

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

**Recovery Plan
Quarterly Progress Report**

October 15, 2020

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 first quarter of fiscal year 2020 - 21 – July 1, 2020 through September 30, 2020. The previous quarterly progress report in the series is dated July 15, 2020.

Executive Summary

Several highlights from the first quarter of the fiscal year 2020 - 2021 follow:

- Recovery Plan implementation continued, 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 is tentatively planned to begin on October 26 pending pandemic assessments at that time.
- Operation of DES is planned for the foreseeable future.
- Student enrollment at DES at the end of September is 375, a decrease of 43 students from the June 30, 2020 enrollment. Forty of the 43 are from pre-K (29) and K (11), in part a reflection of parents/guardians not enrolling their children in the virtual program with which we started the year. EL students were reported to number 56. 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 315, four less than reported in June 2020. See pages 10 and 11.
- Annual tuition to be paid by Duquesne for students attending school elsewhere in 2020 - 2021 is projected to be \$10,016,725, an increase of 11.5% compared to the October 2019 estimate. See page 11.
- Current charter school enrollment in Kindergarten through grade 12 is 224, an increase of 25 from June 2020. The secondary increase accounts for 15 of the 25. See page 12.
- Continued efforts are being made to bring students back to Duquesne from charter schools.
- 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 sessions were virtual and November sessions are planned. The building administrators wrote and submitted a ninety-day plan.
- An amended final draft of the Fourth Amendment to the Recovery Plan will be submitted to PDE for review. We have engaged in several conference calls, exchanged a number of emails and submitted several reports clarifying the amendment and await PDE approval. Although mitigated by the current environment, the Fourth Amendment is designed to move the District into the future.
- A limited feasibility study of the building and the stadium was approved and performed by the McClure Group and Crabtree Rohrbaugh Associates. The study focused on building use, priority maintenance items, and stadium repairs. The results were reported to the District on September 15 and were shared with PDE. The District administration arrived at a decision to use the ESCO/GESA proposal from the McClure Group. The stadium work was deleted from the scope of the project to remain within the fiscal limits of the Fourth Amendment. This project is subject to approval of the Fourth Amendment. The stadium upgrades will be addressed in the future and will be within the province of the Duquesne Education Foundation.

Supplemental Information

Please see the DCSD website, dukecity.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 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 13)

Notes:

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

Education

Historic and current DES enrollments are displayed on the following table. Enrollment decreases from the July Quarterly Report are primarily from the pre-K and K groups and are in part reflective of the consequences of opening school virtually. Parents/guardians reported a reluctance to enroll their children in a virtual setting.

**Duquesne Elementary School
 Student Enrollment
 September 30, 2020**

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

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
 September 30, 2020**

Grade	Pre-K	K	1	2	3	4	5	6	Total
Sections	2	3	3	3	3	3	3	2	22
Average	6.5	18	20.3	17	15.7	18.3	17.3	21	17

Attendance

The following chart reflects attendance in the virtual instructional model from March 2020 through September 2020.

**Average Student Attendance
 2019-20 and 2020-21**

Month	Day Count	Avg. Monthly % Present	Avg. % Absent	Avg. % Excused	Avg. % Unexcused	Avg. % Unlawful
Aug 2019-20	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	128	91.49	8.51	8.04	11.85	0
Aug 2020-21	Online 9	91.32	8.68	1	26.77	0
Sept	Online 21	88	12	1.61	34.76	0
Totals	30	89.03	10.97	1.43	32.36	0

The teaching staff at Duquesne city school district, with the support of the administrative team, has been working tirelessly to ensure that each and every student is accounted for during the virtual instruction model. For those students that the district has not been able to reach by phone, email, and mail members of the Administrative team have been doing home visits and reaching out to outside agencies, such as the Family Center, to assist in locating and getting in touch with these families.

Curriculum, Instruction, Assessment and Technology

Curricular Changes - 2020-2021 School Year, Q1

Kindergarten through 3rd grade students and teachers are continuing to use the ARC Core reading program that was implemented last school year. Throughout the school closure teachers were able to continue using these materials and programs. ARC offers digital components to assist in virtual learning and support students’ 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 virtually so that students do not experience a break in instruction.

All grades K-6 will be 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.

Students in grades K-6 continued to use Success Maker to enrich and remediate their skills in reading. This is our third year using this online platform. Students are able to continue using Success Maker during school closures.

Teachers in grades 3-6 have begun implementing new science and social studies materials that are aligned to PA academic standards. Class sets of each subject were purchased for each departmentalized grade level in order to create better alignment and build instructional capacity in these subject areas.

Curriculum sites were developed and released to each grade level PK-6. These sites include curriculum maps, pacing guides, common assessment, and data trackers for ELA, Math, and Science. Teachers have standards and resources paced and mapped for the entire academic year and cannot better align their own planning to meet the needs of the district curriculum.

Professional Development 2020-2021 School Year, Q1

Professional development (PD) for the staff of Duquesne City School District occurred in multiple content areas.

ELA/ARC

Teachers in grades K-3 received professional development sessions on how to access and use the ARC instructional components in a digital platform to assess and support reading learning and achievement digitally.

Math/Ready

Math teachers in grades K-6 received training for READY and iREADY. Sessions were targeted on year 2 implementation for teachers who used the program last year and new implementation for the grade levels just beginning. All teachers received training on iREADY and how to create digital lessons that are individualized based on student need and skills.

Science/History

Teachers in grades 3-6 received training from SAVVAS and Houghton Mifflin. These sessions concentrated on our new text series in these content areas. Both text series have a digital component that our students can access during any time school is closed so that instruction is not interrupted.

Restorative Practices

All teachers in grade PK-6 participated in a Restorative Practices professional development session from the University of Pittsburgh. This is the first year of our partnership with the University with a focus on Restorative Practices.

ESL

The district's two ESL teachers will continue to receive their monthly PD from the AIU virtually as work with our ESL consultant, Deborah Hioutis.

Special Education

There were no state visits in the first quarter.

IEP meetings continue as scheduled.

Student Services

The current numbers of students referred to IST/DSAP 8-21-20 through 10-1-20 are as follows:

(IST)

- Total students referred = 113
- Closed = 53
- Currently Active = 60

(DSAP)

- Total student referred = 3
- closed = 0
- currently active = 3

Please note that these numbers reflect referrals while virtual and are more than likely subject to increase once we are back 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, will continue as circumstances allow by whatever medium is agreed upon by the parties. We have been contacted by a newly appointed replacement state mediator and await his recommendations to commence with negotiations.

The Duquesne City Education Foundation, which will support and strengthen the Duquesne City School District through sponsored programs, projects, and activities, has been submitted to the state and final paperwork is in progress.

A report on the limited building / stadium feasibility study by the McClure Group was received on September 15. The scope of the study was limited to educational use of the building with the addition of grades 7 and 8 and a priority list of maintenance needs in the building. The McClure Group proposal was selected by the District and implementation awaits approval of the Fourth Amendment within the fiscal limits of the Fourth Amendment.

The addition of the Chief Recovery Officer has provided the opportunity for the Receiver, Chief Recovery Officer and the Superintendent to plan more expansively for the future of the District. Among the areas of attention are the facilities, a Fourth Amendment to the Recovery Plan, updating of the District policies, and planning for the COVID – 19 issues based on the PA School Reopening Task Force Report and the local Reopening Task Force recommendations.

During this quarter, the Receiver, acting as the Board of Education, adopted the following new or revised board policies:

- Policy 006.1 - Use of Teleconferencing at Meetings via Electronic Communications
- Policy 103 - Discrimination / Title IX Sexual Harassment Affecting Students
- Policy 104 - Discrimination / Title IX Sexual Harassment Affecting Staff
- Policy 202.1 - Student Eligibility of Nonresident District Staff
- Policy 247 - Hazing
- Policy 248 - Dating Violence (NEW)
- Policy 249 - Bullying / Cyber-bullying
- Policy 317.1 - Educator Misconduct
- Policy 805 - Emergency Preparedness and Response
- Policy 805.1 - Relations with Law Enforcement Agencies
- Policy 805.2 - School Security Personnel
- Policy 824 - Maintaining Professional Adult / Student Boundaries

Settlements and other personnel actions

There were no settlements entered into during the first quarter.

Several grievances from the Duquesne Education Association (DEA) and the Duquesne Education Support Personnel Association (DESPA) are moving through the contractual steps. The DEA and DESPA have moved several grievances to arbitration. No actions have transpired at this point. A grievance related to alleged late teaching assignment notification has been settled through a Memorandum of Understanding (MOU). Two other MOU's are in progress, one related to using a Duquesne Education Support Personnel Association member as a substitute teacher for pre-K (she is eligible) and a grievance related to paid benefits during unpaid leave. None of these three MOU's add additional financial consequences for the District.

The Superintendent initiated planning for the creation of a District operated cyber charter school. Several circumstances prompted her interest in the project. The mandated closure due to the pandemic, the resulting online instruction, and the possibility of parents / guardians keeping their children at home for instruction were foremost among the considerations. Another consideration was finance, with the possibility of significant savings in tuition costs by operating the K-6 program in-house in partnership with Waterfront Learning, a program offered by the AIU. Grades seven and eight will be added as appropriate.

Finance

The implementation of the 2020 – 2021 General Fund Budget commenced 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.

The furlough of paraprofessionals, personal care assistants, and some custodians during the first nine-week period of virtual instruction will result in a net savings of approximately \$154,000 to the district, after considering unemployment compensation cost and the reduction in Commonwealth subsidies for FICA and PSERS expenses.

Two other items of significance bear inclusion in this report. First, the School District has received a PCCD grant for \$151,690 for improvements to safety and security. Secondly, the Superintendent and Administration are working on the federal CARES budget, in the net amount of approximately \$530,000, and identifying expenditures based on allowable uses.

The following fund balance analysis is based on preliminarily projected year-end results for 2019 – 2020. The 2019 – 2020 deficit is anticipated to be \$1,925,000, resulting in an estimated June 30, 2020 fund balance of \$2,500,000. With the 2020 – 2021 budgeted deficit, fund balance is projected to be approximately \$40,000 as of June 30, 2021. Actual figures for the June 30, 2020 fund balance and updated projections for the June 30, 2021 fund balance will be provided in the January 2021 report, following the completion of adjusting entries and the finalization of the Annual Financial Report and audit.

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

Non-spendable (projected)		
Prepays	\$110,000	
Other	0	
Total non-spendable		\$110,000
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	816,717	
Assigned for capital improvements	250,000	
Total Assigned		2,371,717
Unassigned		30,097
Total fund balance as of June 30, 2020 (projected)		2,511,814
Surplus (deficit) budgeted for the 2020-2021 budget		(2,471,568)
Projected fund balance as of June 30, 2021		\$40,246

Bonds and Notes Payable

A summary of bonds and notes payable is shown on the following table. There is no change from the July 15, 2020 projection in the Bonds and Notes Payable chart illustrated below. It is included for convenience of having all of the financial information readily available in this report.

**Duquesne City School District
 Bonds and Notes Payable
 September 30, 2020**

Fiscal Year Ending	Bonds Payable	Notes Payable	Total Bonds and Notes Payable
June 30			
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**	1,706,667	730,000	2,436,667
2022**	250,833	665,000	915,833
2023**	\$215,000	\$ -	\$215,000

* Audited financial statements

** Projected

Personnel

The following chart presents a summary of staffing at the DCSD as of September 30, 2020.

**Duquesne City School District
 2020 - 2021 Staffing Summary
 September 30, 2020**

Professional staff (-2.5)	39	Administrators*	3
Instructional support staff (-1)	26	Coordinators and supervisors*	4
Other support staff	11.5	Confidential exempt staff	2

Due to a reduced workload created by the COVID pandemic, the District solicited and received several voluntary furloughs from non-professional staff during mid-August. However, with the need for these employees diminished by online instruction, a special RBM was held on August 27

at which 31.5 non-professional employees were furloughed, including the aforementioned voluntary furloughs. Among the group were 4.5 custodians, 17 paraprofessionals and 10 personal care assistants. It is anticipated that all will be recalled when in-person instruction resumes. The anticipated net savings from these furloughs for the first nine weeks is \$153,680.

The new maintenance person began work on September 8 and interviews are underway for a new nurse. Vacant custodial and clerical positions will not be filled until the District resumes person-to-person instruction. In addition, a teacher vacancy created by a resignation will not be filled until required.

Other significant staffing situations include:

- Retirement of the music teacher – position filled with new employee
- Resignation of 6th grade teacher – position filled with new employee
- Resignation of Dean of Students – position not filled
- Resignation of 3rd grade teacher-internal transfer - from Specials to 3rd grade, not replacing Special at this time
- Anticipating four DEA maternity leaves and one DESPA maternity leave during the year

* 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.

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
 September 30, 2020**

Receiving Schools	Grades	Students June 30	Students Sept 30	Projected 2020-2021 Tuition
West Mifflin Area School District	7 – 12	319	315	\$4,495,058
East Allegheny School District	7 – 12	23	21	299,853
Charter schools, regular education	K – 6	103	106	1,639,452

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Charter schools, special education	K – 6	24	31	1,013,860
Charter schools, regular education	7 – 12	50	62	958,924
Charter schools, special education	7 – 12	22	25	817,628
Special education schools	K – 12	18	22	712,005
Other schools	K – 12	4	4	79,945
Totals		563	586	\$10,016,725

Changes in individual tuition enrollments in the categories of receiving school during the first quarter of the new year can be seen by comparing enrollments from June 30 to September 30 on the above table. The most noteworthy change is an increase in charter school enrollments. It remains to be seen whether some of these are temporary enrollments due to the pandemic. 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. 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. Current rates for 2020 – 21 have not yet been finalized as the district awaits final Average Daily Membership figures for 2019 – 20. The prior year rates are currently being used on charter school invoices, and these rates will be updated upon completion of the PDE 363 calculation.

Enrollments of DCSD students in charter schools at key months over the last several years are depicted below. Total charter school enrollment has increased by 12.5%, which is the largest quarter over quarter increase since the beginning of the 2016 – 17 school year.

**Duquesne City School District
 Charter School Enrollments
 September 30, 2020**

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

Facilities

Building Maintenance

Since July 1, 2020, the Duquesne City School District has focused on being future ready for our students and teachers when they return to the building. Enviromasters was contracted to disinfect the entire building in July using their Sani Guard spray. They then returned to spray the building a second time on September 30, 2020 to once again disinfect the entire building prior to the return of our teaching staff on October 5.

Other protections that we have put into place are as follows: the district purchased safe handle sleeves from Germ Solutions to be applied to all doorknobs, faucets, push bars, and flushers to kill all germs on contact for 6 months; the district ordered two microbial sprayers along with a 55-gallon drum of the PURE sanitizing solution. This solution can either be misted into the air or sprayed directly onto surfaces and offers 24 protection from germs on surfaces. The PURE solution is 100% non-toxic; the district purchased hand sanitizer stations and had them installed in front of every classroom - the district has a bi-monthly contract with Eviromasters to keep these hand sanitizing stations full and functioning properly; the district has had one water

fountain from each floor removed and replaced with a bottle refill station. The district now has a total of 6 bottle refill stations.

Equipment

No major expenditures were required in the first quarter. Regular, day-to-day maintenance activities continued. The District replaced outside contractors, which had been utilized after the untimely loss of our maintenance person, with a full-time maintenance person on September 8.

The replacement of the hot water heaters, originally intended to be a part of the renovation project, required emergency replacement sooner than expected. The project was contracted using COSTARS pricing and will be completed as soon as possible to ensure hot water is available in the building.

Safety

Superintendent Moyer presented the annual 2020 - 2021 Act 44 Safety and Security Report prepared by Brian Stowell, Safety and Security Coordinator, to the Board and Administration in Executive Session, June 30, 2020.

Governance and Administration

The DCSD Superintendent of Schools is Sue A. Moyer. She is supervised by Receiver Paul J. Rach, Ed. D. Both Ms. Moyer 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 Pedro A. Rivera via Executive Deputy Secretary of Education David W. Volkman, D. Ed. and Deputy Secretary of Education for Administration Debbie Reeves (Note – Ms. Reeves retired June 30 and has been replaced by Danielle Mariano). At the ACCCP, Dr. Rach reports to Senior Judge Judith A. Friedman. 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

Members of the Duquesne City Board of School Directors participated in two virtual Receiver Business Meetings in the first quarter (August 12 and September 22) and one special RBM on August 27. Participation of elected members for both the August and September regular virtual meetings was six and for the special meeting was five.

Next Report

The next quarterly Recovery Plan Progress Report will cover the second quarter of fiscal year 2020 – 2021, October 1 through December 31, 2020. That report is expected to be filed in January 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. Moyer, M.Ed., Superintendent of Schools, DCSD
- Jamie Schmidt, M.Ed., 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 Hassett, Business Manager, contract with AIU
- George Little, Social Services Coordinator, DES
- Brian Stowell, Attendance Improvement Coordinator, Act 44 Safety and Security Officer, DES
- Crystal Irdi, Executive Assistant to the Superintendent/Board Secretary, DCSD