students at West Mifflin and East Allegheny is 289.
- Annual tuition to be paid by Duquesne for students attending schools elsewhere in 2021 – 2022 is now projected to be \$9,631,387.
- Current charter school enrollment K – 12 is 222.

- Continued efforts are being made to bring students back to Duquesne from charter schools, based on the Marketing Recruitment and Strategy Plan for 2021 – 2022. The Plan will be updated for 2022 – 2023 with a new branding, “Re-Discover Duquesne!”
- There were no unpaid or contested invoices or debt service obligations during the Fourth Quarter. All payroll, benefit expenditures, and tuition payments were made in a timely manner.
- Three Board Resolutions were approved: (1) Affirmation, Commitment, and Support of the Public School System, (2) Commitment to Providing a Safe and Secure Learning Environment, and (3) Preliminary Approval of a Capital Project at the Steel Center for Career and Technical Education.
- The Steel Center CTE 2022 – 2023 Budgets – including the Administrative Budget for \$211,165 and the General Operating Budget for \$6,936,765 – were approved, with the District's portion of \$1,944.
- The 2022 – 2023 Administrative Budget for the Southeastern Area Special School (Mon Valley) was approved in the amount of \$293,108 for the 2022 – 2023 school year, including the District's portion of \$1,139.
- The 2022 – 2023 Allegheny Intermediate Unit Program of Services Budget was approved in the amount of \$2,243,173, including District’s contribution to the Program of Services Budget estimated to be \$2,519.
- Collaboration continues with Eat n’ Park and the United Way to provide food to the families and community members of Duquesne, including back packs of food for students who qualify on the weekends. This partnership ended with the last day of the student school year; however, program plans are underway for 2022 – 2023. The Boys and Girls Club partnership continues for Duquesne City students during summer months.
- Three Summer Camps will be held for students in July and the Extended School Year program for special education students is scheduled as a four-week program. Camp Accelerate, a two-week program, includes Art and Design for students going into K – 8, a Pre-K and K School Readiness Camp and a Lego League Camp for students going into grades 4 – 8. The camps are in session from July 20 – July 31.

4. Supplemental Information

The DCSD website, dukecitysd.org, provides a historical summary of the School District's severe financial recovery status, its receivership, and criteria for exiting recovery status. Also, The Financial Recovery Plan, as amended, and Quarterly Progress Reports are posted for accountability and transparency for the general public.

5. Regular Education – Student Enrollment

Recent historic and current DES enrollments are displayed on the following table.

**Duquesne Elementary School
Student Enrollment
June 30, 2022**

Grade >	Pre-K	K	1	2	3	4	5	6	7	Total
Sept 2018	32	60	45	44	53	38	37	59	-	368
Dec 2018	31	58	43	47	52	35	37	60	-	363
Mar 2019	30	58	43	47	52	35	37	60	-	363
Jun 2019	30	58	54	53	58	39	42	55	-	389
Sept 2019	41	62	60	55	55	57	42	47	-	419
Dec 2019	42	62	58	55	47	55	43	44	-	406
March 2020	42	65	58	53	51	57	43	48	-	417
June 2020	42	65	58	53	51	58	43	48	-	418
Sept 2020	13	54	61	51	47	55	52	42	-	375
Dec 2020	12	51	54	46	43	53	51	39	-	349
March 2021	12	51	55	47	43	52	53	40	-	353
June 2021	13	51	57	48	44	53	53	41	-	360
Sept 2021	15	54	54	58	49	46	51	55	43	425
Dec 2021	14	49	51	57	48	43	49	52	45	408
Mar 2022	16	51	54	61	48	44	51	55	48	428
June 2022	16	55	56	66	50	45	53	57	48	445

6. Regular Education – Sections, Class Size, and ESL Data

The following tabulation reflects current regular education sections and average class size at each grade level.

**Duquesne Elementary School
Regular Education Sections, Class Size, and ESL Enrollment
June 30, 2022**

Grade	Pre-K	K	1	2	3	4	5	6	7	Total
Sections	1	3	3	3	2	2	3	3	2	22
Per Class Avg.	16	18.3	18.7	22	25	22.5	17.7	19	24	22.9
Total by Grade	16	55	56	66	50	45	53	57	48	445
ESL by Grade	2	5	5	7	8	8	9	7	7	58

7. Average Student Attendance

The following chart reflects two years of attendance, including attendance in the virtual instructional model as indicated by * which indicates partial online instruction.

**Duquesne City School District
Average Student Attendance
2020 - 2021 and 2021 - 2022**

2020-2021 Month	Day Count	Avg. Monthly % Present	Avg. % Absent Count	Avg. Excused Count	Avg. Unexcused Count	Avg. Unlawful Count
Aug	9	94.69%	5.31%	4.11	12.88	0
Sep	22	92.11%	7.89%	6.72	19.4	0
Oct	*22	92.63%	7.37%	4.59	19.45	0
Nov	*21	88.3%	11.7%	10.61	22.28	0
Dec	*23	89.77%	10.23%	3.54	18.26	0
Jan	*21	91.1%	8.9%	4.52	20.14	0
Feb	*20	91.47%	8.53%	3.64	22.19	0
Mar	23	91.16%	8.84%	3.58	23.13	0
Apr	22	87.15%	12.85%	5.88	29.59	0
May	21	87.47%	12.53%	4.9	32.33	0
Jun	3	87.96%	12.04%	0	33	0
Total	207	90.41%	9.59%	5.18	22.64	0

2021-2022 School Year

2021-2022 Month	Day Count	Avg. Monthly % Present	Avg. % Absent Count	Avg. Excused Count	Avg. Unexcused Count	Avg. Unlawful Count
Sep	18	92.23%	7.77%	12.94	5.33	0
Oct	20	91.48%	8.52%	10.77	8.5	0
Nov	22	91.33%	8.67%	6.47	13.04	0
Dec	23	92.59%	7.41%	4.21	12.23	0
Jan	*21	86.88%	13.12%	6.63	22.66	0
Feb	23	89.24%	10.76%	6.12	17.55	0
Mar	23	88.02%	11.98%	6.32	19.42	0
Apr	19	84.08%	15.92%	11.81	21.31	0
May	21	85.39%	14.61%	8.16	22.23	0
Jun	11	75.97%	24.03%	8.36	41.63	0

2021-2022 Month	Day Count	Avg. Monthly % Present	Avg. % Absent Count	Avg. Excused Count	Avg. Unexcused Count	Avg. Unlawful Count
Total	182	87.63%	12.37%	8.96	18.14	0

**Partial Online Instruction*

***Average Unexcused Actual Count Corrected*

8. Significant Changes

Duquesne School increased enrollment in all sections (PK – 7). This was mostly due to the School District’s growing ESL population and an influx of 4 new families.

9. Student Enrichment Programs

The Boys and Girls Club partnership continues for our Duquesne City students and will continue for the 2022 – 2023 school year.

Boys & Girls Club – 37 students enrolled (Grades 1 – 7)

Uplift Center – 20 students identified (Grades 4, 5, 6)

Oasis Tutoring: .5 (PK – 3)

Collaboration continues with Eat n’ Park and the United Way to provide food to the families and community members of Duquesne, including backpacks of food for students who qualify on the weekends. Plans are underway to continue this partnership for the 2022 – 2023 school year.

10. State Monitoring

Please refer to #12-C.

11. Curriculum, Instruction, Assessment and Technology

A. Curricular Highlights

Kindergarten through 3rd grade students and teachers are continuing to use the American Reading Company (ARC) Core reading program that was implemented during the 2019 – 2020 school year. ARC offers digital components to assist in virtual and remote learning and supports students’ literacy instruction with reading materials at each student’s instructional level. The program also offers teachers cultivated classroom libraries, thematic inquiry units, and teacher-led student conferencing to accelerate student growth and academic performance. Duquesne also added an explicit phonics instructional program, Sounds to Spelling, to support early primary students’ foundational reading skills.

All grades K – 7 are using READY math for core math instruction as well as the iREADY math program for math enrichment and remediation. Teachers are able to assign lessons that support the grade level standards and content in addition to remediation of skills practice to ensure students have ample opportunities for mastery. Students took their fall benchmark in person and the program was able to determine a baseline for instruction this academic year. Students have been engaged in their “my path” learning opportunities as instruction is customized to each student.

This platform can be accessed in school or remotely so that students have continual access to math instruction and learning. The most recent benchmark was given in May, 2022.

Students in grades K – 7 are also using the iREADY program to enrich and remediate their skills in reading. Students completed their fall benchmark in person and have since been engaged in their “my path” learning. Teachers in grades 3 – 7 have been utilizing science and social studies materials that are aligned to PA academic standards for departmentalized grades. Lesson plans and activities are aligned weekly with academic standards. Science and Social Studies curriculum will continue to be developed during the summer of 2022.

Teachers engage weekly in Professional Learning Communities (PLC’s) where they examine classroom and student level data to drive instruction, meeting vertically across grade levels and across content areas. Data includes benchmark assessments, daily exit tickets, anecdotal notes, as well as proficiency data from online programming. Curriculum sites are being utilized weekly to unpack standards, align pacing, and develop lesson plans. The sites include curriculum maps, pacing guides, common assessments, and data trackers for ELA, Math, and Science for curriculum and instructional purposes.

Preliminary PSSA scores released showed improvement in proficiency in various grade levels in ELA, most notably in our fifth grade. Math continues to be an area of weakness across the School District. Staffing plans as well as curriculum adjustments and professional learning for teachers are in the works based on the preliminary scores.

B. Professional Development

Professional development for the staff of Duquesne City School District continues in multiple content areas with a large emphasis on math instruction in all grade levels. Teachers are engaged in professional development through Carnegie Learning (grades PreK – 2 and 6 – 7 math) as well as the National Math and Science Initiative (grades 3 – 5 ELA, Math and Science, and grades 6 – 7 ELA and Science). These sessions focus on laying the foundation for effective instruction in core content areas.

The School District continues its partnership with Communities in Schools to provide more intense SEL strategies and tactics for students and staff on a regular basis throughout the school year. A Career Exploration Specialist was provided office space in the Duquesne Education Center. ESSER funds support this initiative.

Plans are underway by the School District for 2022 – 2023 professional development with the University of Virginia (UVA) Partners in Educational Leadership. The School District will participate in a “Reset Program” to meet the District’s changing needs. There were two sessions in June to prepare for 2022 – 2023 UVA professional development. The Superintendent participated in the Shepherd’s kick-off for Cohort 19 on June 9, 2022 in the morning and the team joined her later in the afternoon for the summer kick-off for UVA. The School District leadership team of administrators and teachers will return to a summer UVA professional development session, July 11 – 15, 2022.

“The World of Work” program provides student connections to real world work experiences through a framework based on four levels: Exploration, Simulation, Meet a Pro, and Practice. The Superintendent has selected this program to be a focus of the Learning 2025 Initiative sponsored and funded by the Grable Foundation. A Coordinator was hired to facilitate “World of Work”

activities in partnership with the Grable Foundation and Avonworth, South Fayette, Elizabeth Forward, and Duquesne City School Districts. The four districts met on May 25, 2022 to develop a plan for the 2022 – 2023 pilot school year. The “World of Work” Coordinator, as chosen by the four Superintendents, is Duquesne’s own Ashli Detweiler. Mrs. Detweiler is currently a third grade teacher with many deeply-rooted professional collaborators across Southwestern Pennsylvania.

12. Special Education Services

A. Special Education

The Special Education consultant engages on regular conference calls with Mrs. Tyann Neal, BSE compliance officer, regarding out-of-district student placements. These conference calls occur periodically to ensure federal IDEA compliances.

The IEP process and re-evaluation process for all special education students continued throughout the school year. IEP's are reviewed at least annually and all IEP's are current. Re-evaluations occur every three years as triennial evaluations, unless the student (s) has an intellectual disability then the evaluation occurs every two years.

Keystone Consulting ended its professional services with the School District on June 30, 2022. Beginning July 1, 2022, the Allegheny Intermediate Unit will provide special education services by assigning an educational consultant three days a week to work with Duquesne administrators, teachers, and parents/guardians.

All Special Education Transportation records have been signed and submitted to the AIU.

B. Student Enrichment Programs

The Extended School Year program will be in session during July, 2022 at the Duquesne Education Center, Monday through Thursday from 9:00 – 12:00.

C. State Monitoring

There were no state monitoring sessions scheduled.

D. Gifted

DES had one identified gifted student and there are quarterly meetings with the parents, teachers and special education consultant to review gifted goals and specially designed instruction.

E. PASA Testing

DES had 5 students who were eligible to take the Pennsylvania Alternative System of Assessment test. Two DES test coordinators administered the tests to eligible students.

F. Professional Development

The Special Education consultant conducted monthly department meetings with special education teachers during the Fourth Quarter. Topics included compliance and timelines, PASA eligibility, and ESY eligibility. The school psychologist addressed testing and required documentation.

13. Student Services

A. IST/DSAP 3Q Data

IST

Total Student referred = 7

Cases Closed = 17

Cases Currently Active = 0

Yearly IST = 87

Yearly Closed = 87

DSAP

Total students referred = 4

Cases closed = 2

Cases currently active = 27

B. McKinney-Vento Summary

School District personnel transported all accounted for McKinney-Vento families daily to and from school. All primary parents of families experiencing homelessness have been given the opportunity to utilize available resources depending on specific needs from the Duquesne Family Center, Duquesne City School District, and Allegheny Intermediate Unit.

14. Other Significant Activities

There was no Education Advisory Council meeting scheduled by the Department of Education during the Fourth Quarter.

The Receiver participated in the Quarterly Receiver and Chief Recovery Officer (CRO) June 21, 2022 meeting. Topics included (1) Improving Student Outcomes by Building Equitable, Positive Learning Environments (2) PDE Preview: Building Equity-Inclusion-Belonging in the Neighborhood Roadmap; (3) Federal Programs; and (4) Updates from Receivers, CRO's, and Financial Recovery Partners.

The Receiver Advisory Committee was re-established as prescribed by Act 141 of 2012, Section 6545-A, which requires that an Advisory Committee be established to meet and consult with the Chief Recovery Officer or Receiver of the School District. The sole function of the Advisory Committee is to provide recommendations and feedback to the Chief Recovery Officer or Receiver on the development and implementation of the District's Financial Recovery Plan, as amended. The Receiver Advisory Committee meetings will begin in the 2022 - 2023.

The Board of Directors and the Superintendent of Schools were notified that the Receiver is scheduled for an educational visit and tour of the Harrisburg City, City of York, Chester-Upland, and Scranton School Districts on September 23 - 24, 2022 to meet with respective Receivers and Chief Recovery Officers who provide development, implementation, and monitoring of Financial Recovery Plans. There is no cost to the School District.

15. District Cyber Academy and Marketing/Recruiting Plan

The District Cyber Academy, in partnership with Allegheny Intermediate Unit / Waterfront Learning, provides asynchronous online learning through the platform, Accelerate. Parents

inquiring about cyber education are encouraged to take advantage of the District Cyber Academy. School District teachers provide the online instruction and are available for student and parent consultations. The District Cyber program is research-based and embraces best practices for online learning, offering Duquesne children a flexible and high-quality curriculum and instruction. A District cyber student has all the benefits of a Duquesne student, including participation in all programs, activities, sports, and clubs.

The Marketing / Recruiting Plan, as amended, for 2022 – 2023 aims to increase the overall student enrollment at the Duquesne Education Center as a PK – 8 school and to reduce the amount of charter / cyber charter school tuition paid by the School District. The plan includes the use of current resources, social media, and personnel to engage the community in legacy-building and to share the traditions, pride, and history of Duquesne City School District. The Administration will introduce plans for a new theme and rebranding from “Bring Your Kids Home” to “Re-Discover Duquesne!” to further promote a flexible, online cyber education options for parents and families.

16. Financial Recovery Plan

The Financial Recovery Act 141 of 2012, Fourth Amendment, was approved for the Duquesne City School District by the Pennsylvania Department of Education and final approval granted by the Allegheny County Court of Common Pleas on November 16, 2020. The Fourth Amendment is designed with visionary, strategic, and operational goals and objectives for sustainability and for continuous school improvement – academically and financially – now and in the future.

The 2020 – 2021 Board Resolution by the Receiver, acting as the Board of School Directors, titled **Advocating a Change in the Established State Tuition, Act 141, 24 P.S. Education § 16-1607 (b) (4) Formula**, remains at the forefront of internal discussions. The Resolution which brings attention to the increasing costs and seriousness of the negative financial effect of student tuition expenditures paid on behalf of Duquesne students. The Resolution was distributed to state legislators representing Duquesne City School District, including a follow-up discussion with State Representatives Austin Davis and Nick Pisciotano. School District officials are developing a strategy to address the increasing student tuition costs with East Allegheny and West Mifflin Area School Districts.

The 2021 – 2022 Board Resolution by the Receiver, acting as the Board of School Directors, titled **A Resolution for Sound Fiscal Management and Accountability** was approved. The purpose of the Resolution is to reinforce the School District’s plan for a new 5-year financial projection of revenues, expenditures, and debt service; and further, to study the impactful nature of ESSER funding to ensure valuable financial projections, analysis, and discussions among Duquesne City School District stakeholders. The intent is to provide a clear message for financial sustainability, transparency, shared responsibility, and accountability, including updates of projections as part of the Annual Budget planning and approval process.

In addition to previously awarded CARES Act grants of \$496,700 (ESSER, net of nonpublic share) and \$151,690 (PCCD), the District expects to receive approximately \$2,381,000 in additional funds through “ESSER II” as a result of the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSA Act) passed in December of 2020 and approximately \$4,822,000 via “ESSER III” authorized under the American Rescue Plan Act (ARP Act) of 2021. These funds will be implemented over a multi-year period through 2024 to maintain existing educational service levels, provide resources to ensure the health and safety of staff, and to address learning

loss as a result of the pandemic. The budgeting and planning process for the use of these funds is complete, and both ESSER II and ESSER III grant applications have been approved by the Division of Federal Funds.

17. Budget and Finance

Every fiscal quarter since 2013 – 2014, the Duquesne City School District has been in good financial standing. There have been no unpaid or contested invoices; and, all payroll, benefit expenditures, debt service obligations and tuition payments have been made in a timely manner.

The implementation of the 2021 – 2022 General Fund Budget commenced on July 1, 2021 and continued through the Fourth Quarter.

As of the June 30, 2021 Annual Financial Report and Local Audit, there is no threatened or pending litigation against Duquesne City School District. Further, the School District is unaware of any other unasserted claims or assessments involving the School District.

The Business Manager presented the 2022 – 2023 Final General Fund Budget and was approved at the Receiver Business Meeting on June 14, 2022. The Budget summary includes Revenues of \$20,859,449 and Expenditures of \$20,643,092. This leaves a projected Surplus of \$216,357. The Taxpayer Relief Act (Act 1 of 2006) provides an additional \$96,000 (26% increase year-over-year), resulting in \$463,000 of total property tax relief for Duquesne City taxpayers. A millage increase to the Act 1 Index (18.48 mills) is offset by a millage reduction provided by the Property Tax Reduction Subsidy. The net effect is a 1.1% real estate tax increase compared to 2021. The median assessed homestead property will pay \$3.33 more in the year. The projected ending Fund Balance for June 30, 2022 is \$1,497,803. The projected Fund Balance for June 30, 2023 is \$1,714,160.

The 2022 – 2023 Tax Resolution was approved, 6-0, during a recessed RBM, by way of a Special Board of School Directors meeting – duly advertised – for an official voting session.

The following General Fund Balance Analysis is based on audited year-end results for 2020 – 2021. Due to cost saving measures and additional revenues, primarily from federal stimulus packages, the 2020 – 2021 budgeted deficit of nearly \$2.5M was reduced to approximately \$1.5M. The General Fund Balance as of June 30, 2021 was \$1,017,081.

Numerous meetings were held concerning the Steel Center for Career and Technical Education proposed CTE Building Renovation Plan, which includes the staged construction improvements. The \$29M project will require participation by eleven (11) school districts and approval of a 20 year bond issue. Based on Project Financing Information provided by PFM, Duquesne's financial commitment will be based on a pro-rata share of 0.92% which amounts to \$411,680 over the life of the bond (approximately \$20,000 per fiscal year). The pro-rata share for the CTE building renovation program is subject to an annual appropriation by member districts but does not count against a member district's borrowing capacity. It has been noted that Duquesne City is currently under Receivership and an Intercept Agreement which may have implications for borrowing. The School District is reviewing a cash payment option versus a payment plan, but will require further research and discussion.

18. General Fund Balance Analysis

Duquesne City School District General Fund Balance Analysis June 30, 2021

Non-spendable		
Pre-paid	\$142,377	
Other	-	
Total non-spendable		\$142,377
Restricted		-
Committed		-
Assigned for extraordinary educational needs	\$500,000	
Total Assigned		\$500,000
Unassigned		\$374,704
Total fund balance as of June 30, 2020 (audited)		\$2,537,744
Surplus (deficit) for FY 2020-2021		(\$1,520,663)
Total fund balance as of June 30, 2021 (audited)		\$1,017,081

19. Bonds and Notes Payable

A summary of bonds and notes payable is shown on the following table. Due to the restructuring of existing debt and the issuance of new debt, this table has been updated. While outstanding debt has increased, net debt service expense for the 2021 – 22 school year was reduced by \$288,049 (25.3%) which will assist the District’s cash flow in the near-term future.

Bonds and Notes Payable June 30, 2022

Fiscal Year Ending <i>June 30</i>	Bonds Payable	Notes Payable	Total Bonds and Notes Payable	Total Annual Debt Service
2012*	\$14,124,167	0	\$14,124,167	
2013*	13,173,333	0	13,173,333	
2014*	9,272,501	\$1,000,000	10,272,501	
2015*	6,616,667	2,335,000	8,951,667	2,926,206
2016*	6,110,883	1,500,000	7,610,883	1,553,989
2017*	5,590,000	1,000,000	6,590,000	1,224,589
2018*	5,054,167	1,000,000	6,054,167	729,888
2019*	4,503,333	850,000	5,353,333	883,639
2020*	3,122,500	790,000	3,912,500	1,610,764
2021*	11,661,667	730,000	12,391,667	3,105,492
2022**	10,980,834	665,000	11,645,834	1,075,424
2023**	10,935,000	0	10,935,000	1,027,524
2024**	10,319,167	0	10,319,167	932,324

Fiscal Year Ending June 30	Bonds Payable	Notes Payable	Total Bonds and Notes Payable	Total Annual Debt Service
2025**	\$9,803,334	0	\$9,803,334	820,724

*Audited financial statements

**Projected

20. Receiving Schools, Tuition Enrollments, and Projected Costs

After personnel costs for the Duquesne City School District’s staff, the next largest categories of spending are tuition costs for secondary schools and charter schools. These two costs contribute to the School District’s long-term financial challenges for a variety of reasons.

Current student tuition enrollments are tabulated below. The chart also compares the list of enrollments to the prior Quarter’s totals to give some perspective on student enrollment trends.

Duquesne City School District Tuition Enrollment June 30, 2022

Receiving Schools	Grades	Students March 31	Students June 30	Projected 2021-2022 Tuition
West Mifflin Area School District	8- 12	273	275	\$3,907,438
East Allegheny School District	8 - 12	15	14	228,862
Charter schools, regular education	K - 6	116	111	1,750,685
Charter schools, special education	K - 6	28	28	1,082,598
Charter schools, regular education	7 - 12	61	58	914,773
Charter schools, special education	7 - 12	24	25	966,606
Special Education schools	K - 12	18	19	780,425
Other schools	K - 12	0	0	0
Totals		535	516	\$9,631,387

Changes in individual tuition enrollments in the categories of receiving schools during the Fourth Quarter can be seen by comparing enrollments from March 31, 2021 to June 30, 2022 in the table above. Enrollment figures for East Allegheny and West Mifflin were reconciled at the end of FY 2021 – 2022.

It should also be noted that the table above includes Allegheny Intermediate Unit special education classroom tuition, whereas the tuition schedule on the Annual Financial Report does not include these costs.

In the case of secondary students, the tuition rate is determined by the greater of the annual increase in the District’s revenue budget or the District’s Act 1 Index. Based on current estimates from the Commonwealth’s Independent Fiscal Office, the District’s Act 1 Index is expected to increase significantly over the next several years as shown in the table below.

Duquesne City School District, Act 1 Index, 2021-2022 — 2025-2026

2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Actual	Actual	Projected	Projected	Projected
4.9%	5.6%	7.1%	7.1%	5.9%

The annual tuition rate for DCSD students who attend school at West Mifflin Area and East Allegheny is \$14,978.36 for the 2021 – 2022 school year. Tuition was calculated by PDE and communicated to the District, with the District given an opportunity for comment. The tuition rate formula will continue to be an ever-growing financial burden for the District because it will never remain flat or decrease. As noted above, it will continue to grow by at least the District’s Act 1 Index or the annual growth in the District’s revenue budget. When the projected Act 1 Index figures are taken from the Independent Fiscal Office, the District’s tuition rate will grow to over \$20,000 by the end of the 5-year projections considered in this report.

Secondary-level enrollment in East Allegheny and West Mifflin decreased in 2021 – 2022 due to the addition of 7th grade in the District, and there will be a further change next school year when DES expands to 8th grade. In current figures for budget planning, the District estimates that there are approximately 235 secondary students in grades 9-12 at East Allegheny and West Mifflin. Tuition costs for these students is expected to increase by \$197,000 in the school year 2022 – 2023. Raising taxes to the Act I Index still fails to cover one-half of that annual increase.

The School District is developing a strategy to address the annual percentage increases of tuition with East Allegheny and West Mifflin Area school officials. The intent is to seek a more reasonable secondary student tuition formula near a 2% to 3% annual increase for such services.

A significant financial challenge facing the District continues to be the rising cost of charter school tuition. Legislative remedies are needed that address accountability to control the quality and cost of these programs. It should be noted that the Receiver, acting as the Board of School Directors, adopted a Board Resolution on March 29, 2022 with regards to charter school funding reforms.

The annual tuition rate originally budgeted for each non-special education charter school student for 2021 – 22 was \$14,647.98 based on actual, calculated rates from the 2020 – 21 school year. For each special education student who attends a charter school, the original budgeted annual tuition was \$34,601.28. Actual charter school rates, as calculated on the PDE-363, are significantly higher in FY 2021 – 2022. The non-special education charter school tuition rate is \$15,763.97 (8% higher than budget). The special education charter school tuition rate is \$38,644.69 (12% higher than budgeted). These rates were calculated at higher levels than expected due to a lower 2020 – 2021 ADM total relative to 2019 – 2020. The District continues to face an

unrepresentative special education calculation due to the nature of the formula assuming a 16% special education population. Because the District’s special education population is appreciably higher, the formula incorrectly divides total special education expenditures by a smaller number of students than are actually enrolled at Duquesne.

The following chart provides a visual with specific data as to relates to DSCD Average Daily Membership for 2020 – 2021; Special Education Population with 16% assumption required by PDE; Actual Special Education Population of the District at 23.9%; and Additional Cost to the District using the required 16% assumption.

Average Daily Memberships	Special Education Tuition Rate for 2021-22	Number of Special Education Students at Charter Schools as of June 30, 2022	Charter School Tuition Cost for Special Education Students
902.334			
144.373	\$ 38,664.16	53	\$ 2,049,200.64
215.658	\$ 31,097.28	53	\$ 1,648,155.72
	\$ 7,566.89		\$ 401,044.93

Enrollments of DCSD students in charter schools at key months during the past several years are illustrated below. Total charter school enrollments have decreased by (7) seven students, compared to March 2022.

21. Charter School Enrollments

Duquesne City School District Charter School Enrollments June 30, 2022

Month	Year	Elementary	Secondary	Total Enrollment
September	2018	152	51	203
December	2018	156	52	208
March	2019	154	56	210
June	2019	135	78	213
September	2019	109	95	204
December	2019	112	98	210
March	2020	128	73	201
June	2020	127	72	199
September	2020	137	87	224
December	2020	141	83	224
March	2021	141	84	225
June	2021	135	79	214
September	2021	141	75	216
December	2021	147	76	223
March	2022	144	85	229
June	2022	139	83	222

22. Duquesne City Education Foundation and Other Foundation Grants

The School District established articles of incorporation and by-laws for the Duquesne City Education Foundation, elected officers for 2021 – 2022, and filed IRS Form 1023 with supporting documents for 501 (c) (3) not-for-profit status approval. IRS notification dated May 5, 2022 indicated that the Education Foundation was determined to be tax exempt and recognized as a charitable organization. The Foundation will support and strengthen Duquesne City School District by encouraging innovation, recognizing excellence, creating vital partnerships, and developing community philanthropy. All programs, activities, and projects will be aligned with the Mission and District / School Level Comprehensive Plans, with all funds directly used for District-related initiatives. The Foundation is in the process of establishing contacts with regional philanthropic organizations in addition to individual appeals for targeted funding which will help support academic programs, athletic fund investments, ongoing facilities maintenance, or other school community activities. Monthly Foundation meetings have been held throughout the school year.

A Grable Foundation grant for \$60,000 was approved for Rebuilding 7th and 8th Grades. This grant will support the efforts with Community in Schools to address Social and Emotional Learning through PBIS and to connect the school and the greater community through the Parent Cafés initiative.

A Grable Foundation grant for \$50,000 was approved for a Duquesne Craftsman and Arts Guild. This grant will provide extended learning opportunities in Digital Art, Ceramics, Photography and Design. The purpose is to connect students with job aspirations and ideas for higher education and careers.

A Dick’s Sporting Goods Foundation grant for \$5,000 was approved to purchase new athletic uniforms and equipment for the 2022 – 2023 school year.

23. Human Resources – Personnel /Staffing Assignments

Settlements and other Personnel Actions

There were no settlements entered into during the Fourth Quarter.

Personnel / Staffing Assignments

The following chart presents a summary of staffing at the DCSD as of June 30, 2022.

Parentheses indicate changes from the March 31, 2022 summary.

**Duquesne City School District
2021 - 2022 Staffing Summary
June 30, 2022**

Professional staff (+1.0)	41.5	Administrators (+2)	6
Instructional support staff (+1)	22	Coordinators and supervisors (+1)	4
Other support staff (-2)	12	Confidential exempt staff	3

1. Staffing changes reflect resignations, replacements, and new hires to meet the changing needs of the School District:
 - The contract with AIU3 for business management services ended June 30, 2022 and a new Business Manager was hired.
 - Under ESSER funds, two new positions were created to meet the changing needs of the School District: (1) Director of Technology and Digital Learning and (2) Coordinator of Mental Health and Support Services.
 - Following the resignation of one personal care assistant and due to vacancies existing from the previous quarter, two personal care assistants were hired.
 - Following one custodial resignation, two substitute custodians were hired.
 - Following the reassignment of one non-professional, confidential staff member, one business office assistant was hired.
 - One teacher retired. There is currently one vacancy.
2. Negotiations with the Duquesne Education Support Professionals Association are an on-going process, noting it was mutually agreed on July 1, 2021 to extend the terms and conditions of the current contract. A DCSD / DESPA negotiations session was held on May 4 and the next session date is pending confirmation by both parties.
3. Negotiations with the Duquesne Education Association began with an initial “handshake” meeting via zoom on January 7, 2022 with representatives of the School District, PSEA / DEA, and State Mediation Services. The DEA presented its formal proposal on March 15 and School District officials presented its proposal on April 21. The last DCSD / DEA negotiations session was held on May 3, noting that the next negotiations session is scheduled for July 12.
4. Part-time consultants are utilized to assist in the following areas: special education administration (transitioning from Keystone Consulting to Allegheny Intermediate Unit 3, effective July 1, 2022) and communications coordination through Allegheny Intermediate Unit 3.

24. Board Policies and Administrative Regulations

The following Board Policies were approved during the Fourth Quarter:

Board Policy

R03 Receiver Advisory Committee

101.3 Racial Equity and Inclusion (new)

122 Extracurricular Activities

123 Interscholastic Athletics

123.1 Concussion Management

123.2 Sudden Cardiac Arrest (new)

140.1 Extracurricular Participation by Charter / Cyber Students

227 Controlled Substances / Paraphernalia

227.1 Chemical Use & Co-curricular Activities (new)

237 Electronic Devices
335 Family and Medical Leaves
610 Purchases Subject to Bid / Quotation
611 Purchases Budgeted
702.1 Crowdfunding (new)
800.3 Archive Record Retrieval Services (new)
835 Solicitor Services (new)
911 News Media Relations
911.1 Sports & Special Events News Coverage
913 Non-School Organizations / Groups / Individuals
915 Relations with Booster Organizations

Administrative Regulations

None

25. Facilities and Property Services – Stadium, Maintenance, and School Security & Safety

A. Field and Stadium Project

The Superintendent has met periodically with ELA Sports, a design firm, to provide visionary drawings of a stadium complex. The “mark-up” drawings have been completed and the Superintendent has a three-year phase-in plan with estimated costs. A Case for Support document has been completed and the process of an ambitious community-wide / regional fundraising campaign will begin in the near future. Now that the Education Foundation was approved by the IRS as a charitable and tax exempt organization, a GoFundMe kick-off campaign officially began on June 1, 2022 to support the purchase of uniforms and equipment for the new Middle School athletics program. A construction company has volunteered to tear down the unsafe bleacher structure as well as the current ticket booth. Demolition will be determined after a site visit and schedule of work.

B. Maintenance

The McClure Group addressed an issue with water penetration coming through the 8th floor ceiling and the work was completed. Barrier Protection installed a porthole window to the 6th floor entrance to ensure students and staff could have a vantage point of the exterior of the building. A replacement pressure regulator valve was purchased for quality assurance of water flow throughout the facility.

The School District replaced its ice machine to ensure cafeteria staff could properly temper food to meet compliance regulations and Access Elevator addressed a hydraulic issue with the dumbwaiter.

Barrier Protection installed keyless entry to the new business office entrance and all door locks in the new business office have been rekeyed to ensure that records and documents remain confidential.

The Director of Safety and Security worked with Regent Insurance to re-establish the School District Workplace Safety Committee.

South Hills Mower serviced all field equipment to ensure proper maintenance and function for summer landscaping.

C. School Security & Safety

The Health and Safety Plan for 2021 – 2022 has followed CDC guidelines throughout the school year. A 2022 – 2023 Health and Safety Re-opening Plan will be submitted to the Department of Education.

The Director of Facilities / Coordinator of School Safety and Security had both School District security guards take threat assessment training and the Director provided the mandated Annual Safety and Security briefing during the executive session at the June Receiver Business Meeting.

The Director of Facilities / Coordinator of School Safety and Security has been effectively managing school security and safety. The Pennsylvania State Police, Security Office Division, conducted a building threat assessment by the Risk and Vulnerability Assessment Team (RVAT). The PSP Assessment has been received and is under review by the Administration, noting facility recommendations have been made and others are on file for appropriate follow-up. Professional development will be scheduled, including implementation of recommendations for enhancing school security and safety. Campus Solutions has been contacted to schedule additional in-depth Active shooter training for teacher in-service training at the beginning of the 2022 – 2023 school year.

The Receiver and the Lead Security Officer attended the June 13, 2022 School Safety and Security Symposium which was sponsored by the Westmoreland Intermediate Unit and held at the Westmoreland County Community College. There were two tracks, (1) Behavioral / Mental Wellness and (2) Safety, Security, and Emergency Management. Track 1 topics included: The Role of Threat Management; Student Resilience in Recovery from the Pandemic; Teens and Social Media; and Marginalized Youth. Track 2 topics included: Managing After-school Incidents; Role of the Local Emergency Management Coordinator & PIO and the Media; Cybersecurity: A Critical Part of School Security; and Cyber Threats, Recent Incidents, Available No-cost Resources.

26. Governance and Administration

Dr. Sue A. Mariani, Chief School Administrator, is supervised by Dr. William H. Kerr, who was reappointed Receiver, effective March 31, 2022 through April 1, 2025. Dr. Kerr reports to the Duquesne City Board of School Directors, the Pennsylvania Department of Education (PDE), and the Allegheny County Court of Common Pleas. Dr. Kerr reports to Judge Alan Hertzberg and to Eric Hagerty, Acting Secretary of Education, via Dr. David W. Volkman, Special Advisor to the Secretary.

The Duquesne City Board of School Directors, with whom the administration meets in executive session at every Receiver Business Meeting, consists of the following members:

1. Board President DeWayne Tucker
2. Board Vice President Calvin Harris
3. School Director Denise Brownfield
4. School Director Candice Butler
5. School Director Burton Comensky
6. School Director Laura Elmore
7. School director Sonya Gooden

8. School Director Rosia Reid
9. School Director Cedric Robertson

Elected members of the Duquesne City Board of School Directors participated in two Receiver Business Meetings during the Fourth Quarter (May 10 and June 14). A Special Board of Directors Meeting was held on June 14 for approval of the 2022 – 2023 Tax Resolution. Respective meetings included elected Board members in attendance as follows: May (8) and June (6).

27. Next Report

The next Quarterly Progress Report will cover the First Quarter of Fiscal Year 2022 – 2023, July 1 through September 30, 2022. That report is expected to be filed in October 2022.

28. Acknowledgements

The following individuals contributed to this report:

- William H. Kerr, Ed.D., Receiver
- Sue A. Mariani, Ed.D., Superintendent of Schools
- Aaron Hassett, Business Manager, BSBA (out-going)
- Jennifer Tressler, Business Manager, CPA (in-coming)
- Jamie Schmidt, Ed.D., Director of Curriculum, Instruction and Assessment
- Celeste Rudge, M. Ed., Director of Literacy and Innovation
- Alison DeMarco, M. Ed., Director of Technology and Digital Learning
- Joseph Merhaut, Ed.D., Special Education Consultant (Keystone Consulting)
- Eric Harper, M. Ed., Principal
- George Little, MSW, Assistant Principal
- Brian Stowell, MBA, Attendance Improvement Coordinator, Act 44 Safety and Security Officer, and Facilities Director
- Crystal Irdi, AAS, Executive Assistant to the Superintendent / Board Secretary / RTK Officer