



**The Duquesne City School District
300 Kennedy Avenue
Duquesne, PA 15110**

**Financial Recovery Plan
Quarterly Progress Report**

October 15, 2021

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

Executive Summary

First Quarterly Progress Report for FY 2021 – 2022 highlights include:

- The Fourth Amendment to the Financial Recovery Plan was provisionally approved by PDE on November 12, 2020 with final approval 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 now and in the future.
- The Health and Safety Plan for 2021 – 2022 continues in full effect with no significant changes or amendments. The Administration reports that there were eight (8) COVID positive testing cases between students and staff. The School District is following all CDC, PADOH, and Allegheny County Department of Health mask mandate requirements, social distancing, and reporting of cases to Health Department officials.
- 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 new school year for students began on September 7th with in-person instruction, including a smooth transition for all Pre-K-7 grade students.
- 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.

- Student enrollment at DES on September 30th was 425, reflecting the continued impact of the pandemic. Elementary ELL students were reported to number 44. **See page 3.**
- Efforts continue to improve curriculum and instruction at DES. Details of these efforts are outlined in the section of this report marked *Education*. **See pages 4 - 5.**
- Current secondary enrollment of Duquesne resident students at West Mifflin and East Allegheny is 286. **See page 10.**
- Annual tuition to be paid by Duquesne for students attending schools elsewhere in 2021 – 2022 is now projected to be \$9,159,648. **See page 11.**
- Current charter school enrollment in Kindergarten through grade 12 is 212. **See page 12.**
- Continued efforts are being made to bring students back to Duquesne from charter schools. The School District has embarked on a new Marketing Recruitment and Strategy Plan for 2021 – 2022.
- There were no unpaid or contested invoices or debt service obligations during the quarter, and 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 next chapter of the University of Virginia (UVA) Partners in Educational Leadership program, Accelerate. This component will provide professional development to sustain progress and to continue incorporating the 90 day plans for focused “turnaround school” principles.
- The GESA renovation project work, under the auspices of the McClure Group, began in May 2021 and was substantially completed by September 30, 2021. The Superintendent, Receiver, Business Manager, and Facilities Director attended bi-weekly job conferences via Zoom and / or in-person meetings. Regular written progress reports / updates and photographs were provided for the Administration and the elected Board, noting the same information was posted on the DCSD website for general public viewing.

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, Quarterly Progress Reports and the associated Amendments are posted for the general public.

Implementation Narrative

Information on Recovery Plan implementation is set forth in the following three sections of this report:

1. Education (page 3)
2. Budget and Finance (page 8)
3. Governance and Administration (page 13 - 14)

Notation: *The Receiver, Superintendent, and Business Manger have been and 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.*

Education

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

**Duquesne Elementary School
 Student Enrollment
 September 30, 2021**

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

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
 September 30, 2021**

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	15	18	18	19.3	24.5	23	17	18.3	21.5	19.4
Total by Grade	15	54	54	58	49	46	51	55	43	425
ESL by Grade	2	3	4	5	6	6	8	7	3	44

Significant Changes

To ensure that all students follow *School-wide Rules: Be Respectful, Be Responsible, & Be Safe*, it was important to address transitions on the 2nd level where our seventh graders are currently housed for the 2021 – 2022 school year. The return of seventh grade has changed the way PK – 4 transitions to the gymnasium for special and outdoor recess. Because seventh grade occupies classrooms on the 2nd floor often times seventh grade students are at their lockers or traveling from class to class when PK-4 transition to/from specials and recess. Therefore, the Administration changed the transition route(s) for PK-4 to the gymnasium and outdoor recess to ensure the general welfare and safety of all students.

Student Enrichment Programs

Boys & Girls Club – 22 students enrolled (Grades 1 thru 7)

Uplift Center – 20 students identified (Grades 3 thru 7)

Oasis Tutoring: Inactive. (Re-visit in the fall) (Grades PK-3)

State Monitoring

Please see Special Education

Attendance

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

Month	Day Count	Avg. Monthly % Present	Avg. % Absent	Avg. % Excused	Avg. % Unexcused	Avg. % Unlawful
2020-21 Aug	Online 9	91.32	8.68	1	26.77	0
Sept	Online 21	88	12	1.61	34.76	0
Oct	*22	89.58	10.42	1.63	30.59	0
Nov	*21	87.05	12.95	5.8	28.52	0
Dec	*20	87.77	12.23	2.07	26.55	0
Jan	*21	90.72	9.28	3.76	22.04	0
Feb	*20	91.17	8.83	3.45	23.39	0
Mar	23	90.48	9.52	2.97	25.86	0
April	22	87.24	12.76	5.88	29.59	0
May	21	87.55	12.45	4.9	32.33	0
June	3	87.96	12.04	0	33	0
2020-21 TOTAL	207	90.41	9.59	5.18	32.63	0
2021-22 Sept	18	89.2	10.8	11.61	13.88	0

**partial online instruction*

Curriculum, Instruction, Assessment and Technology

Curricular Changes

Building wide, grades K-7 have begun using the iREADY benchmark assessment for reading in addition to mathematics. Additionally, all grades are now using the READY Mathematics program to support the

District's math curriculum. READY Mathematics allows our teachers to engage students in mathematical thinking while providing powerful teaching tools to strengthen our student's conceptual understanding. These instructional materials allow our teachers to deliver on level instruction while providing intervention and enrichment to meet the needs of our students.

Kindergarten through 7th grade students will be taking common assessments this school year. The assessments are aligned to our District curriculum and the Pennsylvania Instructional Framework. The assessments have allowed our teachers to unpack and decompose standards in addition to plan instruction at a deeper level as we continue to best prepare our students for the state assessment.

Professional Development 2021-2022 School Year, Q1

Professional development for the staff of Duquesne City School District is occurring in multiple content areas with a large emphasis on math instruction in all grade levels. Our teachers will be engaging in professional development this year through Carnegie Learning (grades PK-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 will focus on laying the foundation for effective instruction in core content areas.

The Duquesne City School District continues professional development around the unpacking of PA Core standards and eligible content. Weekly PLC's are conducted with all teachers, led by the Director of Curriculum, around aligning District resources and classroom instruction to our School District curriculum adopted from the Pennsylvania Instructional Framework. Teachers have the opportunity to meet in content areas as well as grade levels.

Special Education Services

Special Education

The Special Education Consultant had a conference call with Mrs. Tyann Neal, our BSE compliance officer on 9/23/2021 regarding next year's Cyclical Monitoring and the addition of the 7th grade to the Duquesne Education Center this year.

The IEP process for all special education students continues throughout the school year. IEP's are reviewed at least annually and all IEP's are current.

Student Enrichment Programs

The Extended School Year program took place at the Family Center this summer during the month of July. Although student participation was not at the level anticipated, there were at least 4 students in attendance every day. ESY is not mandatory for attendance, however, if students qualify, the District must provide the educational services.

Professional Development

The Special Education Consultant conducted three full days of professional development for our paraprofessionals this past August. All three days of PD took place at the Allegheny Intermediate Unit since our building was still under construction. Paraprofessional staff provided excellent feedback. Topics

covered included the 10 paraprofessional standards, professionalism, strategies for working with various levels of need for students along with behavior management.

Student Services

Student referrals for 2021 – 2022 IST / DSAP for the period July 1, 2021 – September 30, 2021 are as follows:

IST

- Total Student referred = 16
- Cases Closed = 4
- Cases Currently Active = 16

DSAP

- Total students referred = 11
- Cases closed = 0
- Cases currently active = 11

McKinney-Vento Summary

District personnel are transporting 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 Duquesne Family Center resources, Duquesne City School District resources, and AIU resources depending on their specific needs.

In addition, the District continues to collaborate with Eat n' Park in regard to supporting our students and families with a backpack feeding program that intentionally supports the District's McKinney-Vento population, in-district foster care population, and all families in need of additional support.

Other Significant Activities

The Receiver and Superintendent of Schools were informed that an elected School Board Director moved from the School District, thus creating a vacancy with an unexpired term of two years.

Negotiations with the Duquesne Education Support Professionals Association is an on-going process. No other negotiation sessions are scheduled at this time; however, it was mutually agreed upon on July 1, 2021 to extend the terms and conditions of the current contract, anticipating that negotiation sessions will be scheduled in the near future.

The Education Advisory Council meeting scheduled for September 27th was cancelled and it is anticipated that an EAC meeting will be scheduled during the second quarter of 2021 – 2022.

The Board Resolution, advocating a change in the established state tuition for students attending EA and WM, the Act 141, 24 P.S. Education § 16-1607 (b) (4) formula, which brings attention to the increasing costs and seriousness of the negative financial effect of student tuition expenditures paid for Duquesne students, has been an on-going discussion with the Administration and was distributed to the legislators

representing Duquesne City School District. The Receiver recently had conversations with State Representatives Austin Davis and Nick Pisciotano regarding the topic.

The GESA renovation project work, under the auspices of the McClure Group, began in May 2021 and was substantially completed by September 30, 2021. The Superintendent, Receiver, Business Manager, and Facilities Director attended bi-weekly job conferences via Zoom and / or in-person meetings during the construction period. Regular written progress reports / updates and photographs were provided for the Administration and elected Board, noting the same information was posted on the DCSD website for general public viewing.

The Duquesne City Education Foundation Board of Directors met on September 16th and elected officers for 2021 – 2022. The final compilation of information and documentation, which includes a three-year estimated budget and the required IRS Form 1023, was submitted by the District Solicitor to the IRS on September 29th. It is estimated that the IRS approval process is 3 – 6 months. The Foundation Board will soon begin holding monthly meetings for planning of activities and fundraising to benefit our Duquesne City students.

Noting that professional development continues to be a high priority for Duquesne, 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 new school year. A Career Exploration Specialist has been provided office space in the Duquesne Education Center. ESSER funds will support this initiative.

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 Leadership Pittsburgh during the 2021 – 2022 school year. The first session was held September 14th at the Pittsburgh Botanical Gardens and a two day “All Things Leadership” training was held at Seven Springs.

The Superintendent of Schools has been working collaboratively with Clairton and Penn Hills superintendents for professional development with Carnegie Learning. Use of ESSER funding will focus 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 will be focusing on grade 6-8 Math to address the Algebra concepts for the Algebra I Keystone exam. Duquesne and Clairton will partner together for grades K-2 for a Math segment in understanding numbers and number sense to gain a better foundation in math for later years. The next PD session with Duquesne and Clairton is scheduled for October 11th for the Pre-K-2 and the 6th and 7th grade teachers.

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 most recent session was held virtually on September 30th and included the Superintendent, Director of Curriculum, and Director of Literacy and Innovation. The PD session was focused on supporting the principals around their 90 day plans.

The Duquesne City School District was awarded 34 slots for the Pre-K Counts program in the 2019-2020 school year. Last year, with COVID, enrollment was only 13 total students for the year. The feedback from parents on why they weren't sending their child to school was due to the uncertainty of the pandemic, underlying health issues of the parents / guardians, and a large population of grandparents who are raising their grandchildren who are considered at high risk. To date for 2021 – 2022 the School District has been able to successfully fill one class of Pre-K Counts with 17 students. Currently, the administration does not

have a wait list, but are optimistic that as the pandemic subsides, more and more families will be comfortable sending their children to school.

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.

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

The proposed new Community Learning Hub now has a formal name: Uplift Center. The center is supported by ESSER funds at a cost not to exceed \$30,000 (\$25,000 for a one-year commercial lease of downtown property and \$5,000 for chrome books, printers, and educational supplies) and will focus on learning loss for our students. It will tentatively operate Monday-Thursday evenings. The School District staff will work collaboratively with the center director who will help identify students in need of additional learning support, with a maximum of 15 students at time. Parents / Guardians will be required to complete registration and permission forms for student participation. The Uplift Center ribbon-cutting ceremony was held recently and is scheduled to open in October.

The Superintendent of Schools has been engaged in weekly conference calls with the Cal Ripken, Sr. Foundation about a potential Stadium renovation plan. The Superintendent met with ELA Sports, a design firm, to provide a visionary "mark-up" design and drawings of a stadium complex. ELA Sports has partnered previously with the Cal Ripken, Sr. Foundation on a field project in Lancaster City School District. After the "mark-up" drawings have been completed, the Superintendent will have an estimated cost for renovation plans; and then, the process of an ambitious community-wide/regional fundraising, other foundation support, and corporate-giving can officially begin.

On Tuesday, September 21, 2021, Charlie Batch (former Pittsburgh Steeler) and his Foundation, the Best of the Batch, brought backpacks full of school supplies for students in grades K-4. The students also received a book, socks and a water bottle. The Best of the Batch Foundation also provided 8 bicycles to give as incentives to the students and multi-vitamins that will be given to parents/guardians at a future parent engagement activity. The backpacks were handed out by Pittsburgh Steeler rookies who appeared to enjoy the event as much as the students, faculty, and staff.

Budget and Finance

The implementation of the 2021–2022 General Fund Budget commenced on July 1st and continued through the First Quarter. There have been no unpaid or contested invoices or debt service obligations during the quarter. Furthermore, all payroll, benefit expenditures and tuition payments have been made on time.

In partnership with the Allegheny Intermediate Unit, the District went live with the second phase of the Oracle system implementation at the beginning of the fiscal year. The first phase began on January 1, 2021, with payroll, the human resources information system, and employee self-service portal. The second phase consists of financial modules including general ledger, accounts payable, and purchasing. The Oracle software has allowed the District to eliminate multiple paper processes by implementing an approval workflow for purchases and payments as well as electronic record retention of invoices, allowing for easy queries and eliminating the risk of misplacing paper files. Electronic multi-level approval processes also serve to greatly mitigate the risk of errors, fraud, or waste that could not be eliminated by segregation of duties due to the limited number of business office personnel.

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.

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 nearly complete, and grant applications will be submitted in the second quarter of the school year.

The Receiver, Superintendent, and Business Manager have been participating in meetings with PFM to review a new 5-year financial projection of revenues and expenditures, debt service, and fund balance. Due to the impactful nature of ESSER funding and to ensure valuable projections and analysis based on firm figures, the District and PFM have agreed to conduct the next meeting after the completion of the local audit and submission of the Annual Financial Report.

The following fund balance analysis is based on audited year-end results for 2019 – 2020. Due to cost saving measures and grant revenues from federal stimulus packages, the 2020 – 2021 budgeted deficit of nearly \$2.5 million is expected to shrink but not be eliminated. The budgeted deficit would result in a June 30, 2021 fund balance of approximately \$66,000. Final audited results for the 2020 – 2021 school year will be available in the January 2022 report.

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

Non-spendable		
Pre-paid	\$242,778	
Other	0	
Total non-spendable		\$242,778
Restricted		0
Committed		0
Assigned for extraordinary educational needs	\$1,000,000	
Assigned for increases in PSERS contributions	305,000	
Assigned for increases in health benefit expense	700,000	
Assigned for capital improvements	250,000	
Total Assigned		2,255,000
Unassigned		39,966
Total fund balance as of June 30, 2020 (audited)		2,537,744
Surplus (deficit) budgeted for the 2020-2021 budget		(2,471,568)
Projected fund balance as of June 30, 2021		\$66,176

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
 September 30, 2021**

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	7,610,833
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
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

Tuition

Tuition for students attending school elsewhere continues to be a major financial management challenge for DCSD. 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 enrollment trends.

**Duquesne City School District
 Tuition Enrollment
 September 30, 2021**

Receiving Schools	Grades	Students July 1	Students September 30	Projected 2021-2022 Tuition
West Mifflin Area School District	8- 12	318	271	\$4,059,136
East Allegheny School District	8 - 12	17	15	224,675

Receiving Schools	Grades	Students July 1	Students September 30	Projected 2021-2022 Tuition
Charter schools, regular education	K - 6	107	115	1,684,518
Charter schools, special education	K - 6	28	26	899,633
Charter schools, regular education	7 - 12	54	50	732,399
Charter schools, special education	7 - 12	25	25	865,032
Special Education schools	K - 12	23	17	694,255
Other schools	K - 12	1	0	0
Totals		573	519	\$9,159,648

Changes in individual tuition enrollments in the categories of receiving schools during the First Quarter can be seen by comparing enrollments from June 30, 2021 to September 30, 2021 in the table above. Enrollment figures for West Mifflin and East Allegheny are currently an estimate based upon year-end enrollment less graduating seniors. The District expects to receive figures from both receiving districts soon to reflect actual, current enrollment figures.

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.

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 continues to be an ever-growing financial burden for the District due to the fact that it will never remain flat or decrease, but will grow by at least the District’s Act I Index (4.9% in 2021-22, growing to 5.6% in 2022-23.) In the current year, Duquesne City School District will pay \$190,000 more than it did in 2020-21 for 270 students. Raising taxes to the Act I Index still fails to cover one-third of that annual increase.

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 Education, adopted a Board Resolution on school funding reform for charter schools.

The annual tuition rate originally budgeted for each regular 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 for the current year will be calculated based on preliminary PIMS enrollment data and shared in the subsequent quarterly report. The District continues to face an unrepresented 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 small number of students than are actually enrolled at Duquesne.

Enrollments of DCSD students in charter schools at key months over the last several years are depicted below. Total charter school enrollment is down by (8) eight students, or approximately 4% compared to the beginning of the 2020 – 2021 school year.

**Duquesne City School District
 Charter School Enrollments
 September 30, 2021**

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

Human Resources

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 September 30, 2021.

Parentheses indicate changes from the July report.

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

Professional staff (+1.5)	41.5	Administrators	4
Instructional support staff (+1)	23	Coordinators and supervisors	3
Other support staff	13.5	Confidential exempt staff	3

1. Staffing changes reflect resignations, replacements, and new hires to meet the changing needs of the School District:

- A new 6th grade teacher and a 7th grade social studies teacher were hired. A long-term substitute was hired due to a medical leave of absence and an Every-Day Substitute teacher was approved with an individual contract for continuity of classroom coverage. A part-time K-7 virtual special education teacher was hired and two (2) new PCA positions were created. .
2. Part-time consultants have been utilized to assist in the following areas: special education administration (Keystone Consulting), business administration (James Graham), and communications coordination (Sarah McCluan, AIU 3). The District maintains a three-year contractual agreement with the Allegheny Intermediate Unit to provide business management services (Aaron Hassett).

Facilities and Property Services

Maintenance and Equipment

The GESA renovation project work, under the auspices of the McClure Group, began in May 2021 and was substantially completed by September 30, 2021. Upgrades included, but were not limited to, HVAC system, hot water heaters, boilers, roofing, lighting, and exterior water mitigation. Maintenance and custodial staff will receive safety and equipment training during the month of October.

The Community/Board Room was relocated to a larger and more easily accessible room. Floor tile replacement and painting has been a continuous effort on the part of the custodial staff to improve the school environment.

School Security & Safety

The Health and Safety Plan for 2021 – 2022 is in full effect with no significant changes or amendments. The Administration reports that there were eight (8) COVID positive testing cases between students and staff for the First Quarter and the School District continues to follow all health and safety protocols regarding the COVID pandemic.

The Administration implemented the following changes for the 2021 – 2022 school year:

- Added an additional walk through metal detector for the entrance located in the gym lobby.
- Added 4 contactless temperature kiosks located at each entry point of the building.
- Added an additional security guard to our security unit
- Created a guard station by the gym lobby entrance to monitor 7th grade students.
- Two administrators and two security staff members successfully completed Threat Assessment training to ensure that Duquesne City complies with Act 18 requirements for a Threat Assessment Team. Additional Threat Assessment training included “Documentation Practices.”

Governance and Administration

Dr. Sue A. Mariani, Chief School Administrator, is supervised by Dr. William H. Kerr, who was appointed Receiver, effective April 1, 2021. 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

(ACCCP). Dr. Kerr reports to Secretary of Education Noe Ortega via Dr. David Volkman, Special Advisor to the Secretary, and Judge Alan Hertzberg.

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 Sonya Gooden
4. School Director Burton Comensky
5. School Director Laura Elmore
6. School Director Rosia Reid
7. School Director Cedric Robertson
8. School Director Candice Butler
9. School Director (Vacancy)

Elected members of the Duquesne City Board of School Directors participated in two virtual Receiver Business Meetings during the First Quarter (August 10 and September 28). Participation of elected Board members was August – 7 and September - 5.

Next Report

The next Quarterly Recovery Plan Progress Report will cover the Second Quarter of Fiscal Year 2021 – 2022, October 1 through December 31, 2021. That report is expected to be filed in January 2022.

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