

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

**Recovery Plan
Quarterly Progress Report**

April 23, 2021

Purpose

This report updates progress on the Duquesne City School District Recovery Plan, which was issued on February 11, 2013 and implemented on April 2, 2013. Section 672-A(b)(2) of the Public School Code of Pennsylvania requires this report. The period covered is the third quarter of fiscal year 2020-21 – January 1, 2021 through March 31, 2021. The previous quarterly progress report in the series is dated January 15, 2021.

Executive Summary

Several highlights from the third quarter of the 2020-2021 school year follow:

- Receiver Dr. Paul Rach resigned from the Receiver position effective March 31, 2021. Chief Recovery Officer Dr. William Kerr was appointed to the Receiver position by the Court effective April 1, 2021.
- Recovery Plan implementation continues as amended.
- The Duquesne City School District (DCSD) continues to operate pre-kindergarten through sixth grade at the Duquesne Elementary School (DES). However, the school year started with online instruction due to the pandemic. In-person instruction began on October 26, with approximately 70% of the students in attendance. Reports of positive COVID cases prompted the return to full online instruction on December 14, with in-person instruction commencing again on January 4 and has continued through March.
- Operation of DES is planned for the foreseeable future.
- Student enrollment at DES at the end of March was 353, reflecting continued impact of the pandemic. Elementary EL 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 page 3.
- Current secondary enrollment of Duquesne resident students at West Mifflin and East Allegheny is 340. See page 12.
- Annual tuition to be paid by Duquesne for students attending school elsewhere in 2020 - 2021 is now projected to be \$10,137,181. See page 12.
- Current charter school enrollment in Kindergarten through grade 12 is 224. See page 13.
- Continued efforts are being made to bring students back to Duquesne from charter schools. Much of this effort is currently via social media due to the restrictions brought about by the pandemic. It is anticipated that this effort will expand by the summer of 2021. A revised recruitment plan was forwarded to PDE on February 10.

- 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 with the University of Virginia, supported by the PA Department of Education and designed to promote school turnaround, was adjusted reflecting the temporary restrictions on travel and social distancing. July and November sessions were virtual. The final meeting as a group was the Mid-Year Retreat in January, conducted virtually, with all of the Cabinet members participating. However, the District is interested in pursuing an extension of the partnership and meetings are scheduled for June.
- The Fourth Amendment to the Recovery Plan was provisionally approved by PDE on November 12, followed by approval by Senior Judge Judith Friedman from the Allegheny County Court of Common Pleas on Monday November 16. The Fourth Amendment is designed to move the District into the future. The District still awaits final approval from PDE for the 7th and 8th grade transitions.
- On January 20 Judge Alan Hertzberg was updated on the District status via a telephone conference with District administrators and the Solicitor.
- The bond issue to fund the project closed on March 3. The ESCO/GESA proposal from the McClure Group, which was the option chosen from the feasibility study, was signed the same day.

Supplemental Information

Please see the DCSD website, dukecitysd.org, for a historical summary of the school district's severe financial recovery status, its receivership and criteria for exiting recovery status. Quarterly Recovery Plan Progress Reports and the Amendments are also available there.

Implementation Narrative

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

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

Notes:

The Receiver, CRO, and Superintendent have been and continue to be in regular communication through Zoom meetings, emails, and text messages during the pandemic restrictions. Concerted efforts for continuous assessment and improvement of the Duquesne educational delivery system are continuously being made.

Education

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

**Duquesne Elementary School
 Student Enrollment
 March 31, 2021**

Grade >	Pre-K	K	1	2	3	4	5	6	Total
Sep 2015	24	56	48	50	59	39	36	40	352
Dec 2015	24	59	45	45	62	38	36	40	349
Mar 2016	27	60	46	45	58	39	36	37	348
Jun 2016	26	57	48	43	59	41	37	39	350
Sept 2016	23	50	45	42	35	52	39	34	320
Dec 2016	26	51	43	41	33	54	42	34	324
Mar 2017	29	54	44	40	33	58	42	35	335
Jun 2017	26	53	47	40	34	57	43	36	336
Sept 2017	29	39	47	46	42	35	52	41	331
Dec 2017	29	46	51	49	39	40	56	45	355
Mar 2018	30	48	54	52	42	41	60	46	373
Jun 2018	30	48	56	53	40	42	58	46	373
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

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

**Duquesne Elementary School
 Regular Education Sections and Class Size
 March 31, 2021**

Grade	Pre-K	K	1	2	3	4	5	6	Total
Sections	2	3	3	3	3	3	3	2	22
Average	6	17	18.3	15.7	14.3	17.3	17.7	20	16

Attendance

The following chart reflects two years of attendance, including attendance in the virtual instructional model from March 16, 2020 through October 23, 2020, then both virtual and in-person attendance for October 26 through December 11, and virtual again from December 14 until the holiday break. In-person instruction was restored on January 4, 2021.

**Duquesne City School District
 Average Student Attendance
 2019-20 and 2020-21**

Month	Day Count	Avg. Monthly % Present	Avg. % Absent	Avg. % Excused	Avg. % Unexcused	Avg. % Unlawful
2019-20						
Aug	8	92.93	7.07	9.43	10.43	0
Sept	20	93.62	6.38	7.02	9.57	0
Oct	22	91.03	8.97	9.75	12.86	0
Nov	18	90.03	9.97	10.3	14.22	0
Dec	14	90.79	9.21	7.28	14.92	0
Jan	18	92.67	7.33	7.63	9.44	0
Feb	18	93.77	6.23	5.66	8.8	0
March	10	90.59	9.41	7.28	14.54	0
April	online					
May	online					
June	online	87.94	12.06	-	-	-
Totals	180	91.49	8.51	8.04	11.85	0
2020-21	Online					
Aug	9	91.32	8.68	1	26.77	0
Sept	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
March	*23	90.48	9.52	2.97	25.86	0

*- Partial online instruction

The teaching staff at Duquesne City School District, with the support of the administrative team, continue 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.

Curriculum, Instruction, Assessment and Technology

Curricular Changes 2020-2021 School Year, Q3

Kindergarten through 3rd grade students and teachers are continuing to use the ARC Core reading program that was implemented last school year. ARC offers digital components to assist in virtual and remote learning and supports student literacy instruction with online reading materials at each student's instructional level. The program offers our teachers cultivated classroom libraries, thematic inquiry units, and teacher-led student conferencing to accelerate student growth and academic performance that is able to be implemented continuously so that students do not experience a break in instruction due to the COVID pandemic.

All grades K-6 are using READY math for core math instruction as well as the iREADY math program for math enrichment and remediation. All students took the iREADY beginning of the year diagnostic assessment to determine a baseline for instruction this academic year and 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 last benchmark was given in January 2021.

Students in grades K-6 are using Success Maker to enrich and remediate their skills in reading. This is our third and final year using this online platform and we began piloting iREADY reading in January with two separate grade levels. Success Maker has provided continued instruction for students throughout the changes in remote and in-person instruction.

Teachers in grades 3-6 have been utilizing new 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

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. Teachers utilize these for data PLC's weekly as well.

Professional Development 2020-2021 School Year, Q3

Professional development (PD) for the staff of Duquesne City School District is occurring in multiple content areas. These areas include remote learning practices, English Language Arts (ELA), math and data mining.

Remote Learning Practices

Duquesne teachers are offered professional development modules under a variety of subjects through a platform called Master Teacher. Teachers are able to complete assigned professional development courses through self-paced sessions. Sessions this year have focused on successful remote learning practices and creating high student engagement in a virtual setting.

ELA /ARC

The K-3 teachers at Duquesne have continued receiving professional development in their reading program from American Reading Company (ARC). The Director of Literacy works closely with coaches from ARC to ensure program implementation and students' growth and success. During this year of implementation, teachers have taken a closer look at using reading data to drive instruction and accelerate learning.

Math/Ready

Math teachers in grades K-6 continue to receive training this year in our new math program from Curriculum Associates and READY Math. Professional development was focused around using benchmark data to drive class instruction as well as learning how to increase rigor and math discourse in the classroom, more specifically, virtual classrooms.

Curricular Practices

The Duquesne City School District has continued professional development around the unpacking of PA Core standards and eligible content. Weekly PLC's and data meetings are conducted with all teachers, led by the Director of Curriculum, around utilizing grade level curriculum sites, aligning District resources, and increasing the rigor of instruction in the classrooms.

ESL

The District's two ESL teachers received a monthly professional development session at the Allegheny Intermediate Unit. PD was focused around WIDA Access testing and literacy practices for EL students. Continued professional development will occur for these teachers monthly.

Special Education

There were no state visits in the third quarter.

IEP meetings continue as scheduled.

Student Services

The current numbers of students referred to IST / DSAP January 1, 2021 through March 31, 2021 are as follows:

IST – January 1, 2021 through March 31, 2021

- Total student referred = 27
- Cases closed = 17
- Cases currently Active = 24

Yearly IST – cumulative 2020-21 school year

- Total number of students referred =196
- Total number of closed student cases =133
- Total current number of active student cases = 41

DSAP – cumulative 2020-21 school year

- Total students referred = 15
- Cases closed = 10
- Cases currently active = 5

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 Districts McKinney-Vento population, in-district foster care population and all families in need of additional support.

Please note that a portion of the figures above reflect referrals while virtual. The Administration believes these figures are somewhat lower than would be expected in brick-and-mortar operations.

Other Significant Activities

Negotiations with the Duquesne Education Association (DEA) began on January 9, 2020 with the initial meeting of negotiating teams and the state mediator. Negotiations, which were interrupted by the pandemic regulations, continued virtually on December 3, at which time the District responded to the DEA position. Further sessions resulted in the exchange of side-bar contract extension proposals which culminated in an agreement for a two-year extension through June 30, 2022 with salary increases of 1.56% and 1.27% respectively. Negotiations with the Duquesne Education Support Professionals Association (DESPA) began in January 2021. The District received the initial DESPA proposal in February and is reviewing the document in preparation for a counter proposal.

The Duquesne City Education Foundation, which will support and strengthen the Duquesne City School District through sponsored programs, projects, and activities, continues to await approval by the IRS to begin operations.

The renovation project, based on the limited building/stadium feasibility study by the McClure Group, the scope of which was limited to educational use of the building with the addition of grades 7 and 8 and a priority list of major systems updates, went under contract March 3. Work should begin in the spring and be substantially completed by September 1, 2021.

During this quarter, the Board Policies and Procedures and the Administrative Regulations amended or adopted are as follows:

Board Policy:

1. Policy 137.1 Extracurricular Participation by Home Education Students
2. Policy 50 Title I - Comparability of Services (new)
3. Policy 626.4 Travel Reimbursement
5. Policy 810.1 School Bus Drivers and School Commercial Motor Vehicle Drivers
6. Policy 810.2 Transportation - Video / Audio Recording
7. Policy 810.3 School Vehicle Drivers

Administrative Regulation:

1. AR-626-4 Travel Reimbursement

Approval of both the Building Level and District Level Comprehensive Plans also took place during the quarter. In addition, participation in the Allegheny Intermediate Unit Joint Purchasing Program was approved, as was a three-year contract with the AIU Communications Department.

The District continues to more closely scrutinize reports and invoices related to our transportation company led by the CRO and Business Manager. While reconciliation of all reports and invoices has been normal procedure, more frequent attention is now in place.

The Superintendent's scheduled monthly informational meetings with East Allegheny (EA) and West Mifflin (WM), intended to improve communication surrounding the 7th and 8th grade transition plan, continued throughout the quarter. The meetings took place virtually on January 25, February 22, and March 29. Minutes of each meeting were distributed to the districts and to

PDE. West Mifflin chose not to have any representation at the February session. It is important to note that Duquesne has been diligently working to implement the plan to return 7th and 8th graders to Duquesne, including responsiveness to any and all PDE requests for preparation plans and documents, multiple conversations with PDE, legislative, and WM/EA personnel, and community outreach. The next meeting is scheduled for April 26.

The mandated Education Advisory Council meetings began again in February after a lengthy absence. The session featured significantly greater participation from PDE than usual and included several legislators or their representatives. Duquesne was asked to do a presentation on the 4th Amendment and all three districts involved (Duquesne, East Allegheny, West Mifflin) were asked to do financial updates. Duquesne administrators presented the 4th Amendment in detail then answered questions from PDE representatives and the legislators. Duquesne's business manager also did a detailed presentation of pertinent fiscal issues. EA did a brief fiscal overview and WM did not present any report because the superintendent had terminated his connection and the business manager indicated he had not looked at the agenda for the meeting and therefore had no report prepared. The last session was held on April 6.

A 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, was approved at the March RBM and will be distributed to the legislators.

The Superintendent and Business Office completed an internal audit of employee mandated clearances and follow-up with employees, as appropriate, with anniversary dates.

Settlements and other personnel actions

There were no settlements entered into during the third quarter.

One MOU with the Duquesne Education Association was approved in the quarter, related to preparation time during the modified COVID schedule. This MOU will not add additional financial consequences for the District.

Finance

The implementation of the 2020–2021 General Fund Budget continued through the third 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.

On March 3, 2021, the District issued two series of General Obligation Notes. Series A of 2021 served to restructure the existing debt from the 2013 Series General Obligation Bonds which had \$1,420,000 in outstanding principal due in 2022. The restricted debt will be retired in 2025, and due to a favorable interest rate environment, will save the District approximately \$6,000 on a present value basis. More importantly, the size and timing of debt service payments will provide relief to cash flow burdens anticipated over the coming two fiscal years. Series B of 2021 totaled \$9,950,000 and will finance the District's planned capital improvements to extend the life of the

Duquesne Education Center by 20 years. Net debt service expense is structured to be in compliance with the Fourth Amendment to the Recovery Plan and will remain at 4% or lower of the District’s annual operating budget.

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 District’s capital improvements to replace/renovate essential systems in the Duquesne Elementary Center, funded by a new bond issue, will get underway in the late spring with substantial completion expected by the start of the 2021-22 school year. Included in the work are HVAC replacement, electrical updates and improvements, and a new roof.

The Superintendent announced a \$75,000 grant from the Grable Foundation to partially fund our transition efforts for students transitioning to EA.

The Receiver, CRO, Superintendent, and Business Manager participated in a meeting with PFM on February 26 to review new 5-year financial projections of budget revenues and expenditures, debt service, and other associated aspects. Follow-up sessions were held on March 24 and April 21.

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.

**Duquesne City School District
 General Fund
 Balance Analysis
 June 30, 2020**

Non-spendable		
Prepays	\$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

Duquesne City School District
 Quarterly Report
 April 23, 2021

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 for the first time in several years. While outstanding debt has increased, net debt service expense for the 2020-21 school year remains relatively unchanged (0.4% increase, net of reimbursements) and 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, 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

Personnel

The following chart presents a summary of staffing at the DCSD as of March 31, 2021.

Parentheses indicate changes from the January report. The net change from the March 2020 report is 4.5 fewer employees.

**Duquesne City School District
 2020 - 2021 Staffing Summary
 March 31, 2021**

Professional staff	40	Administrators*	4
Instructional support staff	22	Coordinators and supervisors*	3
Other support staff (+.5)	13.5	Confidential exempt staff	3

On January 1, 2021, the District implemented Oracle business software in partnership with the Allegheny Intermediate Unit. The transition was seamless. It is anticipated that the new software will ultimately be less costly than the current software used by the District.

Other significant staffing situations include:

Maternity Leaves:

Kindergarten teacher – returning 2021-22 SY
 ESL teacher - returning April 5, 2021

- * In addition to DCSD staff, 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). The federal programs consultant has been eliminated with the responsibilities now with in-house administration. Also, the full time Receiver, Paul J. Rach, Ed. D. and the full time Chief Recovery Officer, William H. Kerr, Ed. D., who are compensated by PDE, participated in administration and governance of the DCSD. The District maintained the contractual agreement with the Allegheny Intermediate Unit to provide business management services to the District for 2020 - 21 (Aaron Hassett). This contract was implemented July 1, 2018 and includes an annual opt-out provision should either entity find the situation untenable. The agreement was amended in January 2020 by both parties to address reconciliation language for year-end costs incurred by the Allegheny Intermediate Unit for any additional DCSD requested business office services.

Tuition

A major aspect of financial management at DCSD is tuition for students attending school elsewhere. Current tuition enrollments are tabulated below. The chart also compares the list of enrollments to the prior quarter’s totals to give some perspective on the trend data.

**Duquesne City School District
 Tuition Enrollment
 March 31, 2021**

Receiving Schools	Grades	Students Dec 31	Students March 31	Projected 2020-2021 Tuition
West Mifflin Area School District	7 – 12	313	320	\$4,569,184
East Allegheny School District	7 – 12	21	20	285,574
Charter schools, regular education	K – 6	114	110	1,611,278
Charter schools, special education	K – 6	27	31	1,072,640
Charter schools, regular education	7 – 12	55	54	790,991
Charter schools, special education	7 – 12	28	29	1,003,437
Special education schools	K – 12	24	24	789,695
Other schools	K – 12	2	1	14,282
Totals		584	589	\$10,137,081

Changes in individual tuition enrollments in the categories of receiving schools during the second quarter of the new year can be seen by comparing enrollments from December 31, 2021 to March 31, 2021 on the above table. Tuition enrollments remained stable in the second quarter, and while subcategories of charter school enrollments fluctuated, total charter enrollments remained the same at 224 for the third consecutive quarter. The District will continue to monitor these 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 \$14,278.70 for the 2020 - 2021 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 burden for the District due to the fact that it will never remain flat or decrease, but instead will grow by at least the District's Act 1 Index (4.2% in 2020-21, 4.9% in 2021-22, and projected to be 5.4% in 2022-23). In the current year, Duquesne City School District will face an incremental expense increase of \$200,000 due to the tuition rate alone. By 2023-24, that one-year increase will be \$300,000. Raising taxes to the Act 1 Index fails to cover one-third of that annual increase.

If enrollments from 2020 – 2021 remain the same, this change in tuition will account for an increase of \$191,000 in tuition expense. Even though Duquesne reduced budgeted expenditures slightly for 2020-21, the tuition increased by 4.2% by formula.

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 resolution on school funding reform for charter schools.

The annual tuition rate originally budgeted for each regular education charter school student for 2020-21 was \$15,466.53 based on actual, calculated rates from the 2019-20 school year. For each special education student who attends a charter school, the original budgeted annual tuition was \$32,705.15. Actual charter school rates for the current year have been calculated at \$14,647.98 and \$34,601.28 for regular education and special education, respectively. 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 over the last several years are depicted below. Total charter school enrollment is approximately 11% higher than in March of 2020.

**Duquesne City School District
 Charter School Enrollments
 March 31, 2021**

Month	Year	Elementary	Secondary	Total Enrollment
September	2015	132	54	186
March	2016	129	60	189
June	2016	131	61	192
September	2016	172	58	230
March	2017	145	62	207
June	2017	145	58	203
September	2017	160	52	212
December	2017	162	62	224
March	2018	158	54	212
June	2018	147	51	198
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	83	224

Facilities

The District obtained the Occupancy Permit for the building after it was discovered the document had never been issued.

Building Maintenance

Plumbing inspection for the new domestic hot water heaters and mixing valve installation passed.

The District had 67 holes patched on the roof to prevent leaks.

Equipment

Normal maintenance was maintained to keep the systems operating.

The new Fire panel system, smoke detectors, and annunciators have been installed and inspected.

The District purchased a replacement salt spreader.

Mixing Valves have been installed on all sink faucets and shower heads to meet the Code of Allegheny County Standards.

Safety

The Health and Safety Plan implemented at the beginning of the school year remains in place.

Brian Stowell was reappointed as the Health and Safety Officer for the District.

Mr. Stowell, Mr. Little, Officer Coleman, and Officer Kraus have all earned Threat Assessment C-stag 1 & 2 certifications.

Governance and Administration

The DCSD Superintendent of Schools is Sue A. Mariani. She is supervised by Receiver Paul J. Rach, Ed. D. Both Mrs. Mariani and Dr. Rach took their respective offices on March 1, 2018. Chief Recovery Officer William H. Kerr, Ed. D. was appointed October 1, 2019 and reports to the Receiver. Dr. Rach reports to the Duquesne City Board of School Directors, the Pennsylvania Department of Education (PDE) and the Allegheny County Court of Common Pleas (ACCCP). At PDE, Dr. Rach reports to Secretary of Education Noe Ortega via Special Advisor to the Secretary David W. Volkman, D. Ed. and Deputy Secretary for Administration Danielle Mariano. At the ACCCP, Dr. Rach now reports to Judge Alan Hertzberg. *It is important to note that Dr. Rach resigned effective March 31, 2021 and has been replaced by CRO Dr. William Kerr effective April 1, 2021.*

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 Maxine Thomas
9. School Director Candice Butler

Elected members of the Duquesne City Board of School Directors participated in three virtual Receiver Business Meetings in the third quarter (January 26, February 23 and March 30) and one special RBM on January 7. Participation of elected members was January - 8, February - 6, March - 6, and for the special meeting was eight.

Next Report

The next quarterly Recovery Plan Progress Report will cover the fourth quarter of fiscal year 2020 – 2021, April 1 through June 30, 2021. That report is expected to be filed in July 2021.

Acknowledgements

The following individuals contributed to this report:

- Paul J. Rach, Ed.D., Receiver, DCSD
- William H. Kerr, Ed.D., Chief Recovery Officer, DCSD
- Sue A. Mariani, M.Ed., Superintendent of Schools, DCSD
- Jamie Schmidt, Ed.D., Director of Curriculum, Instruction and Assessment, DES
- Celeste Rudge, M. Ed., Director of Literacy and Innovation, DES
- Eric Harper, Principal, DES
- James E. Miller III, Technology Coordinator, DCSD
- Joseph Merhaut, Ed.D., Special Education Consultant (Keystone Consulting)
- James B. Graham, Business Consultant
- Aaron Hasset, Business Manager, contract with AIU
- George Little, Assistant Principal, DES
- Brian Stowell, Attendance Improvement Coordinator, Act 44 Safety and Security Officer, and Facilities Director, DES
- Crystal Irdi, Executive Assistant to the Superintendent/Board Secretary, DCSD