



OFFICE OF THE RECEIVER

QUARTERLY PROGRESS REPORT FOR THE PERIOD Q4 2024–2025

Dr. William H. Kerr, Court-Appointed Receiver

Outline

1. Authority and Purpose
2. Benefits of Receivership
3. Executive Summary
4. Supplemental Information
5. Regular Education – Student Enrollment
6. Regular Education – Sections, Class Size, and ESL Data
7. Average Student Attendance
8. Significant Observations
9. Student Enrichment and Support Programs
10. State Monitoring
11. Curriculum, Instruction, Assessment
12. Technology, Digital Learning, and Innovation
13. Special Education Services
14. Student Services
15. Mental Health and Behavior Support Services
16. District Cyber Academy and Marketing / Recruiting Plan
17. Financial Recovery Plan
18. Budget and Finance
19. General Fund Balance Analysis
20. Bonds and Notes Payable
21. Receiving Schools, Tuition Enrollments, and Projected Costs
22. Duquesne City Education Foundation
23. Human Resources – Personnel / Staffing Assignments
24. Board Policies and Administrative Regulations
25. Facilities and Property Services – Maintenance, School Safety and Security
26. Governance and Administration
27. Next Report

28. Acknowledgements

1. Authority and Purpose

On October 11, 2000, Eugene W. Hickok, then Secretary of Education, certified Duquesne City School District as a distressed school district pursuant to section 691 of the Public-School Code, which has been repealed. The School District was managed under a Board of Control, which had its first legislative action meeting on November 27, 2000. From 2000 until 2012, the District continually remained subject to a declaration of financial distress and operated under the Board of Control, when it was designated as a severe financial recovery school district. Consistent with the subsequent Financial Recovery Act 141 of 2012, the School District was placed in Receivership and a Financial Recovery Plan was implemented on April 2, 2013. Should any ambiguity exist between the original Financial Recovery Plan of 2013, the Duquesne City School District Financial Recovery Plan of 2025 shall take precedence.

Section 672-A (b) (2) of the Public-School Code of Pennsylvania requires a Quarterly Report for the Secretary of Education; therefore, the Quarterly Progress Report for **FY Q4–2024–2025– April 1, 2025, through June 30, 2025**, is provided herein.

2. School District Benefits of Receivership

The School District was placed under Receivership in 2013 due to financial instability and academic performance issues, following a comprehensive review of its operations. Receivership has involved measures such as advancing state subsidies, providing a transitional loan, offering targeted grants, and implementing professional development programs funded by the Pennsylvania Department of Education (PDE) to address these concerns.

Receivership has enabled the School District to efficiently secure, manage, and stabilize its assets, while eliminating liabilities and resolving financial disputes. Key policies and procedures have been established to ensure proper accounting, cash flow management, debt service, and timely payments. This intervention has also supported student achievement, professional development, and financial accountability—forming a foundation for ongoing school improvement.

The various Court appointed Receivers and the PDE-assigned Chief Recovery Officers for the Duquesne City School District have been an integral part of the Financial Recovery Plan, as amended. Each has collaborated through interactive dialogue with key stakeholders of the School District, the PDE, Allegheny Intermediate Unit (AIU), and Public Financial Management (PFM).

Each fiscal quarter since 2013–2014, the Duquesne City School District has been in good financial standing. There have been no unpaid or contested invoices; and, all payroll, benefit expenditures, debt service obligations and tuition payments have been made in a timely manner.

The Single Audit Report as of June 30, 2024, shows no current or potential litigation against Duquesne City School District, and the District is unaware of any unasserted claims or assessments.

3. Executive Summary

Ongoing efforts to enhance curriculum, instruction, and assessment are part of the Duquesne City School District's approach to delivering educational programs and services. These initiatives involve collaboration among administration, faculty, and support staff. The District also incorporates financial sustainability, transparency, and accountability—including regular projection updates during the annual budget planning and approval process—as elements of its school improvement practices.

Quarterly Progress Report FY Q4-2024-2025 Highlights

- The Court-Appointed Receiver and Superintendent held a Conference Session on April 22, 2025, with the Board of School Directors to review the 2025 Financial Recovery Plan (FRP). The FRP is posted on the School District's website.
- The Regular Receiver Business Meeting of June 17, 2025, was recessed for a Special Meeting of the Duquesne City Elected Board of School Directors to approve the Annual Tax Levy and Budget Resolution for 2025-2026. The real estate tax levy was set at 22.58 mills, an increase of 1.39 mils, and with all existing rates for 511 taxes remaining in effect. The 2025-2026 General Fund Budget is set and balanced at \$22,919,191.00.
- The Quarterly Receiver Advisory Committee meeting was held. Topics of discussion included administrative and financial updates, academic and educational programs, special education, human resources, dates of upcoming PDE meetings, and highlights from the Q3 2024-2025 Progress Report. An overview and explanation of the 2025 Duquesne City School District Financial Recovery Plan was presented.
- The Court-Appointed Receiver attended a May Recovery Team meeting with the Special Advisor to the Secretary and PDE officials at the Forum Building in Harrisburg. The agenda included introductions with the Secretary of Education and breakout sessions on administration, governance, budgeting, ESSER funds, and financial recovery monitoring.
- The Third Annual Dukes Showcase, held on May 27 at Duquesne K-8 School, highlighted student achievements with project displays and community resources. Attendees enjoyed free food provided by donations, thanks to Robert Morris University and school staff. The event demonstrated the strong collaboration and spirit of the Duquesne City School District.
- 8th Grade Promotion and Kindergarten Promotion ceremonies were held in the school auditorium in June. Both ceremonies were well attended by parents and families, with several Board of School Director members in attendance. Administrators and faculty members served in program roles and students were featured by leading several ceremonial performances.
- A special ceremony at City of Duquesne Park in June honored DeWayne Tucker for his 38 years of service as a Duquesne City School Board Director and former police officer. He was a strong advocate for education programs, student services, and athletics. The event, attended by many community members and officials, included the dedication of a bench in Towne Square sponsored by the Mon River Fleet Lions Club. Inscribed with "In Honor of DeWayne Tucker, Once a Duke, Always a Duke!", the bench commemorates his many extraordinary school and community contributions. Due to health concerns, Mr. Tucker joined via Facebook along with his wife Maureen, while their immediate family members attended in person.
- The Duquesne K-8 School continues to use its Framework for the Future, Instructional Model, and guiding principles to enhance its educational programs. These were developed

collaboratively with school staff, parents, and community members during the 2024-2025 school year.

- The 2024–2025 Pre-K Counts program continues to be operated and staffed by the Allegheny Intermediate Unit and grant funded by PDE. The quality pre-kindergarten program provides a strong start for children and for those who may also have language barriers (English not as the first language), a disability or developmental delay, or other issues that consider children at risk for failing in school.
- The 2024–2025 Head Start program continues to be operated by the Allegheny Intermediate Unit and promotes school readiness of infants, toddlers, and preschool-aged children from families with low income. The program engages parents or other key family members in positive relationships, with a focus on family well-being for successful learning outcomes and support for children.
- The Duquesne Education Foundation closed out activities for the 2024-2025 school year and is preparing for next school year with a focus on fundraising for the three A's: Academics, Arts, and Athletics.
- The Court-Appointed Receiver, Superintendent of Schools, Business Manager, and Administrators participate in monthly Financial Recovery Plan Monitoring Meetings with the Special Advisor to the Secretary and PDE officials. Duquesne provides updates on RBM actions, Finance and Budget, Academics, Special Education, Operations, Educational Technology, Student Highlights, Human Resources, Administration and Governance, Act 141 Advisory Committee, and Contracted Services.
- Student Enrollment, as of June 30, 2025, is 463, including 111 ELL and 15 Duquesne Cyber students.
- Current secondary (9–12) enrollment of Duquesne resident students at West Mifflin and East Allegheny is 268.
- Annual tuition to be paid by Duquesne for students attending schools elsewhere in 2024– 2025 is projected to be \$9,438,314.29
- Current charter school enrollment K–12 is 213.
- Steel Center Career and Technical Education enrollment is thirty-four (34); CTE tuition per student is estimated to be \$5,910.57 for 2024–2025.
- Mon Valley Special School student enrollment is seven (7) with an overall estimated tuition cost of \$452,500.00 for 2024–2025.

4. Supplemental Information

The DCSD website, dukecitysd.org, provides the general public with a historical summary of the School District's severe financial recovery status, its receivership, and criteria for exiting recovery status. The Financial Recovery Plan, as amended, and Quarterly Progress Reports are posted for accountability, transparency, and fiscal responsibilities.

“Rediscover Duquesne!” is an electronic monthly newsletter providing information and updates to parents, families, and community members about the School District. The production is in cooperation with the Duquesne Administration and the Allegheny Intermediate Unit Communications Department.

5. Regular Education – Student Enrollment

Duquesne K-8 student enrollments, for 2023–2024 and 2024–2025, are displayed on the following table.

**Duquesne K-8 School
Student Enrollment
June 30, 2025**

Grade	K	1	2	3	4	5	6	7	8	Total
Sept 2023	55	53	60	45	52	47	41	48	54	455
Dec 2023	61	53	62	48	55	49	44	46	58	476
Mar 2024	62	55	60	48	59	51	46	49	61	491
June 2024	63	58	58	46	59	52	47	48	60	491
Sept 2024	64	63	53	56	43	55	52	42	45	473
Dec 2024	67	62	52	56	41	51	51	41	52	473
Mar 2025	72	64	50	58	40	51	48	41	50	474
Jun 2025	71	62	48	55	39	50	48	41	49	463

6. Regular Education – Sections, Class Size, and ESL Data

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

**Duquesne K - 8 School
Regular Education Sections, Class Size, and ESL Enrollment
June 30, 2025**

Grade	Sections (Classroom Size)	Enrollment	ESL Enrollment
Kindergarten	3 (24.0)	71	14
First Grade	3 (21.3)	62	15
Second Grade	3 (16.6)	48	10
Third Grade	3 (19.3)	55	15
Fourth Grade	2 (20.0)	39	11
Fifth Grade	2 (25.5)	50	9
Sixth Grade	2 (24.0)	48	13
Seventh Grade*	4 (10.2)	41	12
Eighth Grade*	4 (12.5)	49	12
TOTALS	22	463	111

**Blended grade levels*

7. Average Student Attendance

The following chart reflects two years of attendance. Subsequent to an internal audit by District Administration, data for the 2023–2024 school year has been amended.

**Duquesne City School District
Average Student Attendance
2023–2024 and 2024–2025**

2023-2024 Month	Day Count	Avg. Monthly % Present	Avg. % Absent Count	Avg. Excused Count	Avg. Unexcused Count	Avg. Unlawful Count
Aug	7	90.31%	9.69%	8.85	18.57	0
Sept	19	90.71%	9.29%	9.36	18.52	0
Oct	22	90.57%	9.43%	9.45	19.22	0
Nov	18	89.13%	10.87%	12.02	21.88	0
Dec	16	84.9%	15.1%	11.59	35.68	0
Jan	19	88.94%	11.06%	9.28	25.57	0
Feb	19	86.79%	13.21%	12	30.68	0
Mar	19	87.74%	12.26%	5.92	34.68	0
April	20	83.33%	16.67%	15.32	41.54	0
May	22	84.75%	15.25%	5.72	46.9	0
Total	181	87.43%	12.57%	9.94	30.17	0

2024-2025 Month	Day Count	Avg. Monthly % Present	Avg. % Absent Count	Avg. Excused Count	Avg. Unexcused Count	Avg. Unlawful Count
Aug*	3	90.44%	9.33%	9.5	33.33	0
Sept*	19	89.69%	10.31%	25	22.86	0
Oct*	23	89.25%	10.75%	26.02	25.28	0
Nov*	18	88.05%	11.95%	22.52	34.75	0
Dec*	14	82.96%	17.04%	31.89	49.07	0
Jan	18	84.35%	15.65%	22.91	51.11	0
Feb	18	86.48%	13.52%	26.63	37.58	0
Mar	20	86.84%	13.16%	28.5	33.64	0
April	19	85.94%	14.06%	31.39	34.44	0
May	21	86.38%	13.62%	21.19	42.16	0
June	8	74.65%	25.35%	33.18	84.43	0
Total	181	86.37%	13.63%	26.29	37.92	0

**August and September data updated from previous quarter*

8. Significant Observations

Ending Q4-2024-2025 student enrollment is 463 and the ELL enrollment is 111 students, indicating an offsetting number of incoming and outgoing students, including three (3) less ELL students ending Q3-2024-2025.

9. Student Enrichment and Support Programs

Boys & Girls Club - 36 students enrolled (Grades K-8)

Oasis Tutoring - 8 Students received services (1-3)

The partnerships continue with Eat n' Park and the United Way to provide food to the families and community members of Duquesne, including backpacks of food for students who qualify on the weekends. The Boys and Girls Club partnership continues with after-school activities for Duquesne City students, including the summer months.

Fourth quarter discipline referrals / incidents dropped to 272 from last year's 483, marking a 56% decrease. Thanks to ongoing PBIS in Grades K-6, the House System in Grades 7-8, which saw a 74% drop, and MTSS support, student discipline has improved with effective interventions. The University of Pittsburgh partnership continues with Molly Means providing classroom support, healing circles, and leadership training for students.

School staff hosted the first Literacy Night on April 15, featuring literacy stations for students in kindergarten through middle school. Students received book bags to take home and families entered a raffle for a Barnes & Noble gift card.

School personnel coordinated and participated in the first Math Festival as part of Remake Learning Days. The event took place on May 15 and included students from first, third, and fifth grades. Students engaged in problem-solving and critical thinking activities using math manipulatives to complete puzzles at various stations. Families were invited to participate and could enter a raffle for a Target gift card. The event was sponsored by the Julia Robinson Mathematics Festival (JRMF), a nonprofit organization focused on mathematics education.

The School District partners with PACS (Pittsburgh Area Community Schools), formerly Community of Schools, in a successful collaboration serving educators, students, and families. PACS supports students through social-emotional enrichment, resource provision such as food and clothing, and family engagement events. Although an attendance incentive targeting students with frequent absences saw limited family participation, the district and PACS are working on new strategies to better support student attendance, including ongoing incentives and resources for families.

The Goodwill HIRE Me Program has provided weekly workshops for 8th graders on job skills, résumés, goal setting, interviews, financial literacy, and post-graduation options, along with college tours. The program also organized a May culminating activity field trip to Cedar Point.

Pressley Ridge, a non-profit agency, offers Emotional Support Services for K-8 students along with Auberle, another non-profit, which provides school-based therapy, SAP screening, and provides support through their Stop Now and Think (SNAP) program to Fifth Grade students.

A two-year Verizon Instruction Learning Technology Coach/Cyber Teacher position for Grades 5-8 has been established through a Verizon Wireless Grant. The VILS coach assists teachers with personalized learning, student engagement, and classroom technology integration. Students in Grades 5-8 have received iPads with 30GB of monthly data to support completion of schoolwork from any location.

Attack Theater combines modern dance, live music, and interdisciplinary arts to create engaging performances and interactive learning. They visit on Mondays to collaborate with Grades 4-5 teachers, integrating movement into daily lessons.

Chill Mobile is a 33-foot RV that provides mental health resources and support to students, teachers, and parents in the Pittsburgh area. It is a calming space for students to learn coping skills and participate in interactive experiences. School visits were three times this school year and students in grades K-6 along with teachers were able to experience RV and received chill corners for their classrooms. For this quarter, Chill Mobile was present for a week in April.

The Dukes Showcase was held on May 27th. This event is an annual tradition focused on community engagement. Students present projects and work completed during the school year through student-led conversations. The event also includes a community cookout and provides resources for families. Interpreters are available for English Learner families to facilitate participation for everyone.

10. State Monitoring

The PDE Federal Programs on-site monitoring team met in early May with School District administrators and reviewed pertinent documents with regards to programs, board policies, and fiscal management. The monitoring team overall was complimentary of the audit review but will have some suggestions for program fiscal management. Specifically, the monitoring team recommended separating building and District budgets and generating expenditure reports after funds are spent. The School District will work with the Allegheny Intermediate Unit to create customized reports through Oracle.

The Local Education Agency ESSER monitoring team, consisting of PDE and Deloitte consultants, reviewed School District fiscal documents prior to and during an on-site May visit. ESSER monitoring is based on a 4-year cycle unless a school district is high or medium risk, noting that Duquesne is considered high risk. The review included, but was not limited to, board policies and procedures; financial statements; payroll; sole sourcing; procurement and descriptions of purchases; variances of purchase orders and invoices; affirmative outreach steps for minority and women contractors; interest tracking; contract oversight and compliance; equipment and inventory; final reporting and reconciliation; and fringe benefit calculations. The monitoring team provided resources for professional and technical assistance through library links, including solicitation lists for minority and women owned enterprises. Overall, the monitoring team was complimentary of the review and acknowledged the transition of business managers and accountant staff during 2024–2025.

11. Curriculum, Instruction and Assessment

A. Curriculum and Instruction

DCSD continues to consult with the AIU to provide coaching and support for 6th grade mathematics instruction based on PSSA and PVAAS data. Several sessions were established for instructional coaching, professional development, and observation and feedback.

Teachers continue to engage in weekly Professional Learning Communities (PLC's) for grade level and content area meetings once a week. Teachers have the opportunity to meet with their grade level where they examine classroom and student level data to drive instruction as well as

meeting vertically across grade levels and across content areas. Data includes benchmarking assessments, daily exit tickets, anecdotal notes, as well as proficiency data from online programming. PLC's will begin a new data driven protocol based on the book study by District administration, *Leverage Leadership*, and the Financial Recovery Plan.

The end of year MAP benchmarks were given at the end of May and showed significant growth in math, especially in 5th and 8th grades.

The middle school band held their first concert in the evening that was open to the families and community members. It was a great way to showcase our talented students, some of whom started playing an instrument in January 2025.

Teachers continue the use of personalized learning paths in all grade levels to meet students at their instructional level and to close achievement gaps.

The Dukes Showcase, a student-led initiative, was well attended by the families and community members. Student discussed different projects that they completed during the year and a Resource Fair was also held. Robert Morris University staff members, alongside District support staff members, provided food and refreshments.

The Acting Building Principal held listening and feedback session related to Tier I instruction and Attendance support.

B. Professional Development

- VILS – Blended Learning, grades 5-8
- Data-Driven Instruction for PLC's, Grades 5-8 ELA teachers
- Chill Mobile, Grades K-6
- Discovery Ed, Grades K-8 Science teachers
- Restorative Practices / Team Building, Grades K-8
- Crisis Prevention Institute (CPI) Training – all staff

12. Technology, Digital Learning, and Innovation

The District continued to strengthen its technological foundation throughout the fourth quarter, advancing key infrastructure and instructional initiatives align with our strategic goals. A major highlight this quarter was the District-wide implementation of Magic School AI, an educational platform designed to help teachers integrate artificial intelligence into their instructional planning and classroom practices. This innovative tool is supporting more personalized learning pathways for students, while empowering educators to streamline tasks and differentiate instruction more effectively.

Building on previous e-Rate investments, the District is in its final steps to successfully acquire and install fifty (50) new wireless access points, completing the internal Wi-Fi network and ensuring strong, reliable connectivity across all building spaces. This expansion reinforces uninterrupted access to digital platforms – especially during high-demand instructional and testing periods.

To prep for the 2025–2026, all student iPads were collected, reprovisioned, and assigned new, restricted profiles to enhance both functionality and security. These updated configurations align with instructional goals while supporting appropriate use of technology across grade levels.

The fourth quarter also featured additional key infrastructure improvements, such as, network updates, server room reorganization to ensure optimal performance, system stability, and future scalability. The installation of new security cameras further enhances building safety and aligns with the District’s broader security plan.

To support long-term cost savings and improve service efficiency, the District is initiating the transition to a new phone service provider. This initiative is expected to consolidate communication systems and reduce recurring expenses without compromising service quality.

13. Special Education Services

A. Special Education Enrollment

As of June 30th, the District had a total of 107 students with Individual Education Plans (IEPs) who are being supported: (101) in-district, (16) specialized educational placements, and (1) Duquesne Cyber Academy.

B. Staffing

The Special Education Department began the 2024–2025 school year fully staffed with a total of ten and one-half (10.5) special education teachers, one speech and language pathologist, and one half-time cyber academy teacher.

Support Category	No. of Teachers
Learning Support	3
Emotional Support	3
Autistic Support	1 (FT K-2)
Life Skills / Autistic Support	2
Speech and Language Support	1
Cyber Academy	.5

C. Extended School Year

Extended School year programming has been scheduled to take place July 14, 2025 – July 25, 2025, Monday – Friday, 8:30 AM – 12:30 PM. Twenty-three (23) students have qualified and twelve (12) students are confirmed to be attending.

D. 8th Grade Transition

The District has thirteen (13) 8th grade students with IEPs that are expected to transition to 9th grade at either East Allegheny or West Mifflin Area School District. WMA SD IEP revision

meetings were held on May 12–13, 2025. EASD IEP revision meetings were held on May 28, 2025.

14. Student Services

A. IST / DSAP Q4 Data

IST		DSAP	*
Total Students Referred	6	Total Students Referred	1
Referrals Reopened	0	Referrals Reopened	0
Cases Closed	50	Cases Closed	17
Cases Active	0	Cases Active	0

*McKinney-Vento Data included in DSAP

B. McKinney-Vento Summary

School District personnel transported all accounted for McKinney-Vento families daily to and from school. There are currently forty-three (43) students identified. All primary parents of families experiencing homelessness have been given the opportunity to utilize available resources depending on specific needs from Pittsburgh Area Community in Schools (PACS), Duquesne Family Center, Duquesne City School District, and Allegheny Intermediate Unit.

All 2024–2025 DSAP/IST cases have been closed and 4092 data points have been released to PDE.

C. Foster Student Summary

School District personnel have identified one (1) in-district foster care student and two (2) foster care students attending charter schools.

D. Positive Behavior Intervention and Supports (PBIS)

Students are awarded individual PBIS points for adhering to school-wide expectations: Be Safe, Be Responsible, and Be Respectful. Each week, students who accumulate 10 or more points receive a PBIS certificate and are entered into a grade-level drawing and winners are granted the opportunity to shop at the PBIS Store.

Each month, top-earning students received a recognition certificate and Duke swag. Four classrooms with the most PBIS points for having the fewest discipline referrals earned a cookie decorating prize; and, Classroom Pride recognized classes with the least discipline issues. The school held an end-of-year PBIS celebration with relay races, Duke pride shout-outs, and a classroom awards ceremony.

15. Mental Health and Behavior Support Services

The Youth Engagement Support Services (YESS) Pressley Ridge partnership continues to provide ongoing support for students in their classrooms. We continue to see improvements with the students because they are having their needs met, a testament to the supports in place. The evidence collected

has shown decreased security calls and decreased discipline reports for students on teacher caseloads. The program closely monitors student needs to ensure resources are available and provided when needed.

Consistent with Section 13-D, Positive Behavior Interventions and Supports (PBIS) to encourage constructive behavior from students in grades K-6. With the points-based structure, students have the opportunity to be awarded daily points for following school-wide expectations: Be Safe, Be Responsible, Be Respectful. Students who earn ten (10) or more points by the end of a given week receive a PBIS certificate and are entered into a grade level drawing. The winners of the drawing are then allowed to shop for items in the school's PBIS Store.

The Mental Health and Behavior Support team reviews all students receiving services through the Student Assistance Program (SAP) and ensures there are supports in place for students; Auberle has provided an in-person therapist which has been beneficial for students who need this support. The District is still exploring additional partnerships with outside agencies to include a second organization to provide School-Based Therapy to meet the increasing needs of our students. The Instructional Support Team continues to share intervention strategies with teachers to provide targeted support for students as needed.

16. District Cyber Academy and Marketing / Recruiting Plan

The District Cyber Academy, in partnership with Allegheny Intermediate Unit/Waterfront Learning, offers flexible, research-based online learning via Accelerate. District teachers instruct students online and are available for consultations. Students benefit from a high-quality curriculum and maintain access to all Duquesne programs, activities, sports, and clubs.

The 2024–2025 Marketing / Recruiting Plan aims to boost student enrollment at Duquesne K-8 School and lower charter tuition costs. It leverages current resources, social media, and staff to engage the community and highlight Duquesne City School District's legacy. The "REDISCOVER DUQUESNE" brand promotes a flexible online education option for families.

17. Financial Recovery Plan

Judge Alan D. Hertzberg extended Receivership for three years (effective April 1, 2025–March 31, 2028), re-appointed the Court-Appointed Receiver, and approved the School District's 2025 Financial Recovery Plan (FRP). The FRP is available to stakeholders and posted on the School District's website.

18. Budget and Finance (YTD)

The Receiver, Superintendent of Schools, and Administrators met with Public Financial Management Consultants to review the progress of the Data Collection Monitoring Instrument, including an explanation of its format and categories used for monitoring and tracking. Public Financial Management and School District Administrators are collaborating with the IT Department to refine the system, focusing on descriptors for supporting evidence. The tracking system is scheduled for implementation on July 1, 2025.

A Board Resolution was approved at the May 2025 Receiver Business Meeting, including the following key components:

1. Instructs the Administration to develop Business Office and Human Resources Procedure Manuals, in collaboration with designated Administrators and aligned with the School District's Financial Recovery Plan, effective for the 2025–2026 school year.
2. Instructs the Administration to perform an internal Human Resources audit which will include best practices, actions taken, revised/new policies and procedures, employee position controls, and human resources software and online technology tools.
3. Instructs the Administration to perform a thorough review and update of all administrative, professional, and support staff job descriptions to ensure they meet all work expectations and responsibilities. The job descriptions will include provisions for additional work assignments, assigned supervision, annual performance evaluations, and performance improvement plans.
4. Establishes Guiding Principles and Goals to optimize budget and finance operations for greater efficiency and accountability, improved resource allocations, and increased transparency for all School District operations.

The Business Manager presented the 2025–2026 Final General Fund Budget at the June Receiver Business Meeting, which includes a 1.39 mil increase with a balanced budget of \$22,919,191.00. The new real estate tax rate will be 22.58 mils and existing rates for Act 511 taxes will continue. The median assessed homestead property will pay \$25.00 more for the year.

The District Administration provided the 2025–2026 Final General Fund Budget information to Public Financial Management consultants. The School District officials requested that PFM update the model assumptions and financial projections to include the State Legislators and Governor's subsidy allocations for 2025–2026, subject to final Commonwealth approval.

The Business Manager completed and filed the required April, May and June 2024–2025 Cash Flow Report for the Department of Education. It is intended as a monthly report, with some flexibility, which shares financial data by the School District accounting for local revenue and expenditures and PDE accounting for state and federal funds and deductions.

Each fiscal quarter since 2013–2014, the Duquesne City School District has been in good financial standing. There have been no unpaid or contested invoices; and, all payroll, benefit expenditures, debt service obligations and tuition payments have been made in a timely manner. The AFR was filed November 2024. The 2023–2024 Local Audit Report was presented at the March 25, 2025 Receiver Business Meeting.

The School District faces ongoing financial pressure from increasing charter school tuition costs. For 2024–2025, non-special education charter tuition is \$14,342.01 per student, up \$783.33 from last year, while special education tuition is \$35,934.19 per student, down \$950.01. The special education funding formula assumes only 16% of students qualify, but the District's actual rate is much higher at 25.2%, causing the formula to underestimate enrollment and misallocate funds.

The following chart provides a visual with specific data to Duquesne's preliminary Average Daily Membership for 2023–2024; Special Education Population with 16% assumption required by PDE; Actual Special Education Population of the District at 25.2%; and Additional Cost to the District using the required 16% assumption.

Categories and Descriptions	Average Daily Memberships	Special Education Tuition Rate for 2024-2025	Number of Special Education Students at Charter Schools as of June 30, 2025	Charter School Tuition Cost for Special Education Students
DCSD Average Daily Membership for 2023-2024	926.952	-	-	-
Special Education Population with 16% assumption required by PDE	148.312	\$35,934.19	54	\$1,940,446.26
Actual Special Education Population of District is 25.2%	233.715	\$27,913.91	54	\$1,507,351.14
Additional Cost to District using required 16% assumption	-	\$8,020.28	-	\$433,095.12

19. General Fund Balance Analysis

**Duquesne City School District
General Fund
Balance Analysis
June 30, 2024**

GF Balance Analysis June 30, 2024		
Non-spendable		
Pre-paid	\$128,647	-
Other	-	-
Total non-spendable	-	\$128,647
Restricted	-	-
Committed	-	-
Unassigned	-	\$1,724,115
Assigned		\$2,375,000
Total fund balance as of June 30, 2024 (audited)	-	\$1,617,125
Surplus (deficit) for FY 2023-2024	-	\$2,610,634
Total fund balance as of June 30, 2024 (audited)	-	\$4,227,759

20. Bonds and Notes Payable

The Department of Education approved a Transitional Loan Agreement Amendment in 2022 for remaining amortized payments: Final Repayment of \$221,666 was paid in full prior to the June 30, 2025 deadline.

A summary of bonds and notes payable is shown in the following table.

**Bonds and Notes Payable
June 30, 2025**

Fiscal Year Ending June 30	Bonds Payable	Notes Payable	Total Bonds and Notes Payable	Total Annual Debt Service
2014*	9,272,501	\$1,000,000	10,272,501	-
2015*	6,616,667	2,335,000	8,951,667	2,926,206
2016*	6,110,883	1,500,000	7,610,833	1,553,989
2017*	5,590,000	1,000,000	6,590,000	1,224,589
2018*	5,054,167	1,000,000	6,054,167	729,888
2019*	4,503,333	850,000	5,353,333	883,639
2020*	3,122,500	790,000	3,912,500	1,610,764
2021*	11,661,667	730,000	12,391,667	3,105,492
2022*	10,980,834	665,000	11,645,834	1,075,424
2023*	10,935,000	443,334	11,378,333	584,191
2024*	10,319,167	221,666	10,540,833	1,153,990
2025**	9,803,334	221,667	10,025,001	1,042,391
2026**	9,337,500	-	9,337,500	758,374
2027**	8,856,667	-	8,856.667	756,174

*Audited financial statements

**Projected

21. Receiving Schools, Tuition Enrollments, and Projected Costs

After personnel costs for the Duquesne City School District’s staff, the next largest categories of spending are tuition costs for secondary schools and charter schools. These two costs contribute to the School District’s long-term financial challenges.

Current student tuition enrollments are tabulated below. The chart also compares the list of enrollments to the prior Quarter’s totals to give some perspective on student enrollment trends.

**Duquesne City School District
Tuition Enrollment
June 30, 2025**

Receiving Schools	Grades	Students Mar 31	Students June 30	Projected 2024-2025 Tuition
West Mifflin Area School District	9 – 12	248	251	\$4,351,920.83
East Allegheny School District	9 – 12	20	17	294,751.61
Charter schools, regular education	K – 8	139	134	1,921,829.34
Charter schools, special education	K – 8	34	41	1,473,301.79

Receiving Schools	Grades	Students Mar 31	Students June 30	Projected 2024-2025 Tuition
Charter schools, regular education	9 – 12	12	25	358,550.25
Charter schools, special education	9 – 12	12	13	467,144.47
Special Education schools	K – 12	10	10	570,816.00
Totals		490	491	\$9,438,314.29

Changes in individual tuition enrollments in the categories of receiving schools can be seen by comparing enrollments from March 31, 2025, to June 30, 2025, in the table above. Enrollment figures for East Allegheny and West Mifflin will be reconciled at the end of FY 2024–2025. 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.

There are currently 268 secondary students in grades 9-12 in the East Allegheny and West Mifflin Area School Districts. Tuition costs for these students continue to increase each year; and raising taxes to the Act I Index still fails to cover one-half of the annual increase.

The School District received correspondence from the Pennsylvania Department Education regarding the calculated student tuition rate of \$17,338.33 that Duquesne will pay East Allegheny and West Mifflin School Districts in 2024–2025, based on Act 35 of 2023, Section 1607(b)(4) of the Pennsylvania School Code. [For comparison purposes, the School District pays a tuition rate of \$14,342.01 for Charter School students.]

The Commonwealth’s Independent Fiscal Office indicates that the District’s Projected Base Act 1 Index is expected to decrease slowly as shown in the chart below.

Duquesne City School District, Act 1 Index

	2025 26	2026 27	2027 28	2028 29	2029 30	2030 31	2031 32
	Actual	Actual	Actual	Projected	Projected	Projected	Projected
Projected Base Index	4.0%	3.7%	3.4%	3.2%	3.2%	3.0%	2.8%
Projected Act 1 Index	6.6%	6.1%	5.6%	5.3%	5.3%	5.0%	4.6%

22. Duquesne City Education Foundation

The Duquesne City Education Foundation articles of incorporation and by-laws as a 501 (c) (3) not-for-profit, charitable organization was established. The Foundation supports Duquesne City School District by encouraging innovation, recognizing excellence, creating vital partnerships, and developing community philanthropy. It is expected that Foundation revenues will help support academics, the arts, athletics, and other school community activities.

23. Human Resources – Personnel / Staffing Assignments

Settlements and other Personnel Actions

There was one (1) personnel settlement and release during this Quarter.

Personnel / Staffing Assignments

The following chart presents a summary of staffing at the DCSD as of June 30, 2025. Parentheses indicate changes from the March 31, 2025, summary.

**Duquesne City School District
2024–2025 Staffing Summary
June 30, 2025**

DCSD Staffing Summary			
Professional Staff (-2)	43.5	Administrators (-1)	4
Instructional Support Staff (0)	12	Coordinators and Supervisors (0)	4
Other Support Staff (0)	9	Confidential Staff (0)	3

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

Following the resignation of two mid-level special education classroom teachers from the previous quarter, one special education classroom teaching vacancy exists.

Following the retirement of the Director of Literacy / English Language Learner Coordinator, no vacancy exists.

Following the resignation of the Chief Academic Officer / Federal Programs Coordinator and to meet the changing needs of the School District, the job title was remodified to Director of Curriculum, Instruction and Assessment / English Language Learner Coordinator; one individual was hired.

The Acting Business Manager has been assigned as the District’s Business Manager.

Following the reassignment of the Accountant from the previous quarter, one accountant vacancy exists.

To meet the changing needs of the School District and to streamline administrative duties, the Technology Assistant / Truancy Officer job title was modified to Director of Technology and Truancy Services.

To meet the changing needs of the School District and to streamline administrative duties, the K-8 Building Principal job title was modified to K-8 Building Principal / LEA / Federal Programs Coordinator.

To meet the changing needs of the School District and to streamline administrative duties the Director of Technology, Innovation and Digital Learning / Cyber School Principal job title was modified to Director of Educational Technology / Cyber School Academy Principal / K-8 Assistant Principal.

To meet the changing needs of the School District and to streamline administrative duties the Human Resources Assistant / Board Secretary / Open Records Officer job title was modified to Executive Assistant / Coordinator for Human Resources, Food and Nutrition Services, and Open Records / Board Secretary.

To meet the changing needs of the School District and to streamline administrative duties the Executive Assistant to the Superintendent and Central Administrators / Food and Nutrition Services Coordinator / Attendance Improvement Coordinator job title was modified to Attendance Coordinator for Enrollment, Attendance, Homeless and Foster Care Services.

24. Board Policies and Administrative Regulations

The following Board Policies and Administrative Regulations are new or revised and approved during this Quarter:

Board Policies

- 102 District-Wide Abidance to Nondiscrimination
- 146 Trauma-Informed Approach
- 218 Student Discipline
- 218.1 Weapons
- 218.3 Terroristic Threats
- 236.1 Threat Assessment
- 313 Employee Evaluations
- 314 Physical Examinations
- 331 Job Related Expenses
- 626.5 Procurement
- 805 Emergency Preparedness and Response
- 805.1 Relations with Law Enforcement Agencies
- 805.2 School Security Personnel
- 806 Child Abuse
- 831 Safe2Say Something Procedures

Administrative Regulations

- R01-AR-0 Financial Recovery Plan Compliance Program (new)
- 805.1-AR-0 Incident Report – Immediate Notification (new)
- 805.1-AR-1 Incident Report – Discretionary Notification (new)
- 805.1-AR-2 Record of Law Enforcement Officers in School (new)

25. Facilities and Property Services – Maintenance, School Safety & Security

A. Maintenance

The Superintendent of Schools and the Administration have completed a Facilities Master Plan that is consistent with the Financial Recovery Plan. The Plan includes an Executive Summary that focuses on Capital Improvements; Strategic Alignment; Regulatory Alignment; Utilization and Adaptability; and Funding Strategy. Incremental components in the 5-year plan include: Immediate Safety and Operational Upgrades; Life Safety, Site Enhancements, and Building Efficiency;

Access and Control and Equipment Modernization; Student and Community Use Enhancements; and Modernization and Emergency Readiness.

The Director of Facilities, Security, and Transportation and the Maintenance Technician completed several preventative and routine maintenance repairs during this quarter. These included, but are not limited to, continuing efforts to upgrade the security system; industry standard training for floor classroom care; installation of new fencing at the stadium; new Unit 7 condenser fan; emergency repairs to school district truck; and re-purposing of space for a new data room. Other activities: employee evaluations have been completed for 2024–2025; new insurance cards issued and placed in District vehicles; and attendance at facilities vendor expo to learn about safety, latest products, and new equipment.

B. School Safety & Security

The Superintendent of Schools and the Act 44 Coordinator have updated the respective Safety, Threat Assessment, and Crisis Management Teams for 2025–2026. Biennial responsibilities such as renewing the Memorandum of Understanding with the City of Duquesne Police Department and the 2025 Safety and Security Report, as required by PA Public School Code Sec. 1305-B have been completed. The annual School Safety and Security report for 2024 – 2025 was presented to the elected Board of School Directors during the June 2025 executive session and has been submitted to the PA Department of Education.

Monthly Safety and Security meetings have been held monthly; participation was over 80%. Required monthly fire drills / evacuations have been held. The average time for a full building evacuation has decreased to under three minutes and the emergency evacuation location is inspected monthly to ensure its prepared for emergency use. AEDs and first aid stations are consistently monitored by the nurse to ensure proper equipment is available as needed.

Continual improvements were adopted throughout the school year to ensure student safety and security. New screening procedures for contraband possession have proven more successful in the final quarter. Processes were put in place with administration, security and the school nurse concerning student health and safety during contraband detection or use on school property.

Safety and Security had four reported student incidents, three police department issues involving school property, two vehicle incidents, and two power outage issues in the District. All issues have been resolved or are involved in ongoing investigations.

Crisis Prevention Institute (CPI) Training was provided to all District staff and contracted security contractors. A key stop sign was replaced by the City after being missing for several months. New camera equipment has been added and/or replaced within the security infrastructure during the fourth quarter to enhance visibility for blind spots and provided clearer surveillance images.

26. Governance and Administration

Dr. Sue A. Mariani, Chief School Administrator, is supervised by Dr. William H. Kerr, who was reappointed as the Court-Appointed Receiver, effective April 1, 2025, through March 31, 2028. Dr. Kerr reports to the Duquesne City Board of School Directors, the Pennsylvania Department of Education (PDE), and the Allegheny County Court of Common Pleas. Dr. Kerr reports to Judge Alan

D. Hertzberg and to Dr. Carrie Rowe, Acting Secretary of Education, via Dr. Gina Colarossi, Special Advisor to the Secretary.

The Duquesne City Board of School Directors, with whom the administration meets in Executive Session prior to every Receiver Business Meeting, consists of the following members:

1. Board President Sonya Gooden
2. Board Vice President Rosia Reid
3. School Director Jocelyn Brown
4. School Director Candice Butler-Davis
5. School Director Burton Comensky
6. School Director Laura Elmore
7. School Director Calvin Harris
8. School Director Connie Lucas-Kemp
9. School Director Cedric Robertson

Members of the Duquesne City Board of School Directors participated in two (2) regular Receiver Business Meetings (May 13 and June 17); one (1) Special Board of Directors meeting to adopt the Tax Levy Resolution (June 17); and one (1) Special Receiver Business Meeting for General Purposes (June 24) during the Fourth Quarter.

School Board members in attendance at the Receiver Business Meetings: May 13 (8), June 17 (6) and June 24 (4).

27. Next Report

The next Quarterly Progress Report will cover the First Quarter of Fiscal Year 2025–2026, July 1, 2025, through September 30, 2025. That report is expected to be filed in October 2025.

28. Acknowledgements

The following individuals contributed to this report:

- William H. Kerr, Ed.D., Court-Appointed Receiver
- Sue A. Mariani, Ed.D., Superintendent of Schools
- Devin M. Fortna, B.S., Business Manager
- Celeste Rudge, M. Ed., Director of Literacy and Innovation
- Brandon Kash, M. Ed., Director of Educational Technology / Cyber School Academy Principal / K-8 Assistant Building Principal
- Pam Zackel, M. Ed., Director of Special Education
- Erica Slobodnik, M. Ed., K-8 Building Principal / LEA / Federal Programs Coordinator
- Brian Stowell, MBA, Director of Facilities, Transportation, and Security
- Brandon Irdi, Act 44 Safety and Security Coordinator

- Crystal Irdi, AAS, Executive Assistant / Coordinator for Human Resources, Food and Nutrition Services, Open Records, and Board Secretary
- Sara Fite, Administrative Coordinator for Enrollment, Attendance, Homeless and Foster Care Services