



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

**QUARTERLY PROGRESS REPORT
FOR THE PERIOD Q3-2021-2022**

Dr. William H. Kerr, Receiver

Quarterly Progress Outline

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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 Third Quarterly Progress Report for FY 2021 – 2022 – January 1, 2022 through March 31, 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 a 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.

Third Quarterly Progress Report FY 2021 – 2022 Highlights

- On March 23, 2022, the Allegheny County Court of Common Pleas approved the recommendation from the Pennsylvania Secretary of Education for an Extension for Receivership and the Reappointment of a Receiver, effective March 31, 2022 through April 1, 2025.
- The Health and Safety Plan for 2021 – 2022 has followed CDC guidelines throughout the school year. As of February 28, 2022, and following revised CDC guidelines, the Superintendent and the Health and Safety Committee announced that Duquesne will “strongly recommend” masks for those who are unvaccinated in the school building and on buses and vans. Allegheny County is in the “low” phase of transmission and is consistent with the “strongly recommended” wearing of masks.
- The Administration reported fifteen (15) COVID positive testing cases for the Third Quarter among students. During the period of January 4 through 14, 2022, Remote Learning was instituted due to a number of staff-related positive COVID tests and shortage of available staff.
- The Duquesne City School District (DCSD) operates 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.
- The primary goal of the Duquesne Education Center is to be recognized as a “turnaround school” and a model for rebuilding educational programs, services, and activities in a financially distressed school district.
- As of March 31, 2022, student enrollment for 2021-2022 is 428 which includes the new 7th grade class and 43 ELL students, reflecting the impact of the pandemic.
- 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 288.
- Annual tuition to be paid by Duquesne for students attending schools elsewhere in 2021 – 2022 is now projected to be \$9,899,693.
- Current charter school enrollment K-12 is 229.
- 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.
- There were no unpaid or contested invoices or debt service obligations during the Third Quarter. All payroll, benefit expenditures, and tuition payments were made in a timely manner.
- The DCSD partnership continues with the University of Virginia, supported by the PA Department of Education and designed to promote school turnaround. The District is participating in the University of Virginia (UVA) Partners in Educational Leadership program, Accelerate. This component provides professional development to sustain progress and to continue incorporating the 90 day plans based on “turnaround school” principles.

- The School District will participate in a “Reset Program” with the University of Virginia to meet the District’s changing needs for professional development. The “Reset Program” will support on-going professional development initiatives and will provide professional growth opportunities for two new administrators starting in 2022-2023. The School District leadership team of administrators and teachers will participate in a summer session, July 11-15, 2022.
- The Receiver, Superintendent, and elected Board members attended, virtually or in-person, the 2022 Allegheny County Legislative Forum on Education. Superintendents, school board members, and other officials from 42 school districts in Allegheny County attended. A variety of topics were discussed including, but not limited to, school funding, charter school reform, mental health, equity and staffing. The state legislators provided in-depth discussions about improving public education. The moderator for the Forum was a KDKA television journalist / reporter and the Allegheny County Intermediate Unit executive director offered concluding comments.
- Mr. Eric Harper, Duquesne Elementary Principal, was named as the March Pittsburgh Penguins MVP sponsored by the Grable Foundation and Allegheny Intermediate Unit. Congratulations have been extended to Mr. Harper by key stakeholders of the Duquesne City School District.
- 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. It is anticipated that 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.

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 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
March 31, 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

Grade >	Pre-K	K	1	2	3	4	5	6	7	Total
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

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 March 31, 2022

Grade	Pre-K	K	1	2	3	4	5	6	7	Total
Sections	1	3	3	3	3	2	2	3	2	22
Per Class Avg.	15	18	18	19.3	24.5	23	17	18.3	21.5	19.4
Total by Grade	16	51	54	61	48	44	51	55	48	428
ESL by Grade	1	3	4	3	6	7	7	6	6	43

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. During the period of January 4 through 14, 2022, Remote Learning was instituted due to a number of staff-related positive COVID tests and shortage of available staff. The Duquesne City School District faculty, with the support of the Administration, continues to ensure that each and every student is accounted for during both in-person and virtual instruction. Students who report connectivity issues are assisted by members of the administrative team to resolve those issues.

**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%	0	33	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
Total	83	91.9%	8.09%	8.60	9.78	0

*Partial Online Instruction

**Average Unexcused Actual Count Corrected

8. Significant Changes

Due to new families moving into the School District, the DES student enrollment increased across all grade levels from 408 to 428 during the Third Quarter.

9. Student Enrichment Programs

The Boys and Girls Club partnership continues for our Duquesne City students; however, currently there is a participation wait-list. The partnership leaders are in the process of hiring more staff so that students on the wait-list can be enrolled in the program.

Boys & Girls Club – 33 students enrolled (Grades 1- 7)

Uplift Center – 18 students identified (Grades 4, 5, 6)

Oasis Tutoring: 3 (Will re-visit for 2022-2023) (Grades 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.

10. State Monitoring

Please refer to #12.

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 next benchmark will be given in May of 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.

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 has been provided office space in the Duquesne Education Center. ESSER funds will support this initiative.

The School District is participating in the next chapter of the University of Virginia (UVA) Partners in Educational Leadership. The new component – Accelerate – provides professional development throughout the school year to sustain academic progress and to continue incorporating the 90 day plans for focused “turnaround school” principles.

The Superintendent of Schools and the Administration met with William Robinson from UVA on March 22, 2022. The Administrative team discussed how the School District can best continue the UVA partnership through professional development sessions and identified possible options for 2022-2023. During the meeting, the administration indicated that two new administrators are coming on board for the 2022-2023 school year to meet the changing educational needs of the School District. The created positions include: Director of Technology and Digital Learning and a Mental Health and Behavior Support Coordinator. Both positions will be supported by ESSER funds for a two year period, noting efforts will be made to seek additional state or federal funds in the future for continuation of the positions. Mr. Robinson suggested that the School District participate in a “Reset Program”, of which UVA would tailor professional development to meet the District’s changing needs. The “Reset Program” will support on-going professional

development initiatives and will provide professional growth opportunities for the two new administrators. The current Administrative team will first meet and provide suggestions on how to best tailor the “Reset Program” for the School District and UVA will then identify their leadership team and respective resources for professional growth and development of Duquesne City educators. The School District leadership team of administrators and teachers will participate in a summer 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. The Superintendent will attend the ASU+GSV Summit in April to speak on a panel which includes Executive Director Gregg Behr, Grable Foundation, and Superintendent Todd Keruskin, Elizabeth Forward School District. At the invitation of the Grable Foundation, the Superintendent then will travel to Cajon Valley Area School District to see “World of Work” program activities first hand. The Superintendent will have an interactive dialogue with a team of individuals, including the Superintendent and Chief Innovation and Engagement Officer. The Superintendent of Schools is participating in the Western PA Learning 2025 Alliance sponsored by the AASA in cooperation with the Grable Foundation, Pittsburgh, via monthly Zoom meetings. As well, the Superintendent is participating in monthly Leadership Pittsburgh in-person sessions during the 2021-2022 school year.

The Superintendent of Schools continues to collaborate with Clairton and Penn Hills superintendents for professional development with Carnegie Learning. Use of ESSER funding focuses on standards alignment, learning how to scaffold for enrichment as well as remediation and best practices of pedagogy to address learning loss due to the pandemic. Duquesne, Clairton and Penn Hills focuses on grade 6-8 Math to address the Algebra concepts for the Algebra I Keystone exam. Duquesne and Clairton partners for grades K-2 for a Math segment in understanding numbers and number sense to gain a better foundation in math for later years.

12. Special Education Services

A. Special Education

The Special Education consultant engaged in a February conference call 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 continue 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.

B. Student Enrichment Programs

All NOREPS for Extended School Year services have been mailed to parents. The School District has 15 students placed in out-of-district placements who qualify for ESY services and 24 students

for in-district placement who qualify. The ESY program will take place 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 has 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 has 5 students who are eligible to take the Pennsylvania Alternative System of Assessment test. The testing window goes well into the spring; two DES test administrators will administer the tests to eligible students.

F. Professional Development

The Special Education consultant conducted monthly department meetings with special education teachers during the Third 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 = 22

Cases Closed = 10

Cases Currently Active = 32

Yearly IST = 80

Yearly Closed = 43

DSAP

Total students referred = 6

Cases closed = 2

Cases currently active = 23

B. McKinney-Vento Summary

School District personnel are transporting all accounted for McKinney-Vento families daily to and from school. All primary parents of families experiencing homeless have been given the

opportunity to utilize the Duquesne Family Center, Duquesne City School District, and AIU resources depending on their specific needs.

14. Other Significant Activities

There was no Education Advisory Council meeting scheduled during the Third Quarter.

The Receiver participated in the Quarterly Receiver and Chief Recovery Officer (CRO) March 21, 2022 meeting. Topics included an Overview of Staffing Shortages and Requisite Supports for School Districts; Federal Programs; and Updates from Receivers, CRO's, and Financial Recovery Partners.

The Receiver announced plans to re-establish the Receiver Advisory Committee, working with the Allegheny Intermediate Unit to round out the required appointments of membership. Act 141 of 2012, Section 654-A, 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.

According to the statute, the Receiver Advisory Committee shall consist of:

- Two members of the Board of School Directors
- One principal employed by the School District
- One business official employed by the School District
- Appointed by the Allegheny Intermediate Unit
 - One employee of the Intermediate Unit
 - One representative of a Charter School or Cyber School in which students residing in the School District are enrolled
 - One special education advocate
 - One superintendent, school director, or business official of an adjoining school district.
- Two residents of the School District
- One teacher appointed by the employee organization that represents teachers employed by the School District
- The Superintendent of the School District.

The City of Duquesne mayor and council representatives have attended recent Receiver Business Meetings. The elected City officials have a strong desire to work collaboratively with the School District to forge a new working relationship for the betterment of the City and School District. Topics have included presentations about the "Be a Man" (BAM) partnership grant providing educational and social support for Duquesne, McKeesport, West Mifflin, and Clairton secondary students who may be struggling with education and/or social issues. Updates have been provided about a Vacant House Campaign that addresses forgiveness of real estate property taxes,

elimination of blighted structures, encouragement for residential property improvements, and housing upgrades for resale to young families. The officials expressed a continued desire to attend Receiver Business Meetings and to work cooperatively on projects of mutual benefit. The Superintendent attended a previous City Council meeting to further open lines of communication.

On March 29 prior to the RBM, the Receiver, Superintendent, and Business Manager held a Conference session with the Board of School Directors to provide information related to enhancing local real estate tax revenue. The Business Manager provided a comparable chart, “School District Millage Rates”, to demonstrate where local school districts stand for school years 2012 - 2013 through 2020 - 2021. Millage rates have been increased each year by neighboring school districts with comparable demographics, except during 2013 - 2014 when real estate millage was lowered across all school districts due to Allegheny County’s reassessment program to meet standards of uniformity and neutral revenue. Only Duquesne City School District remained flat with set millage rates of no increases, noting that Duquesne has not raised local real estate taxes for 23 years. The presentation provided the need for minimal millage increases to invest in the future and to address targeted areas of the Steel Center Career and Technical Education building renovation program, middle school athletics, and preventative maintenance of the Duquesne Education Center. The Board received a copy of the following documents: “An Enhancement Program for Increased Real Estate Revenue” which focuses on commercial and residential tax assessment appeals, delinquent tax collections, and increased local real estate taxes; and “The Financial Recovery Plan: A Comprehensive Review, March 1, 2022” which was prepared for the Extension of Receivership and Reappointment of a Receiver. Additional documents provided to the Board of School Directors included the updated “Receiver’s Statement” and “Act 141 Frequently Asked Questions.” All documents were shared with the Board of Directors and can be accessed on the School District website, dukecitysd.org.

The Receiver, Superintendent, and elected Board members attended, virtually or in-person, the 2022 Allegheny County Legislative Forum on Education. Superintendents, school board members, and other officials from 42 school districts in Allegheny County attended. A variety of topics were discussed including, but not limited to, school funding, charter school reform, mental health, equity and staffing. The state legislators provided in-depth discussions about improving public education. The moderator for the Forum was a KDKA television journalist/reporter and the executive director of the Allegheny County Intermediate Unit offered concluding comments.

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 PreK-8 school and to reduce the amount of

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 “Rediscover Duquesne!” to further promote a flexible, online cyber education option 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 Third 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 return of 7th grade students was originally expected to result in a modest net savings of approximately \$20,000 in the first year, given the need for up-front investment in curriculum materials, furniture, electronic devices, and professional development. However, a reduction in marginal costs due to the hiring of fewer new teachers than originally anticipated has modified the projected first-year savings to approximately \$250,000.

Five (5) professional staff, two (2) 50% positions, one (1) administrator, and seven (7) paraprofessional staff furloughs were avoided thanks to ESSER funding. Monitoring and evaluating of positions will be continuous throughout the school year to meet the changing needs of the School District.

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.

The Executive Director of the Steel Center for Career and Technical Education – Strengthening the Pathway to Success – made a presentation about the Proposed CTE Building Renovation Plan, including the staged construction of proposed 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 \$390,378 over the life of the bond (approximately \$19,000 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.

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 March 31, 2022

Fiscal Year Ending <i>June 30</i>	Bonds Payable	Notes Payable	Total Bonds and Notes Payable
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
2016*	6,110,883	1,500,000	7,610,883
2017*	5,590,000	1,000,000	6,590,000
2018*	5,054,167	1,000,000	6,054,167
2019*	4,503,333	850,000	5,353,333
2020*	3,122,500	790,000	3,912,500
2021**	11,661,667	730,000	12,391,667
2022**	10,980,834	665,000	11,645,834

Fiscal Year Ending <i>June 30</i>	Bonds Payable	Notes Payable	Total Bonds and Notes Payable
2023**	10,935,000	0	10,935,000
2024**	10,319,167	0	10,319,167
2025**	\$9,803,334	0	\$9,803,334

* 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 March 31, 2022

Receiving Schools	Grades	Students December 31	Students March 31	Projected 2021-2022 Tuition
West Mifflin Area School District	8- 12	273	273	\$4,089,902
East Allegheny School District	8 - 12	15	15	256,770
Charter schools, regular education	K - 6	118	116	1,828,621
Charter schools, special education	K - 6	29	28	1,082,051
Charter schools, regular education	7 - 12	51	61	961,602
Charter schools, special education	7 - 12	25	24	927,473
Special Education schools	K - 12	17	18	754,084
Other schools	K - 12	0	0	0
Totals		528	535	\$9,899.693

Changes in individual tuition enrollments in the categories of receiving schools during the First Quarter can be seen by comparing enrollments from December 31, 2021 to March 31, 2022 in the table above. Enrollment figures for West Mifflin were provided as of October 1, 2021. West

Mifflin will not monitor enrollment changes throughout the year, but instead will invoice the School District based upon enrollment of 273 students for the first three quarters and complete a reconciliation 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 nonspecial 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.

Enrollments of DCSD students in charter schools at key months during the past several years are illustrated below. Total charter school enrollments has increased by (6) six students, compared to December 2021.

21. Charter School Enrollments

Duquesne City School District Charter School Enrollments March 31, 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

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. Final IRS approval is pending. 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.

A Grable Foundation grant for \$60,000 has been 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 has been 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.

Dick’s Sporting Goods Foundation grant for \$5,000 has been 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 Third Quarter.

Personnel / Staffing Assignments

The following chart presents a summary of staffing at the DCSD as of March 31, 2022.

Parentheses indicate changes from the December 31, 2021 data.

**Duquesne City School District
2021 - 2022 Staffing Summary
March 31, 2022**

Professional staff (-1.0)	40.5	Administrators	4
Instructional support staff (-3)	21	Coordinators and supervisors	3
Other support staff (+.5)	14	Confidential exempt staff	3

1. Staffing changes reflect resignations, replacements, and new hires to meet the changing needs of the School District:
 - Following one teacher resignation from this quarter and one teacher resignation from the previous quarter, one regular education and one special education teacher were hired.

- Two paraprofessionals resigned. Following three personal care assistant resignations, one personal care assistant was hired. There are currently two vacancies.
 - Following one secretary's resignation, one secretary was hired. Following one part-time custodian resignation, one part-time custodian was hired.
2. Negotiations with the Duquesne Education Support Professionals Association are ongoing, noting it was mutually agreed on July 1, 2021 to extend the terms and conditions of the current contract. The School District is reviewing the most recent DESPA salary scale proposal and verifying annual percentage increases, comparing the School District's salary scale proposal and costs. Depending on available meeting dates from DESPA, the School District is hopeful to resume DESPA negotiations in the near future.
 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. School District officials have met several times developing a counterproposal, noting the next DEA negotiations session is scheduled for April 21.
 4. Part-time consultants are utilized to assist in the following areas: special education administration (Keystone Consulting) and communications coordination (Allegheny Intermediate Unit 3). The District maintains a contractual agreement with the Allegheny Intermediate Unit to provide business management services, which will end June 30, 2022. The business office consultant retired, effective January 30, with no plans to hire a replacement.
 5. The School District developed a new job description for Business Manager, advertised for the position, and screened potential candidates. The candidate pool for Business Manager is limited, noting interviews are scheduled for early April with hopes to hire a full-time qualified and experienced employee, effective July 1, 2022.

24. Board Policies and Administrative Regulations

The following Board Policies and Administrative Regulations were approved during the Third Quarter:

Board Policy

- a. No. 006 Meetings (updates to reflect Act 65)
- b. No. 006-BOG-0 Publish, Post and Notify - Board Meetings / Agendas
- c. No. 339 Uncompensated Leave
- d. No. 622 GASB Statement 34
- e. No. 626 Federal Fiscal Compliance
- f. No. 708 Lending of Equipment, Books, Materials, and Supplies
- g. No. 351 Drug and Alcohol Free Workplace
- h. No. 808 Attachment A: Payment of School Meal Accounts

- i. No. 833 Reasonable Suspicion Testing Policy & Procedures
- j. No. 903 Public Participation in Board Meetings

Administrative Regulations

- a. 339-AR-0 Uncompensated Work Days - All Staff
- b. 626-AR-0 Administration of Federal Funds
- c. 626-AR-1 Allowability of Costs - Federal Programs
- d. 626-AR-2 Procurement - Federal Programs
- e. 626-AR-3 Cash Management - Federal Programs
- f. 626-AR-4 Subrecipient Monitoring Procedures - Federal Programs
- g. 626.5-AR-0 Procurement Thresholds for Federal Funds 2022

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.

B. Maintenance

The Director of Facilities and Maintenance Technician received the second of two service and maintenance training's from the McClure Group and Johnson Controls for all new HVAC systems.

The annual elevator maintenance and inspection occurred, noting that all recommendations have been addressed and completed by Schindler Elevator.

The annual Fire hood inspection was completed. There was a recommendation to replace missing tempered glass; replacement material is onsite and will be installed.

All exterior garage doors and interiors roll up fire doors have been serviced to ensure proper safety and functionality.

The McClure Group addressed an issue with water penetration through a seventh floor window, noting the work has been completed. Due to damage from water penetration in the band room, the carpet was replaced with vinyl ceramic tile (VCT).

C. School Security & Safety

The Health and Safety Plan for 2021 – 2022 has followed CDC guidelines throughout the school year. As of February 28, 2022, and following revised CDC guidelines, the Superintendent and the Health and Safety Committee announced that Duquesne will “strongly recommend” masks for those who are unvaccinated in the school building and on buses and vans. Allegheny County is in

the “low” phase of transmission and is consistent with the “strongly recommended” wearing of masks.

The Director of Facilities met with a risk control consultant from CM Regent insurance company to review best practices for a School Safety Committee that will include new members.

The Director of Facilities 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 confidential facility recommendations are on file for appropriate follow-up. It is anticipated that 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.

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 Dr. Noe Ortega, 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 three Receiver Business Meetings during the Third Quarter (January 25, February 22, and March 29). Respective meetings included elected Board members in attendance as follows: January (8); February (9); and March (7).

27. Next Report

The next Quarterly Progress Report will cover the Fourth Quarter of Fiscal Year 2021 – 2022, April 1 through June 30, 2022. That report is expected to be filed in July 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 (AIU Service Agreement)
- Jamie Schmidt, Ed.D., Director of Curriculum, Instruction and Assessment
- Celeste Rudge, M. Ed., Director of Literacy and Innovation
- 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