

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

**Recovery Plan
Quarterly Progress Report**

July 15, 2019

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 fourth quarter of fiscal year 2018 – 2019 – April 1, 2019 through June 30, 2019. The previous quarterly progress report in the series is dated April 15, 2019.

Executive Summary

Several highlights from the fourth quarter of fiscal year 2018-2019 follow:

- Recovery Plan implementation continued.
- The Duquesne City School District (DCSD) continues to operate pre-kindergarten through sixth grade at the Duquesne Elementary School (DES).
- Operation of DES is planned for the foreseeable future.
- Student enrollment at DES at the end of the school year was 389, reflecting little change from the last report. EL enrollment was reported to be 43.
- Efforts continue to improve curriculum and instruction at DES. See details in the section of this report marked *Education*, which begins on page 3 .
- There is no change to the fund balance report from April. The updated, audited, year-end financial position for 2017-18 was a deficit of \$920,446, an improvement of \$250,000 from the figures projected in the July report. An updated estimate for the June 30, 2019 fund balance will be provided in the October report. See page 7.
- Current secondary enrollments of Duquesne resident students at West Mifflin and East Allegheny is 335, 24 less than one year ago. See page 10.
- Annual tuition to be paid by Duquesne for students attending school elsewhere in 2018-2019 is now projected to be \$8,511,287, down \$67,026 from the January 2019 report but up \$285,393 from the October 15 report. See page 10.
- Current charter school enrollment in grades Kindergarten through 12th grade is 213, fifteen more than reported in June, 2018. See page 11.
- Continued efforts are being made to bring students back to Duquesne from charter schools. A new web site was launched and proactive efforts are planned for the summer, including home visits and a variety of mailers.
- There were no unpaid or contested invoices or debt service obligations during the quarter, and all payroll and benefit expenditures and tuition payments were made in a timely manner.

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- A number of personnel changes will be implemented by the start of the 2019-20 school year. Some of the changes were approved at the June Receiver Business Meeting and any remaining changes will be approved/ratified at the August Receiver Business Meeting.
- A third amendment to the Recovery Plan was approved by the court.
- The District partnership with the University Of Virginia, supported by the PA Department of Education and designed to promote school turnaround, is progressing according to plan.

Supplemental Information

Please see the DCSD website, dukecitysd.org, for an 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 6)
3. Governance and Administration (page 12)

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Education

Enrollment

Historic and current DES enrollments are displayed on the following table. Grade enrollments remained stable since previously reported figures for April.

Duquesne Elementary School									
Student Enrollment									
June 30, 2019									
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
Sep 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
Sep 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
Sep 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	53	54	58	39	43	55	390
June 2019	30	58	54	53	58	39	42	55	389

Enrollment remained stable since the April 15 enrollment report. As noted above, 55 students will be moving to seventh grade and until our Kindergarten enrollment stabilizes, usually mid-September, we will not have a firm grasp on total enrollment for the upcoming year.

The EL enrollment has now risen from seven at the beginning of 2018-19 to the June report of 43, or now approximately 11% of the building population. This increase has resulted in the decision to eliminate our contract with the Allegheny Intermediate Unit to provide EL services and to transfer a full time teacher to that position, including arrangements for training to acquire certification. The superintendent has also scheduled staff in a way that will accommodate any further increase in the EL enrollment. These

changes will result in more consistent services and also is a budgetary savings. The EL population is spread across grade levels and includes multiple languages.

The following tabulation reflects current classroom sections and average class size at each grade.

Duquesne Elementary School									
Class Size									
June 30, 2019									
Grade	Pre-K	K	1	2	3	4	5	6	Total
Sections	2	3	3	3	3	2	2	3	21
Average	15	19.3	18	17.7	19.3	19.5	21	18.3	18.5

Attendance

Attendance for the 2018-19 school year was 91.86%. Much of the credit for the attendance rate is given to the “Be There Buddy” program. Also of note is a decrease in in-district truancy citations for the current school year as compared to last year.

Curriculum, Instruction, Assessment and Technology

There were no monitoring visits by any agency reported in 2018-19.

There were no staffing changes in this quarter. There are, however, staffing changes being made to take effect for the 2019-20 school year.

New Website

The District’s new website was successfully launched May 1. This new tool, in combination with existing social media instruments, should be helpful in our recruiting efforts and in the general dissemination of information to our parents and the community.

Professional Development 2018-2019 School Year, Q4

Professional development (PD) for the staff of Duquesne City School District occurred in multiple content areas. These areas include Project Based Learning (PBL), English Language Arts (ELA), math, science, technology, engineering, arts and math (STEAM), and Culturally Responsive Pedagogy.

PBL

This professional development was led by our education partner, The TeamBuilders Group (TBG). TBG met with our faculty on Tuesdays throughout the school year to assist with supporting the key elements to project based learning as well as their instructional philosophies surrounding collaboration in the classroom. As a culminating activity, all teachers participated in a Demonstration of Excellence in which they publically displayed their PBL projects to their peers.

ELA/iLit/SuccessMaker

Instructional coaches Celeste Rudge and Jamie Schmidt provided professional development this year on iLit for grades 4-6, Text Dependent Analysis Questions for grades 4-6, and differentiated instruction and fine motor activities for Kindergarten

Culturally Responsive Pedagogy

The Duquesne City School District has partnered with the University of Pittsburgh's Center for Urban Education (CUE). Through this partnership, CUE has provided professional development to our staff on how to improve our teaching practices around topics like race, ethnicity, English Learners (EL) and student empathy for all groups. This PD occurred twice a month from February through May.

UVA Partnership

The partnership with the University of Virginia continues and is entering the second phase. The District completed the School Readiness Assessment that will be instrumental in identifying the initial areas of focus for school turnaround. A team from the District will attend a week-long professional development at UVA. That team will consist of administrators and teachers. During that workshop the team will be creating a 90-day plan to be implemented at the start of the 2019-20 school year.

Special Education

There were no on-site state visits April 1 – June 30.

The Special Education population in our K-6 building was approximately 28% at the end of the school year. Although this figure reflects a decrease, in a population as

limited as ours the percentage rate can fluctuate by several percentage points in a single day.

Thirty-five students were tested for special education and 21 qualified for services. All students who were referred were tested.

Thirty-five Special Education students qualified for Extended School Year this year based upon progress monitoring and data collection and a total of 15 have chosen to attend either at DES or off-site.

Student Services

Our Duquesne Student Assistance Program (DSAP) is an integral part of our effort to provide necessary services to our students. For the 2018-19 school year, DSAP received requests for assistance for 101 separate students, with three repeaters. Of the 101 cases, 46 were referred for Tier III intervention(s), meaning these students received the highest level of support either by one-on-one sessions with a psychologist, group sessions, or both. Thirty-nine of those student cases were closed by the end of the school year. The other seven students remained active due to recommendations for additional supports over the summer. The students not receiving Tier III interventions (55) were supported by Tier I and Tier II interventions. Examples: Daily progress monitoring, behavior sheets, etc.

Significant Activities

On May 15 we hosted what will be an annual Resource Fair for the entire community. The event, held in the gymnasium, featured over 40 organizations representing a wide variety of community resources. The event was well attended and the comments we received were very positive. Sam's Club in West Mifflin donated food for the evening and we were able to serve the community as well as the teachers and staff of Duquesne Elementary who attended the Fair.

Promotion ceremonies for Pre-K, Kindergarten, and sixth grade were all well attended. After each event a reception for the students and all who attended was hosted in the cafeteria.

Finance

The implementation of the 2018-2019 General Fund Budget continued through the fourth 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.

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To reemphasize this item from the April quarterly, School Improvement Grant (Project Code 142-180124) and School Intervention/Program Improvement (Project Code 042-180124) revenues are not anticipated to continue into the 2019-2020 school year. With all else being equal, the discontinuation of these programs will result in a \$616,840 decline in federal revenues in 2019-2020 when compared to the current year.

The following fund balance analysis, which remains identical to the April, 2019 quarterly report, is based on audited year-end results for 2017-2018 and the DCSD General Fund Budget for 2018-2019. The audited year-end general fund deficit was \$920,446, which is an improvement of \$250,000 from the original estimate and \$200,000 better than the October, 2018 projection. An estimate for the June 30, 2019 fund balance will be provided in the October, 2019 report.

Duquesne City School District		
General Fund		
Fund Balance Analysis		
June 30, 2018		
Non-spendable		
Prepays	\$ 285,000	
Other	0	
Total non-spendable		\$ 285,000
Restricted		0
Committed for extraordinary educational needs	\$ 1,000,000	
Committed for increases in PSERS contributions	152,560	
Committed for increases in health benefit expense	910,748	
Committed for capital improvements	250,000	
Committed to refund Series 2013 Bonds when callable	1,420,000	
Total committed		3,733,308
Assigned		0
Unassigned		931,034
Total fund balance as of June 30, 2018 (audited)		4,949,342
Fund balance appropriation for the 2018-2019 budget		(1,521,141)
Projected surplus (deficit) for the 2018-2019 budget		0
Total projected fund balance as of June 30, 2019		\$3,428,201

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Bonds and Notes Payable

A summary of bonds and notes payable, which remains identical to the April report, is shown on the following table. Additional years have been added to the table to demonstrate the rapid retirement of debt over the period of time spanning from June 30, 2018 to June 30, 2023. While the liquidation of these liabilities is a positive, it should be noted that these debt service obligations will put a strain on the District's cash flow and fund balance in the absence of future additional resources.

Duquesne City School District			
Bonds and Notes Payable			
June 30, 2019			
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*	6,110,833	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**	1,706,667	730,000	2,436,667
2022**	250,833	665,000	915,833
2023**	\$215,000	\$ -	\$215,000

* Audited financial statements

** Projected

Staffing

The following chart presents a summary of staffing at the DCSD as of June 30. There was a change in special education consulting services from the April 15 Quarterly Report. Also, there is one fewer professional staff (retirement) and one fewer coordinator/supervisor.

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Duquesne City School District			
2018-2019 Staffing Summary			
June 30, 2019			
Professional staff	40	Administrators*	3
Instructional support staff	22	Coordinators and supervisors*	3
Other support staff	13	Confidential exempt staff	2

- 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), federal programs administration (Nancy Olenik) and communications coordination (Sarah McCluan). Also, the full time Receiver, Paul J. Rach, Ed.D. who is compensated by PDE, participated in administration and governance of the DCSD. The District will continue the contractual agreement with the Allegheny Intermediate Unit to provide business management services to the district for 2019 – 2020. This plan was implemented July 1, 2018, and includes an annual opt-out provision should either entity find the situation untenable.
- Two major staffing changes will take place for the 2019-20 school year. The current principal, Dr. Jennifer Jennings, has requested a return to the classroom, which the District has accommodated. The new principal will be Mr. Eric Harper, who will serve on an emergency certificate while completing academic work for a principal’s certification. Mr. Harper has been with the District for 10 years and has been the Student Services Coordinator. The other significant change is the reassignment of ELA academic coach Jamie Schmidt to Director of Literacy and Innovation/Federal Programs, a move designed to place greater emphasis on the implementation of the literacy initiative with fidelity, and to accommodate the eventual elimination of the federal program consultant position.

Tuition

A major aspect of financial management at Duquesne is tuition for students attending school elsewhere. Current tuition enrollments are tabulated below.

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Duquesne City School District				
Tuition Enrollments				
June 30, 2019				
Receiving Schools	Grades	Students March 31	Students June 30	Projected 2018-2019 Tuition
West Mifflin Area School District	7-12	293	311	\$3,899,632
East Allegheny School District	7-12	27	24	335,635
Charter schools, regular education	K-6	125	111	1,528,935
Charter schools, special education	K-6	29	24	788,569
Charter schools, regular education	7-12	45	62	854,000
Charter schools, special education	7-12	11	16	525,713
Special education schools	K-12	19	18	537,592
Other schools	K-12	6	3	41,211
Totals		555	569	\$8,511,287

Changes in individual tuition enrollments in the categories of receiving schools during the fourth quarter can be seen by comparing enrollments from March 31 to June 30 on the above table. A correction has been made to the elementary and secondary classifications for charter school students, which is evident in the table below. A large class of students who entered grade seven in the 2018-2019 school year were still being counted in the K-6 grouping. This correction changes the mix in K-6 vs. 7-12 enrollments, but the total charter enrollment only increased by three students from the prior quarter.

Enrollment updates were not provided by West Mifflin Area School District throughout the year, therefore, the quarterly differential above truly reflects the differential from the beginning of the school year to the end of the school year.

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.

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The annual tuition rate for Duquesne students who attend school at West Mifflin Area and East Allegheny is \$13,214.24 for the 2018-19 school year. Charter school tuition rates were formerly set and regularly adjusted by PDE. Currently, the school district calculates tuition rates using the PDE 363 form.

The annual tuition rate originally budgeted for each regular education charter school student for 2018-19 was \$15,210.33. For each special education student who attends a charter school, the original budgeted annual tuition was \$37,207.42. Updated rates, calculated locally, have reset those amounts to \$13,774.19 for regular education students and \$32,857.06 for special education students. The preceding chart reflects these updated rates.

Enrollments of Duquesne students in charter schools at key months over the last several years are depicted below. Overall enrollment has had relatively minor variance over the previous twelve months. As noted above, a correction has been made below to capture the relatively large class of charter-enrolled students who were in seventh grade in the 2018-2019 school year but were still being reported in the elementary category in previous reports.

Duquesne City School District				
Charter School Enrollments				
June 30, 2019				
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

Facilities

Efforts to maintain the facility continue on a daily basis, and the budget again includes a designated capital improvement category. An improvement to the HVAC system was completed to further automate the operation and reduce the amount of labor required to manage the equipment. The building mechanicals are now 20 years old and nearing the end of their useful life, and therefore require more intensive maintenance to keep the building climate comfortable. Additional security features will be installed over the summer thanks to grant monies, and will include entry security and additional cameras.

In a move to better utilize available space in the central office, a minor renovation was completed to accommodate the business office. Now all business office personnel will be housed in the same area with the district administration. A full size room which previously held a single business office employee will now become an improved parent room.

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. 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. At the ACCCP, Dr. Rach reports to Senior Judge Judith L.A. Friedman.

The Duquesne City Board of School Directors 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 Christine Matsko
7. School Director Rosia Reid
8. School Director Cedric Robertson
9. School Director Maxine Thomas

Members of the Duquesne City Board of School Directors participated in two Receiver Business Meetings in the fourth quarter: May 7 and June 18. Attendance by school directors was six and seven, respectively, although in May eight board members attended the executive session before two departed for other obligations.

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The primary election resulted in all incumbent elected board members retaining their seats on the board. There is no expectation that this result will change in the general election.

Next Report

The next quarterly Recovery Plan Progress Report will cover the first quarter of fiscal year 2019-2020 – July 1 through September 30, 2019. That report will be filed in October.

Acknowledgements

The following individuals contributed to this report.

1. Paul J. Rach, Ed.D., Receiver, DCSD
2. Sue A. Moyer, M.Ed., Superintendent of Schools, DCSD
3. Stanley B. Whiteman III, Ed.D., Director of Curriculum and Instruction, DES
4. Jennifer M. Jennings, Ed.D., Principal, DES
5. James E. Miller III, Technology Coordinator, DCSD
6. Joseph Merhaut, Ed.D., Special Education Consultant (Keystone Consulting)
7. James B. Graham, Business Consultant
8. Aaron Hassett, Business Manager, contract with AIU
9. Eric Harper, Student Services Coordinator, DES
10. George Little, Attendance Improvement Coordinator, DES
11. Crystal Irdi, Executive Assistant to the Superintendent/Board Secretary, DCSD