



March 31st, 2022
Chester Upland School District
Office of the Receiver
Nafis J. Nichols
Quarterly Report Card



**CHESTER UPLAND SCHOOL DISTRICT
OFFICE OF THE RECEIVER
QUARTERLY PROGRESS REPORT
FOR THE PERIOD Q3-2021-2022**

**Nafis J. Nichols, Receiver
Quarterly Progress Outline**

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Chester Upland School District
District Quarterly Progress Report
March 31, 2022

I. Authority and Purpose

Section 672-A (b) (2) of the Public School Code of Pennsylvania requires a Quarterly Report to the Secretary of Education; therefore, the Second Quarterly Progress Report for FY 2021 – 2022 – October 1, 2021 through December 31, 2021 – is provided herein.

II. Executive Summary

The Chester-Upland School District has been in financial recovery status since 2012 and has had some state oversight in various capacities for over two decades. To date, CUSD has had six Receivers, four Chief Recovery Officers and is working to implement its fifth Recovery Plan. Though there has been some progress made, it has not been enough to achieve and sustain fiscal and educational recovery. Since my appointment, I believe that a lot of successful things have been accomplished, but there has not been enough time to truly show a significant movement of the needle.

There are quite a few challenges still lingering over CUSD, most of which are financial. Close to 50% of the district's budget is allocated for Charter School subsidies, which prevents CUSD from gaining good financial footing. The continuous turnover in administrators and appointed officials also have plagued the district in realizing a true road to recovery; as new leadership is accompanied by new ideas, perceptions and extended learning curves. The Business Office, in the last 14 months, has had seven different department heads, which has dramatically impacted the daily operations of the department. This has also caused much confusion in recordkeeping, prevented the timely completion of mandated financial reports, allowed for overpayments to vendors and employees, and ultimately reduced funds to support our students.

The lack of internal controls being implemented created several issues that have caused the district to overspend at a rate that is uncommon. During the budget process for the 2021/22 school year, it appears that things were not thoroughly vetted, and appropriate budgeting practices not followed. Listed below are some examples of issues that have caused this fiscal year to be extremely difficult.

- Delaware County underwent a countywide property reassessment in 2020 for an effective 2021 new assessment. Prior, CUSD had two different tax rates, one for the city of Chester (not utilizing County assessment data) and another for the Township of Chester and Upland Borough (utilizing County assessment data). Under the new countywide assessment all three municipalities should have been assessed at the same rate, that was not the case. Chester's tax rate was 2.4% lower than the other two



communities in error. However, the budget reflects as if all three were at the same tax rate which has resulted in an approximate net loss of over \$700K.

- Vendor payments from prior fiscal years were not documented and properly inputted into the account system, and/or were recorded as being paid and they were not. This has resulted in CUSD processing and paying over \$8M in past due vendor payments from July 1, 2021, to current.
- PESER reports were not being reconciled to ensure that participant contributions were correctly applied for retirement purposes and CUSD had to make past due payments.
- Payroll calculations were not accurately given to third parties to underwrite and price insurances which resulted in overpayments.
- Internal building level administrators did not have access to monthly financial reports to professionally manage school budgets.
- Several budget line items were either significantly over or under budget on the expense side and revenues were overstated.
- The lack of monthly reconciliations and internal auditing allowed for overspending on services not required, such as paying utilities bills for properties CUSD no longer owns and having several former employees on the district's cellular phone plan.

These are just a few issues that were happening and now have all been resolved under the current leadership. There are other plans to address larger issues that will immensely help CUSD's finances. The Wessel and Bureau of Audit conducted prior to this administration's arrival has been issued and prior to our knowledge, identical items were observed and starting to be addressed from the current team. There were over 50 findings that are currently being monitored and addressed. A copy of our responses to the finds is also attached to this report.

CUSD has had little resistance related to the implementation of our COVID-19 guidelines. As of March 14, 2022, wearing masks are optional and at the monthly Receivers meeting an updated health and safety plan was adopted. CUSD still participates in a city-wide COVID-19 taskforce that includes medical professionals who help with guiding us to make the best decisions for our school community.

Relationships are key for CUSD's success, and I have worked very hard to mobilize all key sectors to leverage resources. The offices of the Receiver and Superintendent, along with the elected school board are the strongest they have been. External partnerships are moving in the right directions to benefit the students of CUSD; local government officials and the state appointed Receiver for the city of Chester continue to work closely for the betterment of the community; and district leadership is continuing to grow with the expertise needed to cost effectively and properly educate students.

CUSD and community members are currently meeting and preparing a long-term strategic plan that will outline a roadmap for success for our school community. I am also in the process of working with the PDE to gain another resource, PFM, to assist with key components of the current recovery plan, which is dated. We are also in the process of creating a 10-year capital

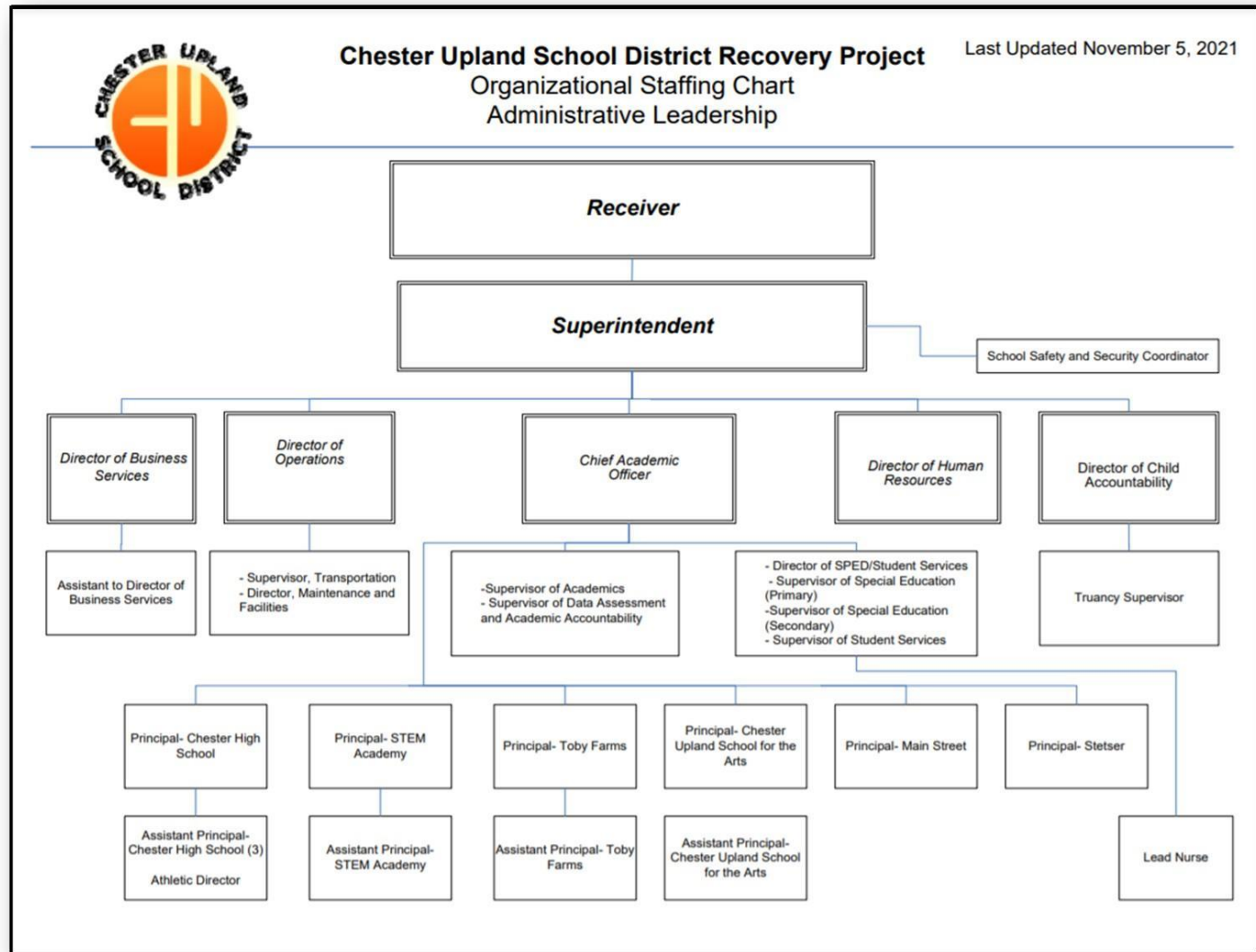


improvement plan to address our aged infrastructure. As we have heard from many community members about what is needed to attract more students to CUSD, safety and building accommodations (appearance) are the top concerns. This 10-year plan will incorporate the current EESER plans that are underway and have been approved. It will also be including findings from the environmental study conducted and submitted on February 28, 2022.

Dr. Parkinson, central administration, MCIU and I have worked tirelessly to overcome the problems faced, and plan to continue to do so. The current talent in the district gives hope and promise. The out of the box thinking and commitment to the students are very important and can be felt. CUSD is undergoing a rebranding to attract more students and highlight the great things we have to offer that are outlined in the attached report because of this group.

In conclusion, there are significant challenges that are being uncovered daily, however, with the current team in place I do believe that we can make great progress moving forward. It will take time and commitment to provide the students of CUSD with all the resources that I know they deserve to receive a quality education. The report contains information of both progress and challenges encountered over the last 180 days and actions taken to correct issues faced. Subsequent reports will update all parties of further progress made and identify a clearer roadmap to success.

III.





IV. Business & Finance Report

Ms. Dejuana Mosely – Interim Business Administrator

Receivers Forward

2019/20 and 2020/21 Audited Financial Statements & Reporting Updated

The Chester-Upland School District has made some progress since the last quarterly report related to becoming current on audited financial statements and other required financial reporting. Though there have been several setbacks that have prevented the district from accomplishing simple tasks, we have deployed many resources to ensure we are moving in the right direction. With the departure of another Business Manager, Mr. Rich Fazio, we still have the momentum he created to ensure that all things move forward with the support of Montgomery County Intermediate Unit and BBD, LLP.

Since Mr. Fazio's departure, Dejuana Mosley has been promoted to interim Business Manager and Shelley Chapman to Comptroller.

The prior CUSD Receiver engaged Maillie to complete the June 30, 2020, and 2021 audited financial statements. Unfortunately, there have been several setbacks that have prevented the auditors from completing this task. After having detailed consultations with Maillie, we have identified the issues that CUSD has faced to ensure timely audits are completed moving forward. The most significant factor, that both the District and Auditor have run into almost every year, is the lack of stability in the business office. According to Maillie, the last year has been the worst.

Since the prior audit issuance, there have been three different teams communicating and preparing documents for the 19/20 audit to commence. From Chester County Intermediate Unit, to Marcum, and now the Montgomery County Intermediate Unit, which has presented ongoing challenges. Each group has had varying levels of expertise and beyond the transition from one group to another, even within each group there have been different members of personnel coming in and out preparing documents. Each time there has been an organizational shift, Maillie has had to restart the auditing process, which has significantly impacted the timeline for completion.

It has been discovered that finding supporting documentation for financial transactions, particularly during the time that Marcum was involved, have been very difficult, likely attributed to the lack of accountability, poor recordkeeping and controls, and the rotation of personnel handling different functions. The SEFA schedule for the federal awards audit was also in disarray. There have been several errors uncovered amounting to six figures that have further crippled CUSD financially due to the amount of traffic in the business office and the lack of financial controls.

There are several corrective actions that have been taken to improve these matters and have the district get back on track to complete timely audited financial statements. MCIU and BBD, LLP have been very professional and committed to ensuring that the required information is received by Maillie. MCIU and the office of Receiver have also established weekly meetings to monitor the status of audit completion.

Under the current leadership we have been able to correct and resubmit the annual financial reports (AFR's) for school years 2019/20 and 2020/21; worked to prepare and complete the SEFA for all federal awards to ensure it reconciles to the trial balance; properly reallocated expenses to correct accounts; PDE transportation report for school year 2020/21 submitted; and become compliant on outstanding financial reports related to grants from over the last three school years. There still is much needed to be done related to this area to make certain that Chester-Upland School District receives funding owed, remains compliant, and will be able to show its true financial health for stability.

We have also worked to strengthen the business office staff with training and support around compliance and internal controls. Working to attract talent with the expertise needed to complete timely audits and financial reports, as well as, implementing financial policy and procedures. These few steps have allowed the CUSD to at least have a path forward for future audits and wasteful spending. The current year reconciliations and schedules are current and the budget vs. actual is in line with data that is in the financial software system. The anticipated audit completion date will be the 2nd quarter of 2022.

Progress Reporting

Audited Financial Statements and PDE Annual Financial Reports (PDE 2057 – AFR)

- The district engaged a third-party firm (BBD auditors) to assist with compiling information for our outside auditors (Maillie).
- We transmitted to and PDE accepted our 2019-2020 AFR (Annual Financial Report). As you are aware this was nearly two years past due. We were unable to complete the 2020-2021 AFR.
- While we completed the 2020-2021 AFR this week – there are some concerns because it appears there was significant overspending in the 2020-2021 school year. The district needs to review several past expenditures to be more comfortable that the report is accurate.

Budget 2022-2023

The Chester Upland School Board of Directors voted to not exceed the ACT 1 index of 5.4%.

DCIU held a workshop to present the Governor's upcoming education budget at the DCIU which proposes significant increases in funding for Chester Upland School District.

- \$20 million increase in basic education funding
- \$1.8 million increase in special education funding
- \$5.0 million in savings with respect to our obligation to charter schools.

An incorrect millage rate was set for the City of Chester last year (2021-2022 Budget). Unfortunately, it was set as a lower rate than the millage rates for Upland Borough and Chester Township. As a result, the City of Chester's tax rate will need to increase at least 3.45%.

All departments have submitted their proposed expenditures for consideration for the 2022-2023 fiscal year.

We will be in position to update the Receiver, Superintendent and Board on a "first look" of the 2022-2023 budget

Overall District Fiscal Controls

- We continue to institute new procedures and controls that will ensure fiscal responsibility. Budget adherence is another control we will be putting into place.
- The current business software was purchased several years ago from the Central Susquehanna Intermediate Unit (CSIU). New versions of the CSIU software (upgrades) have been released over the years, but unfortunately CUSD because of fiscal constraints never took advantage (purchased) any of the upgrades. We are the only District with the oldest version of the software, and we were recently informed that CSIU will not support our software any longer. We will be transitioning to Efinance software (we currently have ESchools in use on the educational side). I hope to be able to transition by July 1, 2022.
- Charter Schools still present a financial drain on our resources. The Child Accounting and the Special Education departments have been tremendously helpful in identifying children that we may have been incorrectly billed for by the Charters.

Transportation: Chester Upland Transportation requesting October payment. The district has requested information from the transportation vendor regarding all runs, ride times, student list, load counts, etc. for review and analysis. Recommendations moving forward will include the district having increased internal control.

Tax Appeals: Spoke to Don Weiss regarding our tax appeals – he handles district-initiated appeals. Pam Von Blunk handles taxpayer appeals. Spoke to Eugene DePasquale – he will attend a zoom meeting with Auditors. Meeting with Auditors regarding 2019-2020 audit – it is in process, but a significant amount of information requested by auditors is unavailable due to the turnover within the business office.

Payroll: Processing has been a concern. Need to monitor closely. Would like to match employees on current payroll to employees receiving benefits to ensure we are only paying benefits to qualified employees.

We continue to meet with department heads and building principals to communicate our new policies and procedures with respect to fiscal controls.

We continue to work with the Municipal Revenue Service on the necessary documents and paperwork that they need for the bank for CUSD to secure the \$4 plus million dollars in delinquent tax revenue.

We continue to work together as a team, and we recently realized that CUSD may have been overcharged for Worker's Compensation insurance. This week we were notified that we are receiving a reduction in our WC bill. We saved the district \$154,000.00. Starting a Safety Committee to continue to work on saving the District WC costs. Anticipating another \$30,000 in premium expenses.

Promising Revenue Streams: Billboards

A couple of Billboard companies have approached Mr. Nichols with respect to renting space. This should bring in some much-needed revenue. Information has been forwarded to the District Solicitor for review.

American Risk Management (ARM)

- Contracting with American Risk Management (ARM) earlier this year. ARM receives past Workers Compensation claims for validity and appropriateness. They recently notified us that they are recouping \$168,000 in charges. After fees we should realize over \$100,000 in savings.

Cash Flow

Current District Cash Flow has improved slightly in March of 2022 as we received a state subsidy payment on February 24th. This enabled us to pay several past due invoices. While we are making progress, we still have a way to go before we are current with our bills.

Other

- Implemented CUSD's Student Activity Manual and established the necessary internal controls to ensure compliance
- The Business Office completed the rough draft of CUSD's District issued cell phones potential policy.
- PSERS – Successfully submitted the employer retirement contributions, in full, on time (due 03/23/22)
- Filled the vacant Account Specialist position



V. Office of the Superintendent Report- Dr. Craig L. Parkinson

The CUSD continued to press forward in providing the students, staff, and community with hope and a glimpse of what is in store for the future. As I spend time in each of the buildings in our district, I continue to see the great efforts of our students and staff to change the narrative of what some perceive to be a district that has little promise. It is no secret that our school community has some significant challenges before us. However, when I have the opportunity to spend time with our children and they share their dreams and desires, I am instantly charged with the belief we will see brighter days in our district. I have not deviated from the strong beliefs that I had as I entered the CUSD. It has become very clear and obvious to me that not everyone will immediately jump on board this amazing movement we have started. I am perfectly aware that there are some who continue to have the “wait and see” approach. I do hope and pray that in due time those who have yet to become believers in the work we are doing will pick up an oar and assist with rowing the boat. I am grateful for the opportunity I have been given to lead this district and do not take this charge lightly. I know that there is no way this work will be done alone. I am very excited to have partnered with some amazing people along the way with the support of the Receiver.

Comprehensive Planning Process

January 2022, CUSD stated our comprehensive planning process. The comprehensive plan is a state mandated, three-year plan that will guide the district’s decision making and planning. Through the comprehensive plan, the district will enhance our leadership, instructional practices, professional development, school environment, community relationships, and increase our students’ academic achievement.

As a part of the comprehensive planning process, the district is conducting a thorough analysis of the following areas: academic achievement, academic progress, attendance discipline, college/career readiness, equity, and staffing. The data will be used to identify our strengths, needs, and goals.

To create a robust comprehensive plan, the district partnered with stakeholders to serve on the plan’s steering committee. The steering committee will be broken into several subgroups to complete various sections of the comprehensive plan. To ensure that we had an array of stakeholders to serve on the steering committee, CUSD partnered with administrators, students, staff, teachers, Board members, and community members. The steering committee started meeting bi-weekly on March 1, 2022, to conduct a needs assessment, the comprehensive plan will be completed by August 2022.

Superintendent Progress Reporting

- We had a lot of positive things take place in the Chester Upland School District. The students at CUSA participated in Storybook Ball at City Hall. The students were treated to several guest readers who provided them with an amazing two days. It was reported that all students were engaged and appreciated the experience provided.
- A meeting was held with Dr. Sam Williams who has expressed interest in supporting the CUSD students with exploring the music industry and exposing them to the many industry career opportunities. We will continue to discuss ways to expose our students to these amazing opportunities.
- A meeting was held with Delaware County Community College to discuss the many program offerings and opportunities they can provide our students. DCCC has partnered with several sending districts, providing their students the ability to participate in the HVAC, carpentry, and newly created electrical programs. Our students from CUSD will be able to be a part of the upcoming cohorts. We have arranged for representatives from DCCC to visit both STEM and CHS.
- A meeting was held with representatives from Boeing to discuss developing a partnership with the CUSD. During this meeting, Boeing shared several opportunities that can be presented to the students of the CUSD. They discussed various internship opportunities, field trips to the Boeing campus, and scholarship opportunities. A follow-up meeting is scheduled for after the winter break
- I had the opportunity to meet with several individuals who are interested in providing the CUSD with an aviation training program. The plan is to set up a simulator and train students on becoming air traffic controllers. We will have a follow up meeting in the next couple of weeks. The plan is to introduce this opportunity to our high school students in February with a kickoff assembly that will take place at the STEM academy. Students who attend Chester High School and express interest will be provided the opportunity to attend the kickoff event as well. I will provide additional information after our next meeting.
- A follow up meeting with Immaculata University took place. The University is working on developing a summer academic camp for 50 of our students in the CUSD. The camp will focus on strengthening and enhancing writing and mathematical skills. The students will also be provided the opportunity to participate in hands-on learning experiences. The university is in the process of developing the program that will be tailored to meet the needs of the students in the CUSD.
- Conversations with Cheyney University continued this past week as well. We continue to explore dual enrollment opportunities for our students. During the call, we shared that the district is in great need of teachers and would be willing to come meet with the students to make them aware of the great job opportunities within the CUSD.

- As you were made aware in previous communications, the high school has condensed the building, operating mainly on floors 4 and 5. This was done primarily to address the high number of students out of their assigned area, as well as to provide a greater level of visibility for our students. By condensing the building, there is a larger number of staff members in the halls to ensure our students are where they are supposed to be each period.
- In addition, I wanted to provide you an update regarding some teacher certification issues. We were made aware by the Pennsylvania Department of Education that there were several teachers who were working with a lapsed certificate or who had not met the requirements to keep their emergency certificate current. This is an issue that has gone unaddressed for several years. The Human Resource Department has been working closely with PDE to resolve the issue. This past week, we had to inform five teachers they were no longer permitted to be in the classroom due to the lapsed certificate or not having an up-to-date emergency certificate. We are working to fill these positions in the building that were impacted. One of our building principals was notified that they had a lapsed certificate and had to be placed on leave. We will continue to investigate the certification issues.
- We returned to in-person learning for our students. We have had several meetings and have determined that based upon the current data from the various sources that we rely on, it is safe to return our students to school.
- CUSD held the first of many vaccination clinics that will take place over the next four weeks. We had students, staff and community members receive their vaccination or booster shot. If we can continue this trend, we believe that our community will be well on its way of mitigating the spread of Covid-19.
- The 2022/2023 school calendar has been completed and will be presented during the Receiver's meeting. Please see the attached draft of the calendar.
- We are in the process of planning a Spring Gala that will be used to raise money for the CUSD. The event will take place at Subaru stadium. The date has been set for May 20, 2022. I had a meeting with the representatives of the Union, and they have agreed to allow us to utilize the stadium for this event. The fundraising will center around three major programs and initiatives we will be focusing on providing our students next school year: Urban Agriculture and Farming Aviation/Air Traffic Controller Program Addition CTE programs in the district that focuses on the labor trades (Carpentry, HVAC, and Plumbing)
- Mid-year evaluations will begin for building level administrators. Negotiations will begin with various collective bargaining groups to have contracts in place for all. Receiver Nichols and I will begin meeting with staff to provide an overview of the district. We are in the process of developing a twilight program for students that need recovery credits.

- Addressed the questions to the Wessel and Bureau of Audits reports that were completed during the 2020-21 academic year.
- All Staff Forum: On February 10th, the CUSD cabinet members and Receiver Nichols hosted a staff forum that was used to provide the team with an update on how the district is progressing. During the meeting each cabinet member reported out on their department, providing the staff with information regarding the progress that is being made. We also focused on the goals we have for the remaining school year. We will have one more all staff meeting at the end of the school year. The Receiver and I have scheduled monthly staff forums that will be held in each building. The purpose of these meetings will be to allow all staff members to share their concerns as well as the great things that are taking place in the district. The meetings will not be used to address individual concerns.
- On Wednesday, February 23 and Thursday, February 24, Chester Upland School District and STEM Academy, along with the National Air Traffic Controllers Association (NATCA), hosted an Aviation Career Fair. Students in Grades 10-12 had the opportunity to interact with Air Traffic Controllers from across the East Coast and learn about various careers related to aviation. Additionally, simulation experiences were provided to the students at the controls; learning and using the techniques necessary to safely guide airplanes to their destinations. They were air traffic controllers for the day. Through their participation in the Aviation Career Fair, our students can start a journey toward becoming an Air Traffic Controller, learning skills and building invaluable connections with professionals in the field.
- CUSD hosted superintendents from various urban school districts to discuss some of the challenges that we all face and the many ways we are addressing them. We provided the superintendents a tour of our district, highlighting the great things that are taking place in our buildings. We discussed the increasing challenges that many of us are facing with several students leaving districts to attend charter schools. The focus of the meeting was to discuss how we as school districts can improve our brands to entice students and families to want to return to the districts. The meeting was very productive. It is my belief that the visiting superintendents walked away appreciating the direction that the CUSD is going in to address the many obstacles that have been placed before us.
- On Monday, March 14th, the CUSD will be moving to recommending masks, but will no longer require them for our students, staff, and visitors. We have had the opportunity to review how the surrounding districts were handling the new guidance provided by the CDC and have not observed any issues that would prevent us moving forward. The number of cases in our Chester community continue to trend in the right direction, as they go down. I will be sending home a communication to all of our families making them aware of the shift to recommending masks and no longer requiring them.
- Met with representatives of Boeing who are extremely interested in partnering with the CUSD to provide our students with opportunities to visit their organization. They were

very interested in partnering with the National Air Traffic Controllers Association to support the curriculum that we are creating, focusing on careers in aviation.

- The CUSD experienced some additional grief as we lost another student to gun violence in the community. This continues to be a concern as we work collaboratively with the city to address the ongoing issue of violence in the community. Receiver Nichols and I met with Mayor Thaddeus Kirkland to discuss the need for an increased police presence during our dismissal each day. The request was met with a great deal of support from the city.
- Graduation will be held at Neumann University this year on June 13th at 11:00 AM. More details to come.



VI. Human Resources Recovery Planning Report

Dr. Ashley Pless- Interim Director

It is the mission of the Chester Upland School District's Human Resources Department to provide effective human resource management by developing and implementing policies, programs and services that contribute to the attainment of the District and its employees.

HR Improvement Processes

The HR Department has been identifying several processes and procedures that are currently not in place or in need of improvement. We will be working to create and revise all HR processes and procedures prior to the start of the 2022-2023 school year. Current procedures being developed are ADA Accommodation Requests, Employee Disciplinary Action Plan, and a Wellness Program.

Employee Relations

PDE Update- Final meeting held with PDE regarding certifications/emergency permit review on 1/14. PDE closed matter with CUSD.

University Relations Widener and Immaculata to deliver teacher certification programs. Emergency permitted teachers will have options to participate in these programs and take advantage of discounted tuition. CUSD and Immaculata University will be hosting an information session to share our partnership with our teaching staff who aspire to obtain their teaching certification.

CUSD management team met this week to continue discussions regarding the Professional (CUEA) CBA. Plans are being established for bargaining sessions.

Recruiting Efforts

This week HR hired 3 teachers and 2 teacher assistants. The HR team has begun screening applicants for the Classroom Monitor position as well as sought Receiver approval to add the Classroom Monitor position to the CUSD Substitute Teacher program.

Frontline Implementation

FRONTLINE officially rolled out to Maintenance, Security, and Administration effective Monday, February 21st. In-person training sessions were completed at STEM, Stetser, and Toby Farms. All three schools will go-live with Time and Attendance and Absence Management on Monday, March 7, 2022. Trainings are scheduled next week for Chester High, CUSA, and Main Street, with a go-live date of March 21, 2022.

eFinance Implementation

Meetings have started to discuss HR's role in the eFinance Implementation which is scheduled to go-live on July 1, 2022. It is our intention that we will be able to run Frontline as a HRIS system that will feed into eFinance which will help improve payroll accuracies.

Staffing Reduction

In consideration of significant decreases in CDC guidelines, and internal discussions regarding the financial impact of contracting nursing services, we will begin transitioning out contract Medical Assistants and Nurses at schools where more than one is assigned. This transition period will begin on Monday, March 14, 2022, continuing through April 1, 2022. By April 1, 2022, it is our intention to only maintain one nurse at each of the schools.

Contract Negotiations & Employee Benefit Program

The first contract negotiations meeting for the Professional Contract took place on Tuesday, February 22nd. The district team is hopeful that we will be able to reach an agreement with the PSEA and have a new contract completed for approval in the next few months.

HR has been working with Gallagher to complete a Benefits Audit for all the benefits we currently extend to employees (Health, Prescription, Dental, Vision, Life, STD, and LTD). We are also working to build up an Employee Wellness Program and researching all of the free incentive's employees have access to with our current insurance carriers (i.e. go to an approved gym 20 times and receive \$150).

Administration Personnel Review

Over the next few weeks, HR will be working with Cabinet members to evaluate all current positions in Administration to review job duties. It is our goal to ensure that all positions in administration are working at 100% efficiency, pay structures are consistent based on job types, and revised job descriptions are provided where necessary.

Workers Compensation Risk Management

Met with the risk management team from CM Regent to discuss our current workers compensation claim and ways to reduce the district's risk exposure.



VII. Facilities & Operations Recovery Report

Alfred Howard -Facilities and Operations

Maintenance

- The department is in the process of creating and developing a way for our stakeholder to report repairs in their school buildings. In the next few weeks, a FACbuildingrepairs@chesteruplandsd.org email will be used to report needs at each/any school.
- Additionally, we are in the process of hiring a second Facilities Foreman to support the restructuring of the Facilities Department to better serve our stakeholders and school buildings.
- Also, per the request of the HS team and Superintendent, our teams are starting to paint and refresh the hallways of the HS to help improve the building appearance for our students and staff.

Transportation Services

- Operations is currently re-evaluating all of Philly Transportations 19-Bus Routes for safety and security. Our stakeholders have some concerns around bus routes and stops that appear to be unsafe throughout the city. Ongoing with our City Partners.
- We will be working with the City of Chester's Crossing Guard office on re-evaluating and possibly rearranging each and every stop throughout the city to provide a safe corridor for our children and crossing guards as they warrant change. This process will be on-going throughout the remainder of the fiscal year as we study all of these locations for feasibility.
 - Our stakeholders have some concerns around bus routes and bus stops that appear to be unsafe throughout the city. In addition, we have received several complaints about the cleanliness of the buses and will be raising this question to our transportation vendor after we gather the information from our site visits. This process will be on-going throughout the remainder of the fiscal year as we gather information on how to improve on these services.
 - We are working to streamline transportation issues and concerns from our stakeholders throughout Chester. We have developed a special email for our community to help facilitate concerns and complainants daily, weekly and/or monthly @ transportation@chesteruplandsd.org.
 - Also, we are continuing the process of reviewing all of our transportation providers contracts/agreements to ensure that we are holding them responsible for the services they are supposed to provide our students. This process will be lengthy and may last throughout a large portion of the fiscal year.
 - Moreover, we registered the CUSD in eTrans via PDE to start inputting annual transportation reports. With this registration, it will support the provisions of section 1501.8 of PDE's pupil transportation subsidies that will prevent a severe

drop-off of critical transportation subsidy funds from PDE. We started inputting and uploading all of the information to eTrans. We anticipate having everything completed with-in two weeks or by early Jan/2022 due to the amount of information needed for this report.

Food Service

- Continue to work with Elmer Shultz, Inc on a kitchen equipment repairs
- Nelbud Inc. was approved to use for service on the Fume Hoods and Inspections and equipment.
- McGovern Inc, will start cleaning and maintaining our grease trap.

Capital Improvement Projects

- Heating and plumbing repairs continue in all schools
 - Chester High School - in the final phases of this project for Phase I. Masonry Repairs is underway with plans to be completed by early Spring 2022.
 - STEM Academy at Showalter – Work has been substantially completed by L.J. Paolella Construction with the masonry and concrete stairway work on the school's grounds and to the front entrance of the school building.
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- STEM – We have received two-of-three proposals to design the HVAC upgrades needed at this school. The development of a scope is underway for the RFP to be approved by the Receiver, Superintendent and Board in the next few months for the Air-Handlers, Boilers and then the rebalancing and commissioning of the entire school building to equalize the heating and cooling.
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Purchasing

We are taking a long hard look at our supply's purchases over the past several years and noticed that the CUSD was not utilizing the services of COSTAR vendors to acquire pricing for various types of building and cleaning/janitorial supplies.

ESSERS Projects

The planning committee, and our administration along with the Receiver have put a few of the ESSER projects on hold, as we rethink and strategize on best practices or ways to utilize these funds in a more constructive manner for the children we serve. Below are the projects the remain on hold:

- CUSA – New window upgrade completely throughout and new HVAC Chiller replacement (on-hold)
- Main St. – HVAC upgrades, new windows throughout (on-hold)

However, the HVAC and Electrical upgrades at Toby Farms and STEM @ Showalter have been moved off HOLD. We developed a scope of work that went out for bid to replace the HVAC systems Air-Handlers and then rebalance and commission the entire school building.

Facilities Related Projects

- Card Access Readers – Delaware Camera Systems, Inc. started their work at STEM Showalter this week. They plan on completing this school prior to the winter break depending on the availability of materials, they anticipate completing STEM within two to three weeks with the upcoming holiday near the end of the month. To date, they have completed the following schools with the new card access and reader devices - CUHS, Toby Farms and Main Street. The last school, CUSA was started in early Jan/2022
- LED Light Installation – Over the past few months, the Facilities Department Electrician has been working on installing new LED lighting throughout the CUHS. With the Installation LED lighting. This will allow the CUSD to start saving on our electrical utility bills and maintenance costs moving forward. We anticipate our annual savings to be approx. 20-30% over the next year.
- Main Street, Stetser, Toby Farms, and CUSA – We are soliciting estimates to have Lead in Water testing completed at these elementary school buildings. Quotes/Estimate forthcoming. Work being scheduled for the water hydration stations in all schools. We are currently using temporary water coolers for all schools.
- The CUSD will be soliciting proposal/quotes from the various Elevator contractors listed below. Service will be provided at the following school buildings Chester Uplands School of Art and the Chester High School
 - ThyssenKrupp Elevator Company
 - KONE Elevator Company
 - KENCORE Elevator Company
 - Allied Elevator Company
- Repairs are needed for Intercom/PA Systems in all schools which is being addressed by Facilities and Technology.
- Columbus Elementary School (abandoned) has been welded and sealed with metal plating to keep out vagrants and to secure the building



VIII. Special Education Recovery Report

Dr. Percell Whittaker - Director of Special Education and Student Services

Special Education/Student Services:

The Office of Special Education continues to work on aligning our processes and practices. Currently the district services 858 Special Education students, 105 of which are placed in out-of-district schools. In the spirit of this vision and mission, special education purchased EasyCBM for the district. EasyCBM will be the progress monitoring tool that we will use with K-8. Training will be provided at our next in-service in December.

- Under the leadership of Dr. Williams, the PBIS initiative has begun to lay the groundwork for full school implementation beginning at the school level with the PBIS coaches in collaboration with the DCIU with Sydney Tassone and Karen Neiefer. Two schools have been recognized for Tier 1 (STEM and TBES) and Stester has been recognized for its SWPBS. All schools will begin implementing SWIS as a tool used to collect behavior data. Additional SWIS training continues Wednesday, November 17th.

Cyclical Audit

- The Bureau of Special Education (BSE), from the Pennsylvania Department of Education (PDE), completed our three-year cyclical audit. As a result of that audit, we were cited for 10 areas out of 22, which included LRE, State/Local SPP, and our enrollment procedures.

MTSS

- MTSS Presentation - Dr. Whittaker scheduled a meeting with all building administration to discuss the plan for implementation of MTSS to replace using SAP and SAP teams as the module for pre-referral.
- Met with representatives from CHS to develop, plan, and implement the referral process for MTSS. MTSS was officially implemented at Chester High School and CUSA in February and March 2022. Having this system in place should reduce the number of special education referrals, guide buildings in implementing Tier 2 interventions for students, and assist in developing better pedagogy in our buildings.
- Effective School Solutions and the Office of Student Services, under the leadership of Dr. Williams and Ms. Bowser, are collaborating to discuss strategies for parent and community engagement to address trauma, mental health, and mental health resources.
- The Office of Special Education has contracted with two agencies to provide additional related service support.
- Purchased EasyCBM and will be ready for implementation the week of March 20th. EasyCBM is a research based and legally defensible progress monitoring tool that

will assist special education teachers measure student progress with reliability and validity.

Legal

- Consulted with our attorneys to address our Speech and Language personnel shortage and this has impacted our inability to deliver these services to some of our students. Our attorneys have drafted a letter to inform parents of this situation and how the district is moving forward to address making up services through compensatory education that will be delivered in the summer during ESY.

Additional Updates

- Update Central Registration - Dr. Whittaker and Dr. Mumin met with the project manager and PowerSchool representative to discuss timelines for implementation for district-wide registration. We also discussed creating custom fields that meet the needs that are unique to our community.
- Continued collaboration with C&I - The Office of Special Education and Curriculum are continuing to collaborate to provide reading and math support to students receiving special education. We are also in deliberation regarding how to best provide instructional support to our teaching staff.
- Effective School Solutions (ESS) - ESS started to implement their services of counseling, professional development, and coaching this week at CUSA, CHS, and Toby Farms.
- Our special education staff was administered a survey to determine their curricular and professional development needs. This data will assist in driving the professional development seminars for the remainder of the year.
- Engaged with EBS Healthcare to explore a relationship with this agency for Speech Therapist, BCBA, and ABA support. In addition, they also offer Wilson tutors and ABA training.
- Held a Kickoff meeting for Varsity Tutors. Varsity Tutors offers live virtual instruction via 1:1 and small groups for our students in Digital Academy.
- Provided virtual learning support and specialized instruction to our students receiving specially designed instruction via Moby Max. a standards-aligned K–8 learning platform for math, literacy, science, and social studies equipped with adaptive tests, test-prep lessons, interactive whiteboard activities, and motivational tools.
- Completed the FSA portion of cyclical monitoring for the special education state audit.
- Submitted our AEDY corrective action assignments. Our AEDY Action Plan was also submitted to the Bureau of Special Education (BSE).
- Started the initial phase of implementing Peer Mediation/Conflict Resolution for our secondary students.
- Representatives from the Bureau of Special Education (BSE), from the Pennsylvania Department of Education (PDE) were on site last week to complete our three-year cyclical audit. As a result of that audit, we were cited for 10 areas out of 22, which included LRE, State/Local SPP, and our enrollment procedures.



IX. Curriculum and Instruction Report

Dr. Khalid Sutton-Chief Academic Officer

The Officer of the Receiver is continuing to work closely with the Superintendent to monitor the advancement and progress of the Curriculum and Instruction to ensure student and teacher success and accountability.

State Exams Update

PDE provided an extension to the Winter Keystone Exam administration through the first week of February. PDE also extended the 2020-21 assessment window through fall 2021 to maximize schools' ability to safely administer Federally mandated assessments. Additionally, all materials from the winter administration of the Keystone Exams at STEM have been shipped back to the DRC.

New Staff Initiatives

The C&I Team along with HR met to discuss our partnership. As a result of the meeting, the following is in the works:

- There is an existing Memorandum of Understanding between CUSD and Widener that allows employees to receive a 20% discount on tuition.
- An invitation for participation in a Zoom session has been extended to our Emergency Certificated staff members to hear about the Teacher Intern program at Widener. The end goal is to have interested emergency certificated staff begin the program on 1/10/22.
- Widener professors are currently developing 1-credit winter mini-semester courses for teachers to assist with Act 48 hours.
- We continue to research possible models of a Teacher's Academy in high schools throughout the country.
- Our third Induction session was held December 8th in the evening with our new teachers. The focus of the session was student motivation.
- The C&I team is currently working on modifications to the teacher evaluation system. We are moving towards a differentiated supervision model that will allow professional staff to be formally observed or develop an action plan aligned with their needs and interests.

New Student Engagement Efforts

- There are over 200 students currently registered for the Design Thinking Digital Academy and 40 students enrolled in the elementary virtual program. We have reached capacity for the Design Thinking program and will place interested students on the waitlist until spots become available.

- Met with a Delaware County Community College representative to discuss expanding our dual enrollment opportunities for students at Chester High School and STEM. Dr. Williams has worked with the counselors from both schools to identify a cohort of students to matriculate through dual enrollment courses at DCCC. Delaware County offers traditional academic dual enrollment courses and technical programs. We are excited about the partnership.
- Aviation Days at Chester High School have been scheduled for April 5, 6, and 7 with the Penn America Foundation.
- Instructional coaches and reading specialists conducted DIBELS and F&P reading benchmarks for our elementary students.
- Toby Farms and CHS participated in their quarterly CSI (Comprehensive School Improvement) routines with the DCIU.
- The Future Ready PA Index (<http://futurereadypa.org>) went live on Friday, March 4th with updated data from the 2020-21 school year.

Enrollments Efforts

- The Office of Curriculum and Instruction and the Office of Accountability have collaborated with our media team to begin rolling out Kindergarten and Pre-Kindergarten registration for 2022-2023.
- Registration for summer programs will begin the first week of April. We will be offering enrichment for students in grades K-8, Cosmetology for CTE students, ESY for special education students, and credit recovery for our middle and high school students

Additional Updates

- Students at Main Street won the 2022 Heritage Bowl
- We are currently researching grant opportunities to expand computer science to the middle school and elementary levels.
- We will be posting for the Career and Technical Supervisor position within the district.
- The CUEA hosted a Spelling Bee for students in grades K-5 on Thursday, March 17, 2022. The event was well attended by families, and students participated with great pride and a competitive spirit.
- On March 18, approximately 70 high school students attended the HBCU College Fair at the Wells Fargo Center.

Professional Development

Administrators have coordinated a series of professional development efforts for District staff and employees. Grade level and content area collaboration time was built into the professional development schedule to allow for the review of curriculum maps and planning. The following five tables are illustrations of professional training that has been offered since the submission of the last receivers report.



**Professional Development Schedule
December 15, 2021**

Stetser, Main Street, CUSA

Time	Session Topics	Facilitator(s)	Audience	Location
1-2:30pm	De-escalation Strategies	ESS	Elementary Climate Managers Conflict Resolution Specialists Safety Officers Teacher Assistants Student Support Assistants	Click Here to Access Zoom Session
1-3pm	Fundations Levels 1-2	Ms. Heather Stottlemeyer	All Kindergarten, First and Second Grade Teachers Elementary Special Education Teachers	Stetser Elementary Room 114
1-3pm	Fundations Level 3	Ms. J'Me McLaughlin Dr. Vanessa	All Third Grade Teachers Elementary Special Education Teachers	Main Street Room 14

Toby Farms

Time	Session Topics	Facilitator(s)	Audience	Location
1-2:30pm	De-escalation Strategies	ESS	All Toby Farms Staff School Counselors School Psychologist Social Workers Climate Managers Conflict Resolution Specialists Safety Officers	Click Here to Access Zoom Session
2:30-3:30pm	Taking a Mental Health Pulse	ESS	All Toby Farms Staff School Counselors School Psychologist Social Workers Climate Managers Conflict Resolution Specialists Safety Officers	Click Here to Access Zoom Session
3:30-4pm	Principal Directed	Mr. Popley	All Staff	Toby Farms

STEM

Time	Session Topics	Facilitator(s)	Audience	Location
11:30-2:30pm	CTE: Occupational Advisory Council	Mr. Michael Katch	CUSD CTE Teachers	STEM- Room 115
11:30-3pm	Building the Master Schedule Part 1	Cathy Haselhorst	Brendan Bell Misha Memon Chanel Turner-Wright Casey Hargadon	Link provided in Outlook calendar invitation
11:30-2:30pm	TLS Coaching Meeting: Active Engagement Strategies	TLS Coaches (Appointments will be sent directly to teachers)	All STEM Faculty	Classrooms and Zoom (link provided by TLS Coach)
11:30-2:30pm	2021-22 Keystone/PSSA Administrator and Proctor Training	Ms. Memon & Self-Guided Modules	All STEM Faculty	Auditorium and Classrooms
12:30-1pm	CSI Vocabulary Strategies	Ms. Memon	All STEM Faculty	Auditorium
1-2pm	CSI Vocabulary Strategies: Collaborative Planning Time	Departmental Teams	All STEM Faculty	Classrooms
2-3pm	STEM Building Updates	Mr. Bell	All STEM Faculty	Auditorium

Design Thinking Digital Academy

Time	Session Topics	Facilitator(s)	Audience	Location
12-1pm	Taking a Mental Health Pulse	ESS	All Teachers Teacher Assistants Student Support Assistants	CHS Auditorium
1-2:30pm	De-escalation strategies	ESS	All Teachers Teacher Assistants Student Support Assistants	CHS Auditorium
2-3pm	Principal Directed	Mr. Thompson	All Teachers Teacher Assistants Student Support Assistants	Library

Chester High

Time	Session Topics	Facilitator(s)	Audience	Location
11:30-2:30pm	CTE: Occupational Advisory Council	Mr. Michael Katch	CUSD CTE Teachers	STEM-Room 115
11:30-3pm	Building the Master Schedule Part 1	Cathy Haselhorst	Ron Brown Michael McCline Aliya Covington Nichola Thompson	Link provided in Outlook calendar invitation
11:30-2:30pm	HMH: Read 180	HMH	Read 180 Teachers	Link will be provided
11:30-2:30pm	HMH: Math 180	HMH	Math 180 Teachers	Link will be provided
11:30-1:30pm	Into Literature	HMH	Literature Teachers	Link will be provided
11:30-2:30pm	Into AGA	HMH	Math Teachers using AGA	Zoom link will be provided
12-1pm	Taking a Mental Health Pulse	ESS	All Teachers (except Read 180, Math 180, AGA, Into Lit) School Counselors School Psychologist Social Workers Climate Managers Safety Officers Teacher Assistants Student Support Assistants	CHS Auditorium
1-2:30pm	De-escalation strategies	ESS	All Teachers (except Read 180, Math 180, AGA) School Counselors School Psychologist Social Workers Climate Managers Safety Officers Teacher Assistants Student Support Assistants	CHS Auditorium
2:30-3pm	Principal Directed	Building Principal	All Faculty	Chester High School



**Professional Development Schedule
February 28, 2022**

Chester High School, STEM

Time	Session	Facilitator	Audience	Location
12:00pm - 2:00pm	Power Slides and Effective Teaching Strategies	Teaching, Learning, and Succeeding	Teachers (excluding CTE)	Home School Zoom link will be provided
12:00pm - 3:00pm	Writing in the CTE Curriculum	Dr. Lomas	All CTE Teachers	STEM (Classroom TBD)
1:00pm - 2:00pm	MTSS	Dr. Williams	Social Workers, SAP Team Members, BCBAs, Psychologist, and Nurses	Boardroom
2:00pm - 3:00pm	Principal Directed Time	Building Principal	Teachers (excluding CTE, Special Education)	Home School
2:00pm - 3:00pm	Effective IEP Writing	Dr. Foreman	High School Special Education Teachers and Teacher Assistants	Home School Classroom

Main Street, Stetser, CUSA, Toby Farms

Time	Session	Facilitator	Audience	Location
1:00pm - 2:00pm	Principal Directed Time	Building Principal	Teachers (excluding Special Education Teachers)	Home School
1:00pm - 2:00pm	Effective IEP Writing	Ms. Santoro	Elementary and Middle School Special Education Teachers and Teacher Assistants	Home School Classroom
1:00pm - 2:00pm	MTSS	Dr. Williams	Social Workers, SAP Team Members, BCBAs, Psychologist, and Nurses	Boardroom
2:00pm - 4:00pm	Power Slides and Effective Teaching Strategies	Teaching, Learning, and Succeeding	Teachers	Home School Zoom link will be provided
2:00pm - 4:00pm	Creative Curriculum Modules	Ms. McLaughlin	Pre-K Teachers	Home School



**Professional Development Schedule
March 11, 2022**

Stetser, Main Street, CUSA, Toby

Time	Session Topics	Facilitator(s)	Audience	Location
8:30AM-9:30AM	State Testing Training	Building Principal	PSSA Administrators and Proctors	https://www.pstattraining.net/
9:00AM-11:00AM	PASA Training	Dr. Percell Whittaker	PASA Test Administrators and Proctors	Home School
9:30AM-12:00PM	Principal Directed (Common Planning, Team Meetings, Data Review)	Building Principal	All Staff	Home School
12:00PM-1:00PM	Lunch			
1:00PM-2:00PM	Power Slides and Effective Teaching Strategies	Teaching, Learning, and Succeeding	All Teachers	Home School
2:00PM-4:00PM	Principal Directed (Common Planning, Team Meetings, Data Review)	Building Principal	All Staff	Home School

Chester High, STEM, Digital

Time	Session Topics	Facilitator(s)	Audience	Location
7:30AM-9:00AM	Principal Directed (Common Planning, Team Meetings, Data Review)	Building Principal	All Staff	Home School
9:00AM-10:00AM	State Testing Training	Building Principal	Keystone Administrators and Proctors	https://www.pstattraining.net/
9:00AM-11:00AM	PASA Training	Dr. Percell Whittaker	PASA Test Administrators and Proctors	Home School
10:00AM-12:00PM	Principal Directed (Common Planning, Team Meetings, Data Review)	Building Principal	All Staff	Home School
12:00PM-1:00PM	Lunch			
1:00PM-2:00PM	Power Slides and Effective Teaching Strategies	Teaching, Learning, and Succeeding	CHS Teachers STEM Teachers	Home School
1:00PM-3:00PM	Principal Directed (Common Planning, Team Meetings, Data Review)	Building Principal	Digital Staff	Home School
2:00PM-3:00PM	Principal Directed (Common Planning, Team Meetings, Data Review)	Building Principal	CHS Staff STEM Staff	Home School



**Professional Development Schedule
March 14, 2022**

DATE/TIME	SESSION	FACILITATOR	AUDIENCE	LOCATION
8:00AM-9:00AM	Principal Directed (Common Planning, Team Meetings, Data Review)	Building Principal	High School Staff	Home School
8:00AM-10:00AM	Principal Directed (Common Planning, Team Meetings, Data Review)	Mr. Ray Thompson	Digital Staff	Library
8:00AM-10:00AM	TBD	Dr. Percell Whittaker	All Teacher Assistants	TBD
8:00AM-9:00AM	Gradebook	ISTL's Reading Specialists Building Principals	K-8 Teachers	Home School
8:00AM-9:00AM	Creative Curriculum Modules	Mrs. J'Me McLaughlin	Pre-K Staff	Home School
9:00AM-10:15AM	Power Slides and Effective Teaching Strategies	Teaching, Learning, and Succeeding	All Teachers	Home School
10:30AM-12:00PM	Professional Responsibilities and Expectations	Human Resources Office PSEA	All Staff	Chester High Auditorium
12:00PM-1:00PM	Lunch			
1:00PM-3:00PM	Using Assessment to Drive Instruction Personalizing and Differentiating Instruction	EnVisions Math	K-5 Teachers Middle School Math Teachers	Click Here for Zoom Link
1:00PM-3:00PM	Principal Directed (Common Planning, Team Meetings, Data Review)	Building Principal	Middle School Teachers (except Math)	Home School
1:00PM-3:00PM	Trauma-Informed Care, Social Emotional Learning Antecedent, Behavior and	Dr. Nicole G. Johnson	Chester High Staff STEM Staff Digital Staff	Chester High Auditorium
1:00PM-3:00PM	Literacy in the CTE Curriculum	Dr. Linda Lomas	CTE Teachers	STEM
1:00PM-3:00PM	Chapter 15 - 504 Service Agreements: A Review	Dr. York Williams	School Counselors School Nurses Social Workers	Board Room
1:00PM-3:00PM	Basics of Cross-Battery Assessment	Dr. Percell Whittaker	School Psychologists Speech and Language	Admin Conference Room
1:00PM-3:00PM	Creative Curriculum	Mrs. J'Me McLaughlin	Pre-K Staff	Home School



**Professional Development Schedule
March 25, 2022**

Stetser, Main Street, CUSA, Toby

Time	Session Topics	Facilitator(s)	Audience	Location
8:30AM-9:00AM	Principal Directed (Common Planning, Team Meetings, Data Review)	Building Principal	All Staff	Home School
9:00AM-10:30AM	SEL and Trauma Informed Responsive Classroom	Dr. York Williams Ms. Dana Bowser	All Teachers	Home School Instructions will be shared by Dr. Williams and Ms. Bowser
10:30AM-12:00PM	Principal Directed (Common Planning, Team Meetings, Data Review)	Building Principal	All Staff	Home School
12:00PM-1:00PM	Lunch			
1:00PM-3:00PM	PSSA Administration Training	Building Principal/School Assessment Coordinator	All Teachers	Home School
3:00PM-4:00PM	Principal Directed (Common Planning, Team Meetings, Data Review)	Building Principal	All Staff	Home School

Chester High, STEM, Digital

Time	Session Topics	Facilitator(s)	Audience	Location
7:30AM-10:00AM	Principal Directed (Common Planning, Team Meetings, Data Review)	Building Principal	All Staff	Home School
10:00AM-12:00PM	Keystone Administration Training	Building Principal/School Assessment Coordinator	All Teachers	Home School
12:00PM-1:00PM	Lunch			
1:00PM-3:00PM	Newsela Asynchronous Module Select Topic: Differentiating Instruction Supporting Student Engagement Building Background Knowledge	Newsela	All Teachers	Home School Asynchronous



X. Child Accounting Report

Dr. Latrice Mumin- Director

The Department of Child Accounting facilitated a Lunch and Learn Session between Chester Upland SD and Harrisburg SD (PIMS Administration/Child Accounting – Best Practice and Q&A). Submitted extension request to PDE-Division of Federal Programs for 2019-2020 and 2020-2021 Corrective Action responses.

Child Accounting/Student Registration (Projects)

Continued to process Charter enrollments, withdrawals, IEP's, address changes & homeless status. Also, continued to work with the Truancy Department & Schools in identifying and withdrawing "no shows" and students who have transferred from the district. Corrected names, races, PASecure IDs, and birthdays for Charter School placed students for 200+ students. Drafted Procedures for Transfer and Withdrawals, PDE-4605, New Student and Re-Entry Enrollment.

- Assisted in locating and entering students that were included on CCCS invoice but not in our supporting documentation
- Continued to process Charter enrollments, withdrawals, IEP's, address changes & homeless status.
- Continued to work with the Truancy Department & Schools in identifying and withdrawing students who have transferred from the district or transferred buildings, grade changes etc.
- Began addressing historical child accounting concerns and procedures prior to receipt and discussion on the most recent audit report provided to the district.
 - Child Accounting Revisions and Preliminary Child Accounting Summary for 2020/2021
 - Updating student vectors according to outstanding invoices and uploading supporting documents.
- Child Accounting Revisions and Preliminary Child Accounting Summary for 2020/2021
 - Provided requested student information to PA Inspector General Office (Fraud).
 - Processed Charter enrollments, withdrawals, address changes & homeless status.

IEP Assignment and Recording Entries (Enrollment)

Cross checking the date of IEP as indicated on Charter Invoices with Child Accounting Mailbox and IEP Writer, 2. Recording the change in curriculum using the appropriate PIMS Codes with a two-step journal entry, ending the Non-Special Education curriculum and entering new Special Education curriculum to student records. Entered new CCCS IEP's in eSchool.

Truancy Updates

Follow up with IT on the truancy meeting for the following deliverables has occurred:

- District/School Leadership collaboration on federal programs corrective action; the district received notification of compliance letters for 2019-20 and 2020-202.
- Drafting a federal programs procedure manual for CUSD
- Development of 2022-23 SY calendar with team
- Invoicing approvals using new child accounting process with enrollment verification
 - Met with Nurse Gibson on 11/9/21 to determine a plan to properly code absences due to COVID-19 cases and Quarantines in eSchool. Cases will be coded with ME code and specified dates.
 - Dr. Sutton in agreement with using the PRA code for students who are asymptomatic and completing work assigned through Google classroom or teacher directed platform. Truancy Coordinator needs to further pursue this to improve attendance.
 - Completed follow-ups on No-Schedule List at CHS provided by Ray Thompson
 - Completed Follow-up on all Student No-Shows submitted from schools and printed reports.
- Initial discussion on centralized registration best practices to plan and implement until approval/completion of the project below with PowerSchool.
- PowerSchool Enrollment meeting with Dr. Whittaker and vendor representatives to support centralized student registration. Communication with PowerSchool in collaboration with Dr. Whittaker in preparation for the centralized registration project. The pre-planning/kickoff and preview call was held early January 2022 will include the following:
 - Introductions & roles
 - Review the components of the service package that CUSD purchased
 - Introduce CUSD to previews of the forms
 - Discuss how to request revisions to fit the needs of the district
 - Review the timeline of implementation

PIMS Administration (Projects)

- Working with Pauline Boneparte on Special Ed Collection o C2 SPEC ED Dec 2021-22; Collection window Opened on Dec 1st and closed Dec 17th
- Worked with Monique Hales and supplied her with information she needed for federal programs corrective action request
- Working on State reported duplicated Students List from PDE's QC of our information
- Finished the District corrections for the OCT 1 submission requested by PDE
- Finished the Toby Farms and STEM athletic survey submission
- Window for corrections open December 3 – December 14, 2021
- Submitted the Athletic Survey templates for those that were accepted and approved by PDE
 - Toby Farms Intermediate
 - Stem High School for 20-21 SY

- Added missing School Districts and IU's in eSchoolPlus submitted to allow for proper reporting of out of district, prison, and treatment placement of students
- Added Missing HR assignments for build 99 "Out of District Placement"
- Submitting ACSs to Dr Parkinson and LaDontay Bell for signature of approved and submitted PIMS from PDE
- Working on PDE Cohort Graduation Attribution -Window Opens Dec 3rd and Closed Dec 16th
- Working on the Graduation attribution System for our District -Window for corrections open December 3 – December 14, 2021
- Graduated Excel 20 students who met requirements for mid-year graduation in eSchool.

Federal Programs

Worked with the Federal Programs Coordinator on the 2019-20 and 2020-2021 Corrective Action submission to PDE – Division of Federal Programs. Provided recommendations on the DCIU contract for Title I and Title II. Participated in MCIU Federal Programs Coordinator Council Meeting

Department Updates

- Drafted communication for school leaders on centralized student registration update.
- Registration packets revised for central registration to begin enrolling students for the 2022-2023 school year.
- The Child Accountability Team will begin progress monitoring goals with action steps outlined with two check-in points scheduled.

Special Education, Charter School, and At-Risk Youth Invoice Verification

- Developed Month-end Enrollment Verification Reports for each of the billable outside LEAS to facilitate timely monthly enrollment reconciliation and invoice verification.
- Created Homeroom for billable outside LEAs to facilitate enrollment reporting.
- Finalized the Invoice Verification Procedures for the district.

Enrollment

- Clearing the "Unenrolled 9th Grade Charter School Students"
- Developed a Contact List for Other Educating LEAS
- Reaching out to other LEAs (business office, homeless liaisons, and Registration) to standardize the submission of Registration and Enrollment information to ascertain we are receiving adequate, accurate, and current information.
- Locating documents sent to the district in 2019-November 2021 to enroll and update students' vectors that have not been entered in the system to facilitate invoice payments.

Charter Schools

- Compiling a list of homeless students that are being educated by outside LEAs for comparison with Dr. York and regional ECYEH list to ascertain the actual homeless status and eligibility of tuition assistance.

- Reviewing the ages of Charter School students to confirm age criteria is met to meet our fiscal obligations
- Sending Registration, the discrepancies between invoiced enrollment of Charter School students and eSchool for all charter schools.

The table below shows the current number of Chester Upland School District students enrolled in all District schools.

Table 1

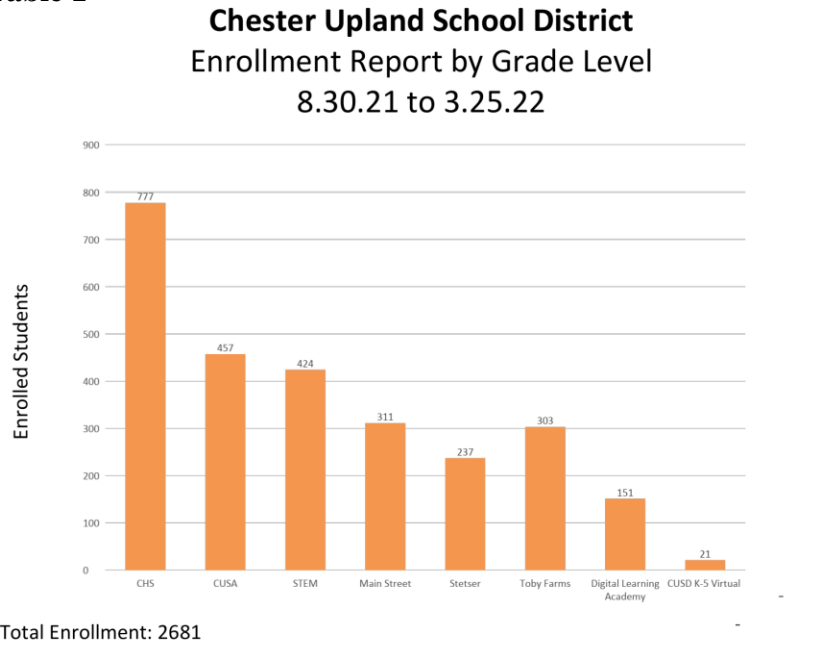


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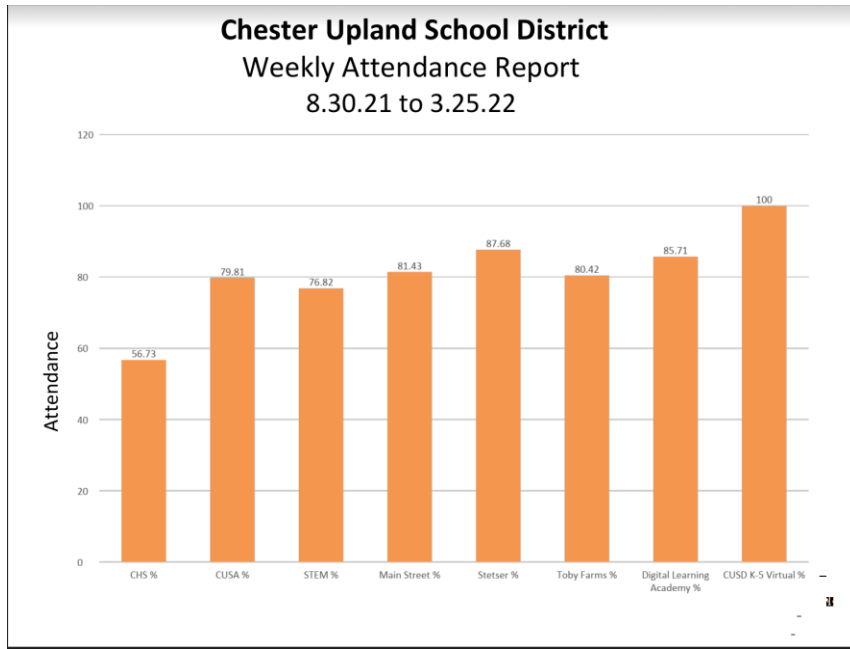


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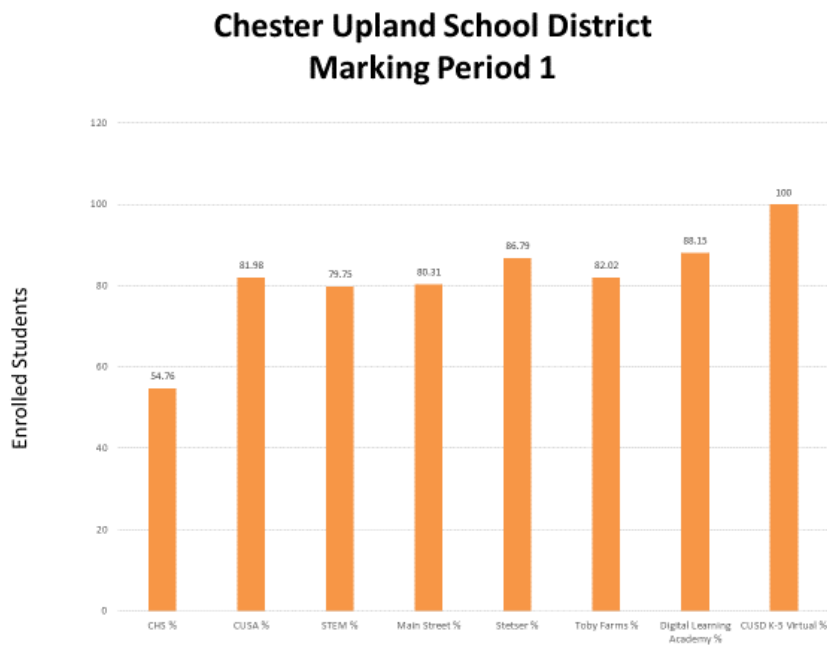


Table 4

**Chester Upland School District
Marking Period 2**

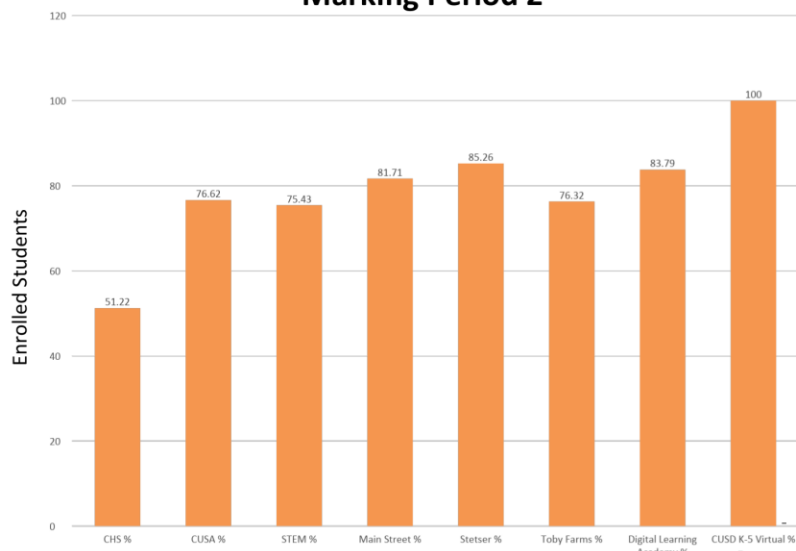


Table 5

**Chester Upland School District
Marking Period 3 School**

