CHESTER UPLAND SCHOOL DISTRICT
OFFICE OF THE RECEIVER
FOR THE PERIOD Q3 2022-2023

Nafis J. Nichols, Receiver
Quarterly Progress Outline

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-Receiving Schools, Tuition Enrollment, and Projected Costs

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1. **Authority and Purpose**

The Chester Upland School District remains under the leadership of Receiver Nafis J. Nichols and Superintendent Dr. Craig L. Parkinson, consistent with the Financial Recovery Act 14 of 2012. The Court of Common Pleas of Delaware County, PA has scheduled a Status Hearing for April 25, 2023, with Judge Barry C. Dozer, Case No. CV 2021-009781.

2. **Executive Summary**

The Chester Upland School District has a central office structure that continues to provide support to the schools and district administration. The following key leadership roles remain in place to address safe schools, academics, fiscal responsibility, family, parent, and community engagement, and partnerships as priority areas established for the 2022-2023 school year: Receiver, Superintendent of Schools, Assistant Superintendent of Schools, Business Administrator, Chief Academic Officer, Director of Human Resources, Director of Facilities/Operations, and Director of Pupil Services.

The Chester Upland School District has made progress in areas around policy updates and adoption; fiscal management; implementation of internal controls; academic data collection; community engagement; investment in the arts and music; and student success, however, still faces many challenges that will not allow it to fully recover soon. The current team continues to uncover many years of mismanagement in areas across the organization but works diligently to provide solutions to address said obstacles.

A few obstacles that occurred during this reporting period are as follows; the Chester Upland School received communication from the Internal Revenue Service of an outstanding liability of over $450,000 dating back to 2017; an outstanding local services tax liability of over $50,000 dating back to 2019; a PA unemployment liability of over $250,000 from prior inaccurate report; the lack of payment from one of the largest taxpayers within CUSD and past due payables obligations. These unforeseen fiscal obligations further strain the recovery efforts set forth to provide a quality education.

On March 27, 2023, the year end June 30, 2020, audit was finally issued. The lack of supporting documentation and turnover in high-level administrative staff caused a significant delay in its completion, which is yet another barrier the Chester-Upland School District faces. The current management team has a plan to bring the audits current and to minizine the potential for material weaknesses. The year-end June 30, 2021, audit is slated to begin in late April 2023.

Safe Schools

The Chester Upland School District continues its efforts to providing safe and effective learning environments for every child and staff member through updated policy, procedures/protocols, and on-going training of staff as well as various drills as required for our schools. The district works in collaboration with local law enforcement agencies in meeting the needs of the district.

Academics

As a school district we recognize the importance of using data to drive instruction and adjust instructional practices in our district. We believe that by utilizing data-driven decision making, our

teachers can identify the specific needs of their students, implement targeted interventions, and track student progress towards academic goals. By utilizing the various programs within the district that aggregate and analyze student data, teachers can identify patterns and trends that inform classroom instruction, allowing for more personalized and effective teaching practices. With data-driven instruction, our teachers are able to address achievement gaps, provide equitable learning opportunities, and ultimately help students reach their full potential.

Fiscal Responsibility

The Chester Upland School District continues to make responsible fiscal decisions that are in the best interest of our students and community. We are currently working with Mass Insight, PFM, PDE, and other agencies to address some of the significant financial issues that have plagued the CUSD for years. We have a targeted approach to addressing many of these issues that have yielded great progress thus far. One of our greatest challenges is overcoming the massive amount of debt that was present in the district prior to the current leadership team entering the district. The approach has been to address the financial challenges in small chunks, which has been successful. The CUSD has been able to reestablish as well as establish new relationships with various vendors due to the transparency of our financial concerns and great communication with each provider. Repairing and establishing strong relationships has been a true difference maker for the district.

Family, Parent, and Community Engagement

The Chester Upland School District continues to work collaboratively with all of our stakeholders. The district has reestablished our Parent University groups that has provided several learning opportunities for both our students and parents. Recently the group hosted a career fair that focused on interviewing skills, resume writing and identifying the appropriate job or career based upon skill set and passion. The group has also facilitated financial literacy workshops for the parents in the CUSD.

The district will also be hosting our Health and Wellness summit for the entire community. The purpose of this summit is to target many of the challenges that our students and community members are facing. We will focus on mental health and various supports that are in place to assist individuals who are dealing with these challenges.

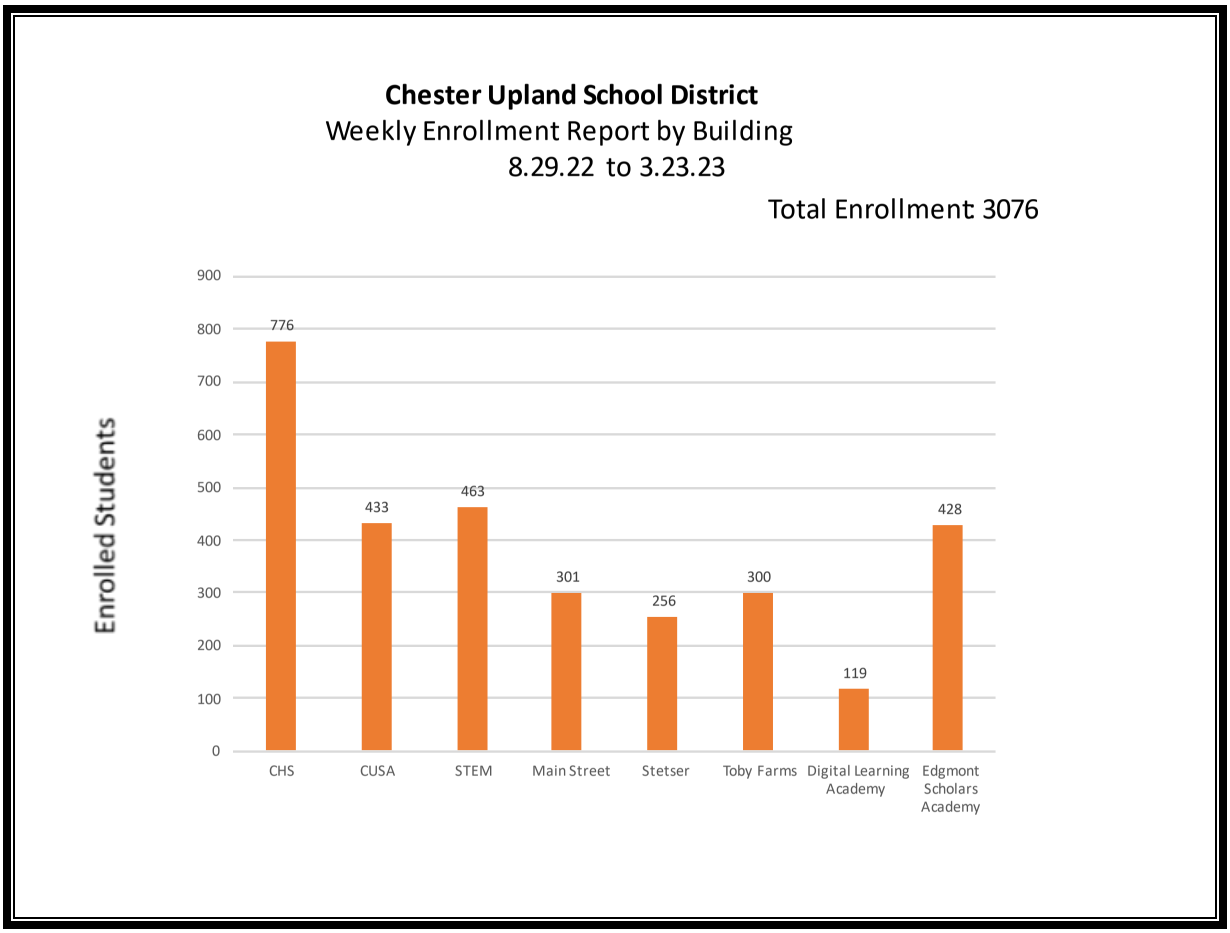
3. **Regular and Special Education – Student Enrollment**

Building	Enrollment Headcount	%
Digital Learning Academy	119	4%
Main Street Elementary	301	10%
Chester Upland School of the Arts	433	14%
Stetser Elementary	256	8%
Toby Farms Intermediate School	300	10%
Edgmont Scholars Academy	428	14%
Chester High School	776	25%
STEM HS at Showalter	463	15%
	Total: 3,076	

District Note:
In researching current enrollment trends for the Chester Upland School District, the Accountability Team have noted that there were 130 student withdrawals from Chester High School and STEM

Academy at Showalter, respectively, since the beginning of the school year. The reasons for these withdrawals are delineated in the chart below. Additional students were removed from 2022/2023 SY rolls to improve the accuracy of our student information data – these students reportedly attend other PA school districts or were students that attend charter or out-of-district schools that rolled over in error.

Chester Upland School District	
Withdrawal Codes applied after 8/29/2022	
2022/2023 SY	
STEM	
W04A - Moved / Transferred to another PA Public LEA (Local Education Agency) (Known to be continuing)	9
W04C - Transfer to a Cyber/Charter School	4
W04S - Moved out of State (Known to be continuing)	9
W03 - Transfer to NONPUB	1
Total Withdrawals from STEM after 8/29/2022	**23**
Chester Upland School District	
W04S - Moved out of State (Known to be continuing)	20
W12A - Correctional Institution, Academic	6
W04A - Moved / Transferred to another PA Public LEA (Known to be continuing)	32
W04B - No-show (Student Enrolled but did not show)	13
W04C - Transfer to a Cyber/Charter School	8
W06 - Dropout / Quit / Absent 10 Consecutive Days	11
W10 - Deceased	1
W09 - Certificate of Graduation	16
Total Withdrawals from CHS after 8/29/2022	**107**



4. Regular Education – Sections and Class Size (SAME AS Q2)

	Chester Upland School of the Arts Elementary School						
	Pre-K	**K**	**1**	**2**	**3**	**4**	**5**
Sections	**3**	**3**	**3**	**3**	**3**	**3**	**3**
Per Class Average	**20**	**20**	**23**	**23.66667**	**22.66667**	**22**	**20**
Total by Grade	**60**	**60**	**69**	**71**	**68**	**66**	**60**

	Main Street Elementary School	

	Pre-K	K	1	2	3	4	5
Sections	**2**	**2**	**2**	**1**	**1**	**2**	**2**
Per Class Average	**20**	**25**	**16.5**	**27**	**29**	**22**	**20.5**
Total by Grade	**40**	**50**	**33**	**27**	**29**	**44**	**41**

	Stetser Elementary School						
	Pre-K	**K**	**1**	**2**	**3**	**4**	**5**
Sections	**1**	**2**	**2**	**1**	**2**	**2**	**2**
Per Class Average	**20**	**22**	**18**	**25**	**21.5**	**17**	**21.5**
Total by Grade	**20**	**44**	**36**	**25**	**43**	**34**	**43**

	Edgmont Scholars Academy								
	K	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**
Sections	**3**	**2**	**3**	**3**	**3**	**2**	**2**	**2**	**2**
Per Class Average	**11.66667**	**20.5**	**16**	**17.33333**	**16**	**25**	**16.5**	**21.5**	**15**
Total by Grade	**35**	**41**	**48**	**52**	**48**	**50**	**33**	**43**	**30**

	Toby Farms School

	6	**7**	**8**
Sections	**5**	**5**	**4**
Per Class Average	**19.4**	**15.8**	**20.75**
Total by Grade	**97**	**79**	**83**

High School courses and class sizes vary depending upon subject matter and grade level. We attempt to keep all courses under 30, but we have had to be creative with mathematics due to staffing challenges.

5. Average Student Attendance

Average Daily Attendance has increased from the 2021-2022 school year vs. 2022-2023 school year. The district Attendance Improvement Center (AIC) held attendance check-in meetings with principals and their teams district wide. Meetings were also held with non-public schools to support with implementation of completing citations due to violation of compulsory attendance law. AIC has also attended hearings for attendance on behalf of CUSD. AIC continues to provide alternative support and resources to increase attendance.

School Year 2021-2022 compared to School Year 2022-2023

(January 3, 2021-March 29, 2022)

School	**Average Daily Attendance %**
Chester High School	**57.62%**
Chester Upland School of the Arts	**77.29%**
STEM High School at Showalter	**71.59%**
Main Street Elementary	**82.47%**
Stetser Elementary	**87.34%**
Toby Farms Intermediate School	**80.34%**
Digital Learning Academy	**83.73%**
Edgmont Scholars Academy	**N/A – Formerly known as Widener Partnership Charter School; ESA became a CUSD school during the 2022-2023 school**

	year.

(January 3, 2023-March 29, 2023)

School	Average Daily Attendance %
Chester High School	**73.67%**
Chester Upland School of the Arts	**82.43%**
STEM High School at Showalter	**74.27%**
Main Street Elementary	**85.15%**
Stetser Elementary	**87.31**
Toby Farms Intermediate School	**78.83%**
Digital Learning Academy	**73.86**
Edgmont Scholars Academy	**N/A – Formerly known as Widener Partnership Charter School; ESA became a CUSD school during the 2022-2023 school year.**

6. **Student Enrichment Programs**
   Expanding music and the arts to all students has been a priority for the district. During quarter 3, students showcased their musical and artistic talents through performing and visual art shows. We are gearing up for the spring musical as the capstone event for our artists.
   Summer programming is on the verge of finalization. Registered students will participate in a full-day experience rich with enrichment activities, including visual and performing arts, music, STEM, sports and physical activity, and academics.

7. **State Monitoring**
   Federal Programs:

   The following highlights are activities related to federal programs.
   January 2023
   - Submitted 2021-22 Title I, II, III and IV Uniform Grant Guidance Performance Reports 1-6-2023.
   - Submitted 2020-2021 Title I School Improvement Formula Financial Expenditure Report 1-17-2023.
   - Completed Maintenance of Equity Report 1-19-2023
   - Attended the Federal Program Coordinators monthly training meeting with PDE January 17TH.
   - Non-Public Equitable Share ESSER (Elementary and Secondary School Emergency Relief) I Tech Items delivered to Notre Dame De Lourdes and Drexel Neumann Academy 1-24-2023.
   - Submitted Program and Fiscal Assessment Corrective Action in Fed Monitor 1-27-2023.

   February 2023

- Participated in on-site Meaningful Consultation Meetings with Drexel Neumann Academy and Frederick Douglass Christian School with DCIU to review goals for 2023-23. 2-6-2023.
- Begun meetings with Building Leaders and Cabinet members to prep for spring ESSA (Every Student Succeeds Act) Monitoring.
- Attended the Federal Program Coordinators monthly training meeting with PDE 2-21-2023.
- Participated in ARP ESSER Homeless Children and Youth Monitoring with Dr. Wilson 2-22-2023.
- Begun regular Tuesday weekly meetings with ESSER Capital Project Management Team

March 2023

- 2022-23 Title I Set-Aside Budget Corrections – Completed budget corrections with CSI Building (CHS, STEM and Toby Farms) Principals and Dr. Sutton. Will re-submit application so that the application can move to approval status. Award amount $958,708
- PCCD (PA Commission on Crime and Delinquency) Grant #28913 – Met with Crystal Lauver, PCCD Fiscal Specialist to review grant close-out procedures and re-award process for the $83,601 remaining Safety and Security grant funds.
- Submitted 2023 Urban Agriculture and Innovative Production (UAIP) Competitive Grant in the amount of $150,000 3-27-2023.
- Attended the Non-Public Organizations and Federal Program Coordinators training meeting with PDE 3-28-2023.

ESSER:

Highlights

- As of 3/29/23 -Received 100% of the instruments for Elementary Schools (CUSA (Chester Upland School of the Arts), Main Street and Stetser) from Music & Arts. All equipment has been delivered and inventory was completed.
- As of 3/29/23, 85% - 90% of all of the music equipment and instruments have been delivered to Chester High School, ESA (Edgmont Scholars Academy), STEM and Toby Farms.
- CUSA Windows/Chiller capital improvement on track for completion by 9/30/2024
- Toby Farms Windows/HVAC capital improvement project on track for completion by 9/30/2024
- 2/15/23 – Deloitte's Pre- Federal Programs Monitoring corrections submitted on time.
- 3/8/23 ESSER Data Submission submitted on time.

Weekly ESSER Team Meetings

- 1/5/23, 1/12/23, 1/19/23, 1/26/23, 2/2/23, 2/9/23, 2/16/23, 2/23/23, 3/2/23 and 3/9/23.
- Meetings are held weekly to discuss ESSER Plans and Implementation of all ESSER related projects and expenditures.

Weekly Design/ Project Management Meeting with MG Engineering/North star

- 1/24/23, 1/31/23, 2/7/23, 2/14/23, 2/21/23, 2/28/23,3/7/23, 3/14/23, 3/21/23, and 3/28/23.
- Meetings are held weekly to discuss ESSER Project Design completion and project start and completion by 9/30/24 within proposed budget.

ESSER Expenditure Meetings

- 1/17/23 – Music & Arts Check - In

- 1/25/23 – Meeting with AVT (Applied Video Technology) to discuss audio and visual technology for Auditorium, Library, TV Studio and Cafeteria.
- 1/25/23 – Meeting with Southpaw regarding Sensory Room Installation in CHS, CUSA, ESA, Main Street and Toby Farms.
- 1/25/23 – Academics/Curriculum Check-in to discuss ESSER purchasing to address learning loss.
- 2/1/23 – Technology Check-In regarding UPS Quotes, Network Cabling and Wireless Access Points.
- 2/1/23 – Federal Programs Monitoring Meeting regarding ESSER.
- 2/2/23 – Meeting to address plan of correction for Deloitte's Pre-ESSER Monitoring
- 2/3/23 – Meeting with EPIC Tech to discuss audio and visual technology for Auditorium, Library, TV Studio and Cafeteria.
- 2/8/23 – Academics/Curriculum Check-in to discuss ESSER purchasing to address learning loss.
- 2/17/23 – Technology Check-In regarding UPS Quotes, Network Cabling, Wireless Access Points and Inventory of all technology and equipment purchased with ESSER funds.
- 2/27/23 – EFS (Educational Furniture Solutions) Site Visit
- 2/28/23 – ESSER Data report meeting for 3/9/23 submission.
- 3/6/23 – CUSD Federal Program/ESSER Cabinet Presentation.
- 3/22/23 - Facilities Department Check-in regarding purchase of supplies, additional scrubbers, and district-wide cleaning.
- 3/28/23 – Music Initiative Check-in regarding additional purchases for Music Equipment
- 3/28/23 - Technology Check-In regarding Network Cabling, Wireless Access Points and Technology Supplies for Staff.
- 3/29/23 – Academics/Curriculum Check-in to discuss ESSER purchasing to address learning loss.

ESSER Grants Allocations/Funding Period

ESSER I (CARES ACT) Allocation of $2,383,903.00
Funding Period – March 13, 2020, through September 30, 2022
Budget Modification completed and grant closed out.

ESSER II (CRRSA Act) Allocation - $9,656,862.00
Funding Period – March 13, 2020, through September 30, 2023
ESSER II is awaiting completion of allocated expenditures for budget revision and final submission.

ESSER III (ARP ESSER) American Rescue Plan Elementary and Secondary School Emergency Relief Fund
ESSER III Allocation - $19,533.038.00
Funding Period – March 13, 2020, through September 30, 2024
(A minimum of 20% of funds must be used to address learning loss.)
ESSER III is awaiting completion of designs for HVAC Upgrades and windows for final submission.

ESSER Fund (ARP ESSER) 7% Set Aside

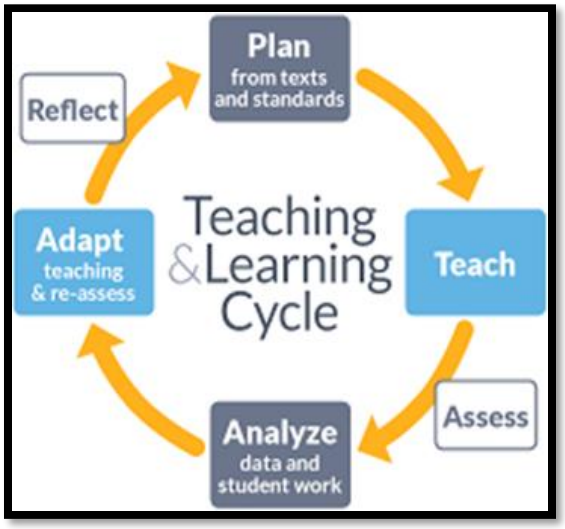
ESSER 7% Set Aside Allocation - $1,084,397.00
Funding Period – March 13, 2020, through September 30, 2024

8. Curriculum, Instruction, Assessment, and Technology

We continue to build on the foundation of creating a data-driven culture within our district and throughout each school. In February, students in grades K-12 completed the second administration of diagnostic assessments. These data were presented to the school board and community-at-large during the February 2023 Receiver's Meeting. Below are the high-level data charts shared, including results from the 2021-22 PSSA and Keystone Exams.

The PSSA and Keystone 2021-22 data shared in the appendix includes Chester Upland School District Schools and charter schools within the City of Chester.

The diagram below shows the teaching and learning cycle we seek to have all teachers employ. After students are assessed, the expectation is for instructional staff and leaders to analyze results and adapt teaching and plans to reflect student needs.



The primary diagnostic assessments used within are MAP (Measures of Chester Upland Schools iReady. Both are Academic Progress) and assessments. Each adaptive achievement assessment experiences creates personalized learning level-precisely by adapting to students' growth for each measuring progress and Chester Upland School individual student. The for grades K-8 are also in District iReady results Receiver's Report. the appendix of the

As a result of data collected over the past year, some actions taken include:

- Development of Data Culture at all levels
  - Data Meetings
  - Completion of Data Protocols (Data Analysis and Action Planning)
  - Student Conferencing
- Departmentalization by content in the elementary grades 3-5
- Targeted small group instruction in Language Arts and Math K-8
- 60 minutes of personalized instruction (intervention/acceleration) using an interactive learning tool
- Dedicated intervention time daily in grades K-8. Intervention time will be built into high school schedules for the 2023-24 school year.
- Professional development on the use of data protocols
- Develop common formative and summative assessments in core courses.

- Identify additional Tier III resources.
- Leverage after-school and summer opportunities to address academic enrichment and learning loss.

Career and Technical Education

During Quarter 3, we welcomed the reopening of the Clipper Café. Our culinary arts offer a variety of meals weekly, and marketing students operate the café using a cashless system. Since reopening, the café has been popular for community members and staff to order food.

Starting in 2023-24, 9th-grade students will be exposed to the CTE (Career and Technical Education) offerings at Chester High and STEM. First-year students will take introductory courses in up to 4 CTE offerings. This exposure will allow students to determine if there are any interests in CTE classes before 10th grade. CTE offerings will expand to 10 next year- Agriculture, Automotive, Cosmetology, Communications Technology, Culinary Arts, Engineering, Marketing, Teacher's Academy, Criminal Justice, and Computer IT (Information Technology).

9. Social Emotional Learning in Chester-Upland School District

Social Emotional Learning is being implemented in every school through the work of the SEL (Social and Emotional Learning) Coaches. SEL Coaches are staff members from each building who are tasked with helping to organize SEL activities within their school, implement daily/weekly SEL lessons, and provide ongoing support regarding any barriers to implementation. During the March 2023 Receiver's Meeting data was shared from some of the lessons to indicate some of the ongoing concerns and needs experienced by our students. Several Chester High students shared their experiences within the school community using the sentence frame, "I wish my teacher knew." The purpose of this activity was to enable students to share details about their families, gifts, talents, and/or interests that they hoped teachers would learn about in order to better understand them and their needs.

10. Homelessness in CUSD/McKinney Vento Homeless Act Info

Families are referred for resources and support under the McKinney Vento Act through school counselors and social workers. We have put a solidified procedure into place so that the process is clear and unified across the district. The referrals are done, the information is tracked, and the children and families are connected with social workers and are given a resource list to help with food, housing, supplies, and other assistance they may need. During the 2022-2023 school year, Chester-Upland School District has supported more than 80 students and families experiencing homelessness through uniforms, gift cards for gas/food/clothing, and transportation services. In addition, we have provided several school buildings with winter jackets, personal care kits, and art supplies.

Chester High has maintained a "Victory Closet" to keep supplies for hygiene and everyday necessities, school supplies, book bags, clothing, uniforms, etc. for students experiencing homelessness. If a student comes to us that is in need of items, we do our best to try to help and accommodate the student. We try to educate and empower our families to utilize the resources that are there and available to them. Over the school year, several schools have created similar spaces in their buildings in order to ensure that students have access to needed resources and supplies.

During the Spring 2023, the CUSD was monitored for the use of APR-ECYEH funds by the Pennsylvania Department of Education. CUSD was one of approximately 40 LEAS who were included in the monitoring cycle for this school year. While we are waiting for the official findings of that audit, we were encouraged by the feedback received from the Compliance Monitor regarding the district's efforts to coordinate resources including grant funds on behalf of the students and families for the CUSD. We expect the official report to be released in the coming weeks.

11. Special Education Services

Special Education Services

Inclusive settings are considered first when determining the least restrictive environment. All elementary and secondary buildings will promote inclusive practices and settings to students with IEPs (individualized education plans). The district recently implemented Multi-Tiered Systems of Support (MTSS) in the elementary and secondary buildings. These teams carefully discuss and review appropriate pre-referral strategies as well as academic and behavioral interventions. The Multi-Tiered System of Supports (MTSS) frequently identifies at-risk students in the areas of academics, social emotional functioning, behavior, and drugs and alcohol. All seven schools hold MTSS meetings to discuss student issues and develop and monitor interventions. Students are triaged to the building SAP team if recommended by the MTSS team. Each school in the district is required to implement interventions within the regular education classroom and collect data before a child is referred for special education services. General education teachers will be provided training on how to collect and analyze data, in addition to being trained on implementing interventions in the classroom and differentiating instruction.

The district will focus on providing training and implementing a research-based co-teaching model. Co-planning and team meetings increase and support collaboration among teachers in the development and delivery of services and strong pedagogy. The district will support building's ability to scheduled time for co-planning and team meetings, instructional arrangements that support collaboration (e.g., co-teaching, paraprofessional support). Professional development related to collaboration for effective co-teaching and to maximize instructional delivery will be provided by the MCIU/DCIU, PaTTAN (Pennsylvania Training and Technical Assistance Network), and or other professional educational services. This training should include an emphasis on differentiation of instruction/tasks; modified instructional expectations, appropriate match of educational needs and cognitive abilities of the students.

Chester-Upland School District also has district-wide and building specific programs and supports to further ensure LRE. To support the inclusion of students with disabilities in regular education, professional development will be provided and support, and structures will be updated in each.

Collaborative efforts among the Montgomery County Intermediate Unit/Delaware County Intermediate Unit, and Special Education Supervisors, will be provided for staff training in building capacity for inclusive practices.

The district has partnered with Effective School Solutions (ESS) to provide in-school clinical support for students with significant emotional/mental health needs. The Effective School Solutions model mirrors the level of intense counseling that students may receive in an out-of-district program. Our partnership with ESS is intended to provide the support necessary to support students with a high level of emotional needs and avoid the need to provide that support out-of-district. Our partnership with ESS will also build the district's capacity to bring students back to the district.

The district currently has 45 SSA's (1:1 PCA) and 41 Teacher Assistants. The district has contracted with EBS to provide a Need Analysis of Support Staff. The results of the analysis will determine need and make recommendations to re-appropriate staff. The effective use of teacher aides and SSA's will be determined, and they will be re-assigned to support LRE and students in the general education classroom. The district has developed a Student Support Assistant (SSA) policy and procedure manual. The manual provides a rubric of determination of need as well as provides a protocol to determine when a SSA is no longer needed to make meaningful progress.

Following Spring Break, Six Sensory Rooms/Spaces will be installed by one of our vendors, Southpaw. The following schools/rooms have been identified: Main Street (114), Toby Farms (C8), ESA (Corner 118), CUSA (Corner 201B) and CHS (C214 & C219). Sensory rooms are specially designed rooms/space which combine a range of stimuli to help individuals develop and engage their senses. These can include lights, colors, sounds, and sensory soft play resources, l used within a safe environment that allows the person using it to explore and interact without risk.

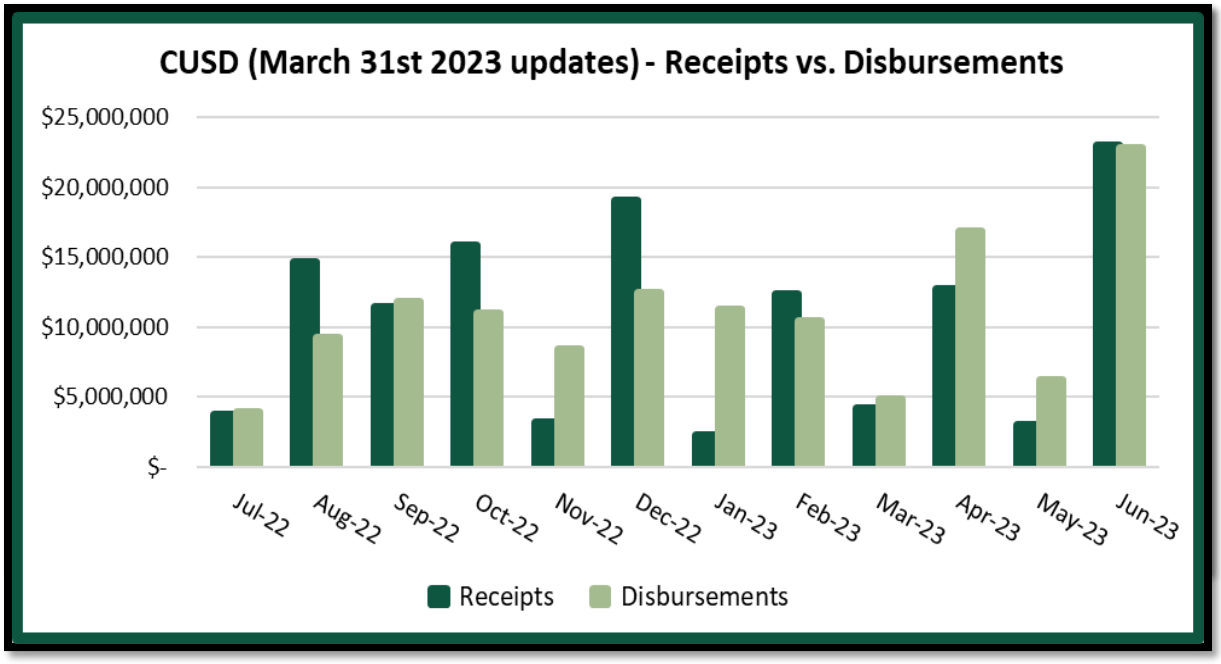
12. Student Services

Our high school counselors have been actively involved in supporting our students with their postsecondary plans. These activities have included attending college open houses/fairs with students, college tours with students at STEM and Chester High School, completion of Naviance activities, and planning for the upcoming Career Fair in April. During the Career Fair to be held on April 19th & 20th in the Chester High School Lobby & STEM Auditorium, students will have a chance to engage with guest speakers, participate in mock interviews, and interview with some local employers. CUSD Counselors have.

In recent months, the Office of Pupil Services is excited to announce that we currently have 10 staff members trained in Safety Cares focused on de-escalation and crisis management for students with behavioral challenges. CUSD is committed to continuing to ensure additional safety members are trained throughout the remainder of the school year and in advance of the 23-24 school year.

Lastly, to support SEL within CUSD and the greater Chester community, we are planning "A Journey to Wellness, Just for the Health of It" a mental health and wellness fair and this year's teen summit to be held in conjunction with Representative Kazeem's Office and several community partners such as the Boys and Girls Club, Making a Change Group, and Parent University. The event will take place on Saturday, April 15, 2023, at STEM High School. We will have Zumba dance lessons, Yoga, community vendors with resource tables, and volunteers from Widener University.

13. Financial Recovery Plan



The district team continues to work in collaboration with PDE, PFM, and Mass Insight in a process that will support leadership in being most informed about revising the Financial Recovery Plan to meet the needs of the Chester Upland School District. The Mass Insight diagnostic report for the Chester Upland School District from November 2022-February 2023 includes an overview and key context, findings in each element for strengths and growth areas opportunities and recommendations for continuous improvement. In addition, Mass Insight has supported district leadership in developing organizational priorities, as well as priority crosswalk activities for strategic planning and a Comprehensive Support and Improvement (CSI) Plan Strategy Crosswalk for designated schools.

14. Budget and Finance

Attached are charts displaying the monthly receipts of disbursements for the 2022-2023 fiscal year. The months July 2022 – March 2023 reflect actuals while April - June are projections. Currently, the business office reconciles receivables and payables daily. As a district mostly funded through state subsidies, the business office prioritized implementing distinctive disbursement schedules that align with subsidy payments; however, lately, this strategy is not enough. Subsidy payments are disbursed during even months (February, April, June, August, October, and December). Because tax revenue has subsided (mostly received in August through November), the district must stretch its bi-monthly subsidy payments, which, at times, do not cover one month of expenses. Updated charts have been provided to show receipts vs. disbursements through March 31st.

The projected deficit has significantly increased. It should be noted that, while the charts reflect a projected $4 million deficit, the revenues above include grant receivables, which have strict usage. As of March 31st, 2023, the district has $5,110,765.08 in grant receivables, that once grant quarterly reports are submitted (January, April, July, and October), can be transferred to the general fund. Currently, the district has transferred all available funds to the general fund. 2023's 1st quarter reports (January – March) are due by April 17th, 2023.

As it relates to general fund revenues, Crozer Medical Hospital did not pay their 2023 school taxes. The projected earned income tax revenue also has not been received as projected. This is the first year CUSD implemented said tax and now have been receiving pushback from the serviced municipalities.
More concerning, the district's rate at which expenditures accumulates severely exceed revenues and it is projected the 2023 fiscal year deficit will be significantly higher. As of March 27th, the district's outstanding payables received by the business office are $11,957,554.36. This total includes outstanding payables prior to July 1st, 2022, in the amount of $1,265,122.61. Given the current outstanding payables, and the projected payables to be submitted to the business office prior to June 30th, 2023, the projected deficit is more likely around $14-$16 million.

15. General Fund Balance Analysis

Entering the 2022-2023 school year, CUSD had an approximate $15 million dollar deficit. This deficit was due to historical negligence and lack of internal controls. Currently, the business office has prioritized finding financial savings to address the inherited deficit while maintaining current obligations. The necessary internal controls have been implemented to align with audit findings.

To date, the district's funds have been allocated to its appropriate account and the district has totally operated out of the general fund. This mandated correction has contributed to the unfortunate reality of a lack of a general fund within CUSD. The district also continues to create expenditures that cannot be supported by its general fund.

16. Receiving Schools, Tuition Enrollment, and Projected Costs

Child Accounting

- Created and distributed monthly financial reports to record and reconcile tuition payment which ensured accurate and timely repertoire with charter schools.
- Redirection request from PDE Basic and Special Education for back payment of outstanding invoices dramatically decreased during the 2022/2023 SY, subsequently increasing the district's ability to control monthly cashflow allowances.
- CUSD's cash management has improved to extent that we have not asked for a Cash Advance YTD.
- Update charter school enrollment counts in eSchool ensuring that all charter school students are accurately recorded and reported in our Student Information System (SIS).
- Register new enrollees and update CUSD building students' demographic data such as addresses, contracts, transportation, grade level changes, and race.
- Worked with PIMS Coordinator to significantly improve the accuracy and completeness of reportable PIMS data.
- Developed reports for use in department and student demographic specific oversight.
- Coordinate the execution of contracts between the district and educating party; track, record, and authorize payments as obligated for CUSD students placed in out-of-district facilities.
- Assist in compiling, correcting, graphing, and reporting student enrollment information data for PIMS, ESSR, and Federal Grant submissions.
- Participate in the districtwide implementation and employee training of new PowerSchool SIS migration.
- Updating and improving student information entry for accurate and timely reporting and PIMS submissions.

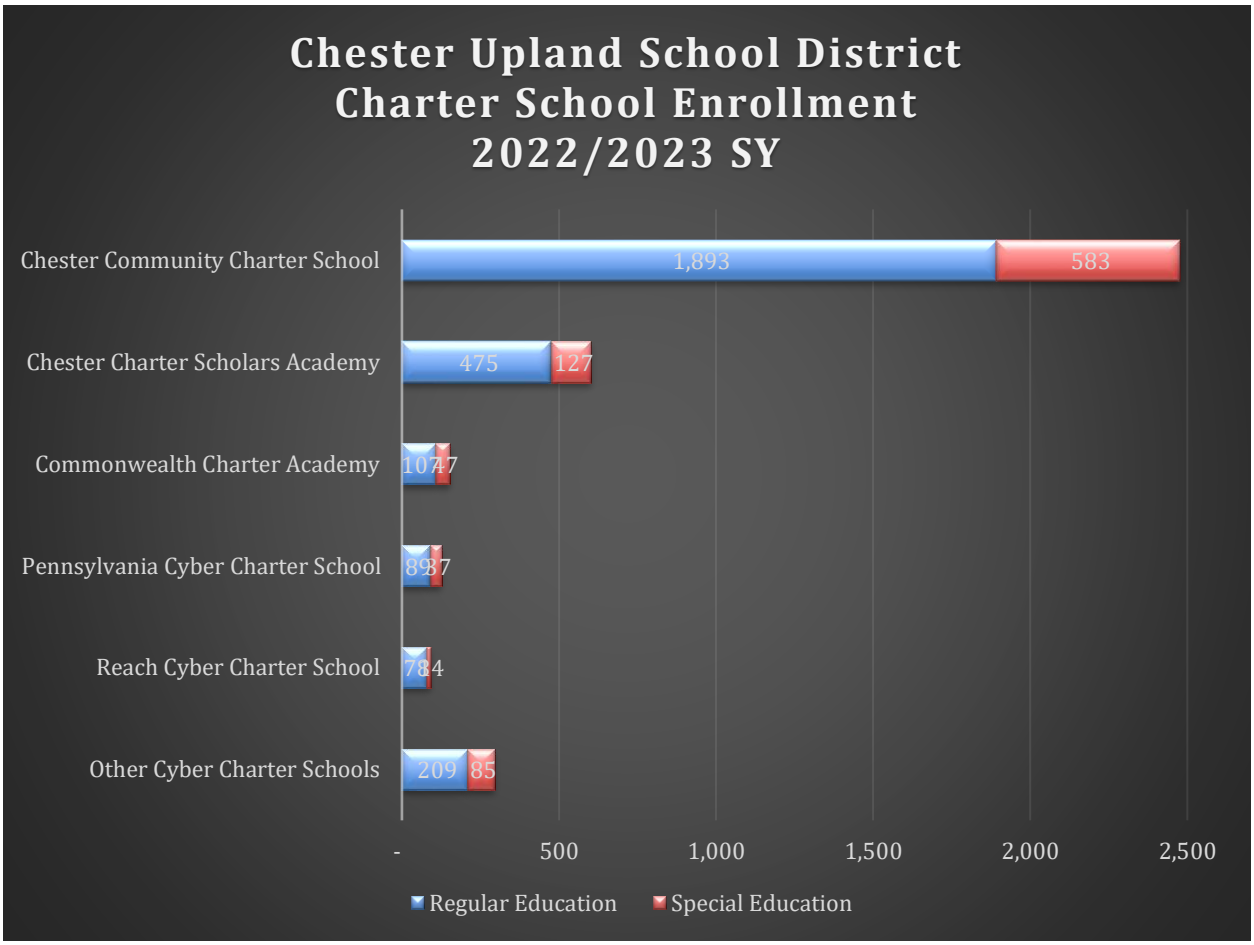
List of Monthly Reports

- Monthly Enrollment Headcount and Outstanding Invoice List for Charter and Out-of-District placements.
- Monthly Charter School Redirection Requests.
- End-of-Year Reconciliation of Account Payments (by school);
- PDE Unipay Invoice Discrepancy Report.
- Payment Authorization Forms.
- Payment Authorization Form Log and YTD Tuition and Educational Services Expenditure List.
- Monthly CFRS Deduction Report

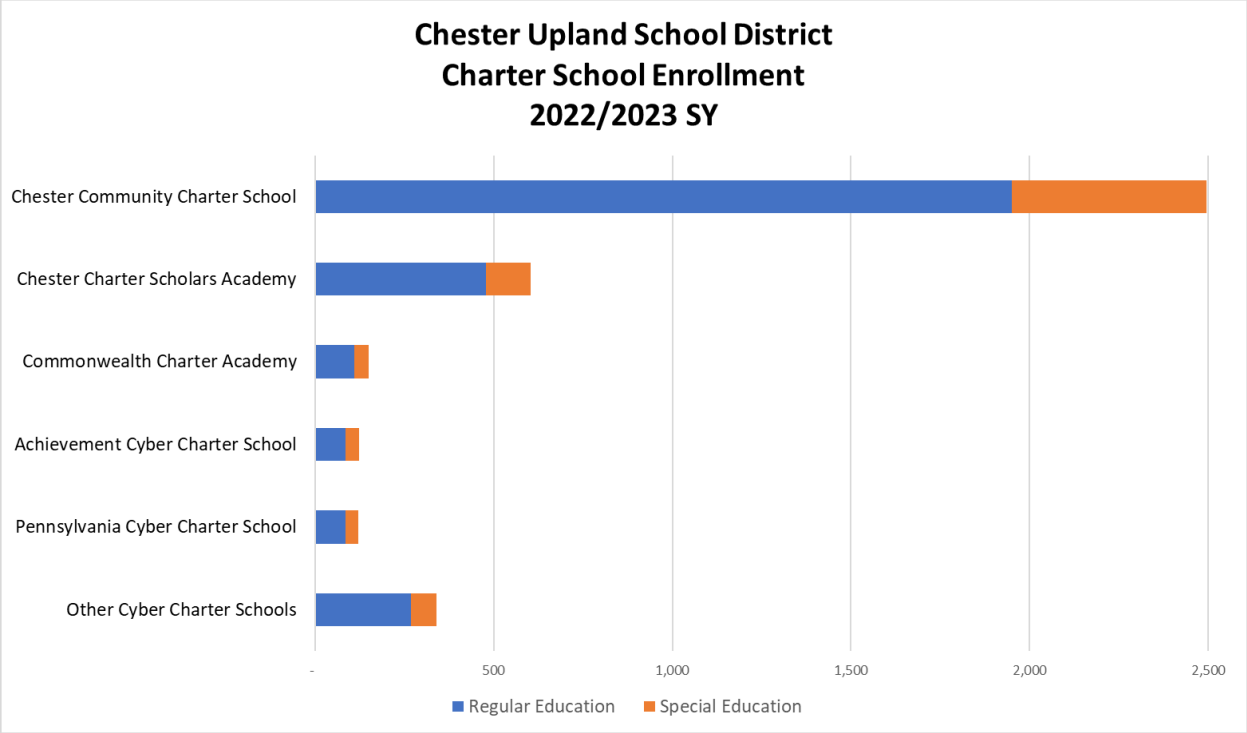
17. Charter School Enrollments

Charter School	Regular Education	Special Education	Total Enrollment	%
Esperanza Cyber Charter School	1	2	3	0%
Collegium Charter School	2	-	2	0%
21st Century Cyber Charter School	10	14	24	2%
Dr. Robert Ketterer Charter School	-	2	2	0%
Achievement Cyber Charter School	10	7	17	1%
Pennsylvania Distance Learning Charter School	14	3	17	0%
Mastery Charter School - Thomas Campus	-	1	1	0%
Mastery Charter School - Hardy Elementary	1	1	2	0%
Mastery Charter School - Cleveland Elementary	-	2	2	0%
Global Leadership Academy Charter School	3	-	3	0%
Pennsylvania Virtual Charter School	25	8	33	1%
Pennsylvania Leadership Charter School	34	10	44	1%
Insight PA Cyber Charter School	64	16	80	2%
Agora Cyber Charter School	45	19	64	2%
Reach Cyber Charter School	78	14	92	2%
Pennsylvania Cyber Charter School	89	37	126	4%
Commonwealth Charter Academy	107	47	154	5%
Chester Charter Scholars Academy	475	127	602	14%

Chester Community Charter School	**1,893**	**583**	**2,476**	**65%**
Other Cyber Charter Schools	**209**	**85**	**294**	**10%**
Reach Cyber Charter School	**78**	**14**	**92**	**2%**
Pennsylvania Cyber Charter School	**89**	**37**	**126**	**4%**
Commonwealth Charter Academy	**107**	**47**	**154**	**5%**
Chester Charter Scholars Academy	**475**	**127**	**602**	**14%**
Chester Community Charter School	**1,893**	**583**	**2,476**	**65%**
	2,851	**893**	**3,744**	



The charter school enrollment table, listed above, reflects students in regular education compared to students in special education programs as well as percent of total charter school enrollment. Chester Community Charter School remains the largest of the schools with an estimated 1% increase in the third quarter.



18. Human Resources – Personnel/Staffing Assignments

The following chart represents a summary of current staff at the Chester Upland School District as of March 31, 2023.

Professional Staff	260	Act 93: Supervisory	19
Support Staff	84	Act 93: Non-Supervisory	14
Other Staff	51	Confidential (Contract) Staff	5

Staff vacancies:

Custodial Staff – 1
Administration – 6 (3 newly created positions)
Teachers – 4
Teacher Assistant – 2

19. Board Policies and Administrative Regulations

The Board Policy Committee met on Thursday, January 5, 2023. The purpose of the meeting was:
To review and discuss revisions to the 000 Local Board Procedures Policies. There are 14 policies related to board procedures on the meeting agenda; most did not require revisions upon review. Revisions to Policy 006.1 Vol II 2020 included recommended language for authority, in-service educational opportunities and required training programs, and terms. Please visit our district website under board policies to review the 000 Local Board Procedures Policies in their entirety.

In preparation for Committee of the Whole and Receiver's Meeting, the Policy Committee met on Tuesday, February 7, 2023. The purpose of our meeting was to discuss policy revisions to category 700 Property, adoption of new policies and administrative regulations that provide the district

guidance on how to implement these policies, as well as one policy in category 200 Pupils. The policy updates were posted to BoardDocs. There were 28 policy updates on the agenda with policy documents attached and a detailed update document uploaded under E1.

In preparation for Committee of the Whole and Receiver's Meeting, the Policy Committee met on Monday, March 6, 2023. The purpose of our meeting was to discuss policy revisions to category 800 Operations, adoption of new policies and administrative regulations that provide the district guidance on best practices in implementing these policies, as well as one policy in category 700 - Policy 717: Cellular Telephones. A new form is on the agenda for adoption. The policy updates were posted to BoardDocs. There were 44 policy updates on the agenda with policy documents attached and a detailed update document uploaded under agenda item E-1. There were also two modifications to the update document: 1) Comments on the purpose and/or related information for agenda items were added to support navigating the policies presented for resolution, and 2) A new section that informs the public about policies and administrative regulations that have been reviewed at the Policy Committee Meeting but may appear on an upcoming Receiver's Meeting Agenda. The district welcomes feedback on policies and administrative regulations. Any questions/comments regarding policies and/or administrative regulations can be emailed to policies@chesteruplandsd.org. The next Policy Meeting was scheduled for Wednesday, April 5, 2023, at 1350 Edgmont. Board Policy Revisions for 900: Community are to be discussed in the April committee meeting.

20. Facilities and Property Services- Facilities, Maintenance and School Safety & Security

The Chester Upland School District currently is engaged with project management services to provide increased oversight of major capital projects in the district.

NorthStar (Project Management):

CUSD Toby Farms

As of 2/28/2023:

SCHEDULE

- The project is proceeding per the Preliminary Construction Schedule dated 1/31/2023.
- Activities Underway and Scheduled:
    - 100% Construction Documentation is currently expected to be delivered by MG on 3/15/23.
    - Utilities Applications have been submitted by MG.

CRITICAL ISSUES

- Long-lead items and associated early procurement dates need to be identified (Electrical Gear and Windows) by Design Team.
- Required Utility Upgrades need to be identified by Design Team (Electrical Service).
- Deduct Alternates need to be identified by Design Team.
- Environmental testing is needed to identify potential issues.

OPEN ITEMS

- NorthStar requested the CUSA Engineering RFP on 1/26/23 and received a copy on 1/31/23.
- NorthStar requested the Toby Farms District budget on 1/26/23 and received line items on 2/15/23.
- Weekly OAC (Occupational Advisory Committee) meetings are to be held by NorthStar on Tuesday's at 2:00pm.
- NorthStar visited Toby Farms for a Site Walk with CUSD on Thursday 2/2/23 at 12pm.

RESOURCES - CLIENT INPUT REQUIRED

- NSME to provide revised Phasing Plan for CUSD comments.

ECONOMICS

- Finalized District budget details received from CUSD on 1/31/23.
- Budget dated 2/15/2023 reflecting NorthStar's current understanding of the Toby Farms
- Project Budget is attached for reference.
- An Environmental Allowance has been added to NorthStar's budget.

S.C.O.R.E. Report CUSD CUSA -
2/28/2023
SCHEDULE
The project is proceeding per the Preliminary Construction Schedule dated 2/27/2023.
MGE confirmed that the work will be sequenced in two phases: Phase 1 - GC Mobilization, Ancillary Upgrades, and Chiller Repair/Installation (+Electrical Service Upgrade and Electrical Gear if needed),
and Phase 2 - Window Replacement.
Activities Underway and Scheduled:
• Mechanical and Electrical Construction Documentation is currently expected to be delivered by MG on 3/15/23.
• 100% Construction Documentation (including Mechanical, Electrical, and Architectural) is currently expected to be delivered by MG on 7/1/23.
CRITICAL ISSUES
• Long-lead items and associated early procurement dates need to be identified by the Design Team (Electrical Gear and Windows). NorthStar is evaluating early procurement options via a risk register exercise.
• Required Utility Upgrades need to be identified by the Design Team (Electrical Service).
• MG is soliciting quotes from Environmental Consultants for removal and remediation of floor tiles flagged in the Ahera report dated October 2020.

OPEN ITEMS
• NorthStar requested the CUSA Engineering RFP on 1/26/23 and received a copy from CUSD on 1/31/23.
• NorthStar requested the CUSA District budget on 1/26/23 and received line items from CUSD on 2/15/23.
• Weekly OAC meetings are to be held by NorthStar on Tuesday's at 2:00pm.
• NorthStar visited CUSA for a Site Walk with CUSD on Thursday 2/2/23 at 12pm.

RESOURCES - CLIENT INPUT REQUIRED
• Approval of SD (Start Date) design upon completion – expected 90% SD delivery by MG on 6/15/23.

ECONOMICS
• Finalized District budget details received from CUSD on 1/31/23.
• Budget dated 2/15/2023 reflecting NorthStar's current understanding of the CUSA Project Budget is attached for reference. With the updated District budget line items, the total project budget for CUSA is currently $2,065,000.
• An Environmental Allowance of $23,450 has been added to NorthStar's budget for removal and remediation of floor tiles flagged in the Ahera report.

21. Data Quality/Information Technology (NEW)

eSchoolPlus Administration (Student Information System)

- Completed uploading CTE programs for CHS and STEM
- Completed uploading Homeless Families (McKinney Vento)
    - Collaboration with SESI Program to complete graduate information in eSchooPlus for midyear graduation. Complete grade level changes to accommodate acquired credits.
    - Collaboration with Counselors to complete grade level changes for acquired credits.
- Completed all Districtwide Transfers
- Completed all expulsion in the system.
- Child Accountability of PEBT Inquiries – CSIU/Center for School and Communities
- Child Accountability for Out of District Placements (Send invoice to Special Education or Pupil Services).
- **Transportation** – Change of address to obtain transportation at new location.

Registration Administration

- Helping compile data for the implementation of the student information system from eSchoolPlus to PowerSchool.
- Enroll all out of district families into CUSD to ensure their educational needs are met for every school.
- Support all schools in entering new students.
- Complete all Re-enrolling students back into the district.

Edgmont Scholars Academy

- **Management of the entire student information system (PowerSchool)**
    - Complete upload for new staff, assigning access to gradebook.
    - Staff security in accessing SIS.
    - Complete or assist in student registration.
    - Assigning Classes and student
    - Classroom changes, grade level changes
    - Manage and queue progress reports and reports for distribution.
    - Update all historical grade changes.

PIMS Administration

- Safe Schools 2021-22 Updates
- Completed Graduation and Dropout Counts and Cohort (Consultant)
- Completed Special Education Act 16 Cost Per Student 2021-22
- Completed Child Accounting
    - District Calendar
    - District Student's Attendance
- October Student Collection (Consultant)
    - Duplicates and Discrepancies – DCIU Kathleen Thompson
    -

- October Staff Collection
- Title 3 Nonpublic Students
- Special Education December Count
    - Special Education Race Corrections)
- ESSER 21-22 Collection
- PVAAS 22-23 Collection
- Safe Schools 2022-23(**Bus Evacuation Submission**)

PIMS Administration Upcoming Uploads

- Keystone Exemptions 2022-23
    - Staff Collection Updates for Assessments
    - Student Collection Updates for Assessments
- Course / Instructors 2022-23
    - All District Courses
    - All District Instructors
    - All student enrolled in Courses (Identifies qualified staff teaching)
- Career Standards 2022-23
- Local Access for Early Indicators of Success
- Staff Updates 2022-23 (Late staff arrival updates)
- Student Updates 2022-23 (Late enrolled students)
- Local Assessment Analytics 2022-23
- Safe Schools 2022-23 **AED (Automated External Defibrillator)**
- Safe Schools 2022-23 **SCHOOL FIRE DRILL & SECURITY DRILLS**
- **Safe Schools Discipline 2022-23**
    - **Incidents**
    - Incidents Offenders
    - Incident Offenders Infractions
    - Incident Offenders Infractions Disciplinary Action
    - Incident Offenders Weapons
    - Incident Person
    - Incident Victims
    - Incident Parent Involvement

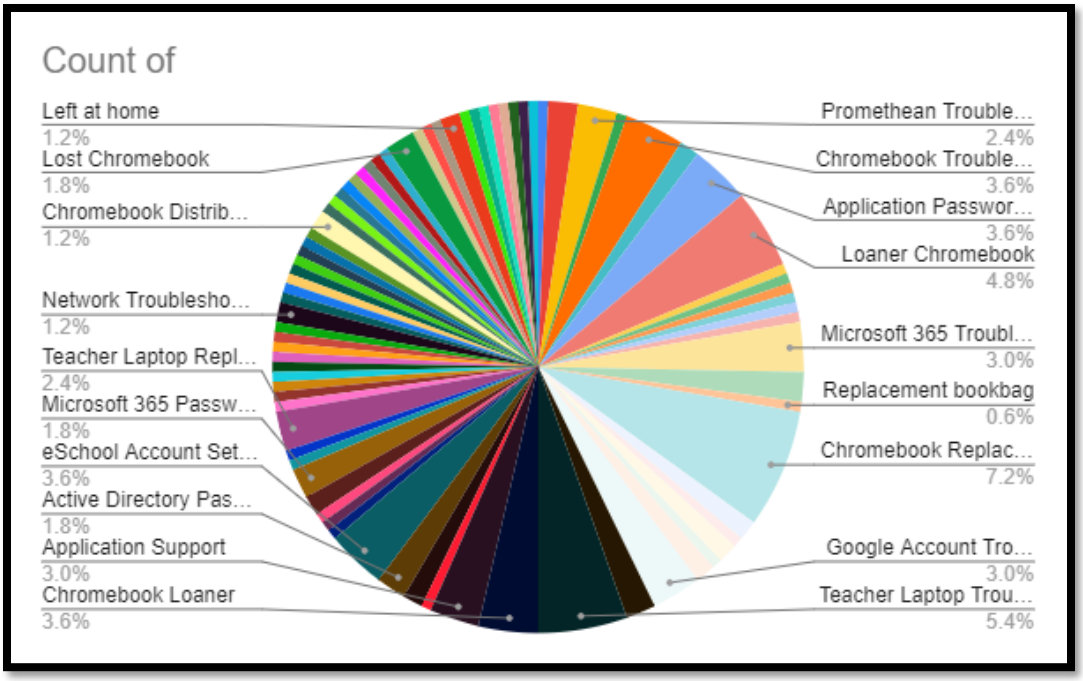
Trainings For Improvements

- DQN Meeting Monthly
- PIMS Meeting Weekly (Every Thursday)

Upcoming training to help acclimate all staff district wide to the new Student Information System PowerSchool.

Information Technology/Operations

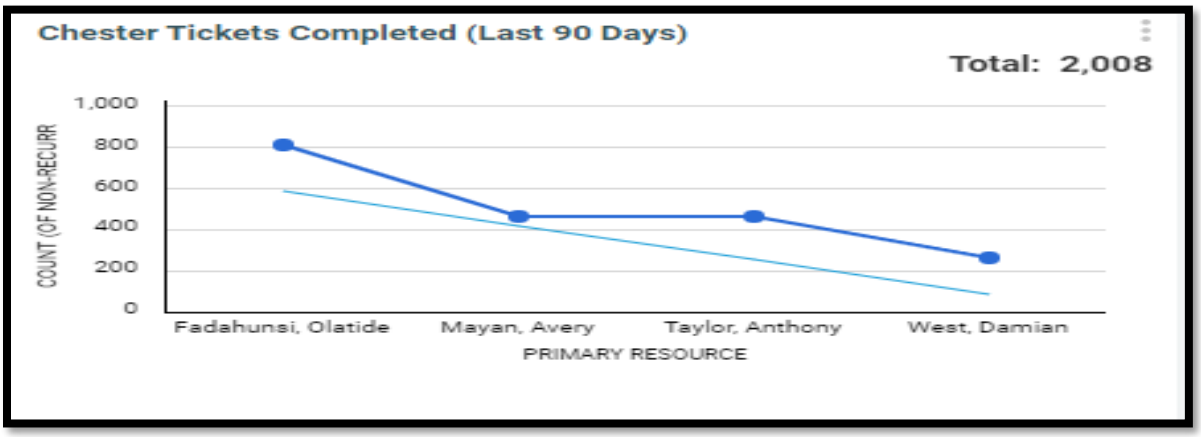
Service Desk: The following charts show the typical tickets created via walk-ups to the service desk. Chromebooks are still the number one issue that we deal with. We also had an uptick in replacements of teachers' laptops.



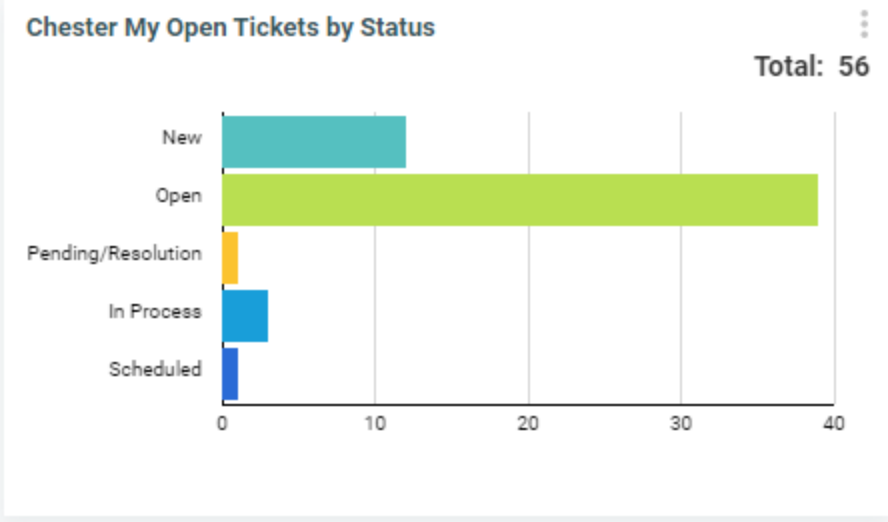
The following chart gives a breakdown of who is visiting the Service Desk. Even though it mentions that half of the visitors are students, most are now coming escorted to the Service Desk.

Tickets:

Over the last quarter they completed over 2008 tickets.



We currently have 56 tickets that are still open, and most are waiting for end-users' or vendors' feedback. Out of the 56 open tickets, only 11 of the tickets are new.



Over the last month the team has put in 413.75 towards completing tickets.

Security:

- We are receiving an increasing number of Phishing attempts. IT has been communicating with staff to prevent the opening of malicious emails. We will need to look into tools such as KnowBe4 to educate the staff on identifying and avoiding Email Scams.
- GoGuardian – we have received the three quotes and got the price under the threshold. We just need a signature. We have a 60% discount that I am concerned that we may lose if we do not act.

Applications:

- We are diligently working on the PowerSchool implementation along with Ray Thompson.
- There is a PaperCut/ Printer refresh for the district that is taking place now. With the refresh, we must re-add some users so they can continue using the new printers.

Other Items:

- Distributing the remaining ESSER equipment.
- Inventory of music equipment. Now we must spot-check to ensure everyone got what they were supposed to get.
- Transcript server – the server that housed historical transcripts has died. Next steps:
    - See if we can bring someone in to work on the server – Already reached out and being that it is an AS400 (extremely old device), most technicians are not familiar with it
        - CloudScale365 does not have resources that can support the server because of its age.
        - I will be reaching out to DCIU to see if they can provide assistance.
    - See if we can use a disaster recovery company to get the data
    - Note: even if the data is recoverable, it may not be usable because to program (Tenex Systems) that was used to access the data is no longer available
    - Investigate the claim that there are paper copies of the transcripts on the 4th floor.

- Phone system – occurred because there was a power outage at STEM and that is where the phones are routed through (load balance). We discovered how to manually move the phones over and we are working to see if there is an automated method
- Working on the RFP for the Wireless Access Point. The technical write-up was submitted, and the attorney will add the legal information.
- Working on the Bid for district re-wiring contract. We received the information from KIT Technology. Minor updates need to take place so that we can move forward.
- Computers setup in the Computer Lab. This has been completed. Now the systems will be added to Asset Keeper.
- Toby Farms e-sports will be set up during Spring Break.

Systems and Accountability Projects as of 3/28/2023

PowerSchool Conversion

1. The overall project is on track to complete on original timeline, with full implementation set to occur on July 1, 2023
2. The team continues to work with the PowerSchool implementation specialist on data file uploads as they are made available from PowerSchool's Data Services Group.
3. Training Courses have been assigned to teams and credentials for self-training will be released to all staff by next Wednesday 3/29/2023
4. In-Person advanced training personnel need to be selected so those sessions can be scheduled.
5. A quote has been received from PowerSchool for us to add a "training" database to the system. This is essential for staff to be able to try new things without impacting live data and for us as a district to develop new applications within the PowerSchool environment. Cost for first year is $1,000 to September 30th and $2,000 per year after that. Dr. Sutton to submit for April Receiver's Meeting

Secondary Scheduling

1. The overall project is proceeding on schedule with planned distribution of High School schedules to students by 05/31/2023
2. A new district course catalog aligned to PDE Course Codes is in development and should be ready for approval by 3/31/2023
3. Counselors will be trained on online course selection by 4/14/2023 with course selection being completed by 4/28/2023
4. The scheduling for both STEM and CHS will be completed in eSchoolPlus and will be migrated to PowerSchool at the live conversion targeted for July 1, 2023
5. No additional resources are needed for this project at this time.

On-Line Enrollment Package and Deployment

1. The team have gained access to the online enrollment tools and are in the process of evaluating changes to the forms.
2. The team will develop an implementation plan prior to Spring Break with the expectation that we can conduct building level trainings the week we return.
3. The team is working with IT to develop a kiosk-based system at each school building where parents who do not have access at home will be able to complete enrollments.

4. We will be enlisting assistance to incorporate demonstrations/training into Parent University
5. The team will create a series of videos to be posted on the website(s) to give parents and guardians (and office staff) step by step demonstrations of the enrollment process(es)
6. The partnership with Level Data through the MCIU (Montgomery County Intermediate Unit) will give us immediate data validation for registration and enrollment as well as clean up the existing data in both eSchoolPlus and PowerSchool post conversion. The state validation component of Level Data will allow for faster and more correct PIMS Uploads. Level Data is contracted through the MCIU, and acceptance of said contract will allow us full functionality for year-end processing and smooth start to 2023-2024.

22. Governance and Administration

The School Board has participated in board training with the MCIU and is actively involved in policy updates through the district's Policy Committee. There are regular Committee of the Whole meetings and active committees facilitated by district leadership and the Board of Directors. Board members chair the following committees: 1) Personnel, DCIU, Business/Finance, Education, Operations/Facilities, Information Technology, Pupil Services, and Policy.

23. Next Report

The next quarterly report will be submitted by the Chester Upland School District leadership team on a date to be determined by the Receiver.

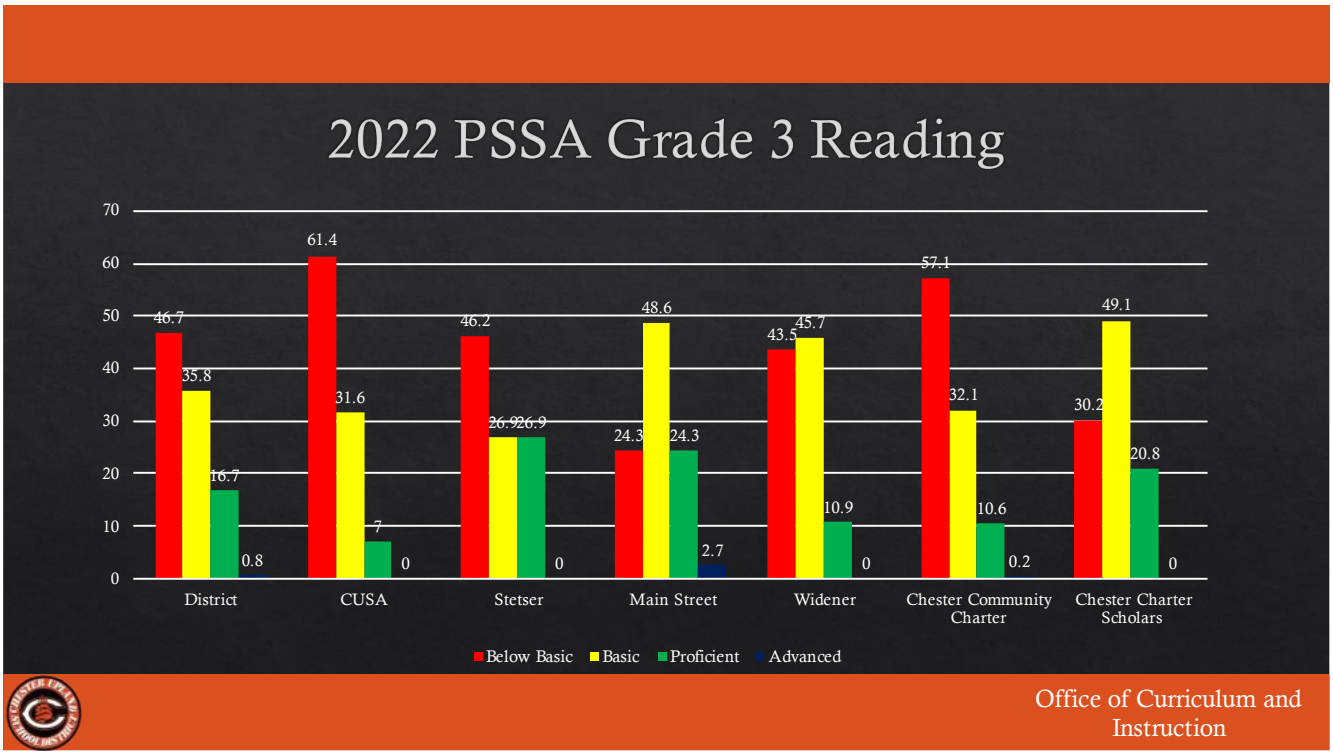
24. Acknowledgements The next quarterly report will be submitted by the Chester Upland School District leadership team on a date to be determined in 2023.

Nafis J. Nichols, Receiver
Dr. Craig L. Parkinson, Superintendent of Schools
Dr. Latrice N. Mumin, Assistant Superintendent of Schools
Dr. Khalid Sutton, Chief Academic Officer
DeJuana Mosley, Business Administrator
Dr. Dontae Wilson, Director of Pupil Services
Dr. Ashley Pless, Director of Human Resources
Irvin Maldonado, Interim Director of Facilities and Operations
Eddie Armor, Interim Director of IT
Monique Hales, Federal Programs Coordinator
Misha Guy, Child Accounting Specialist
Tammy Strand-Yarbray, Truancy Supervisor/ESSER Coordinator
Marva Payne, Child Accounting Specialist/PIMS Administrator
Ray Thompson, Administrator on Assignment

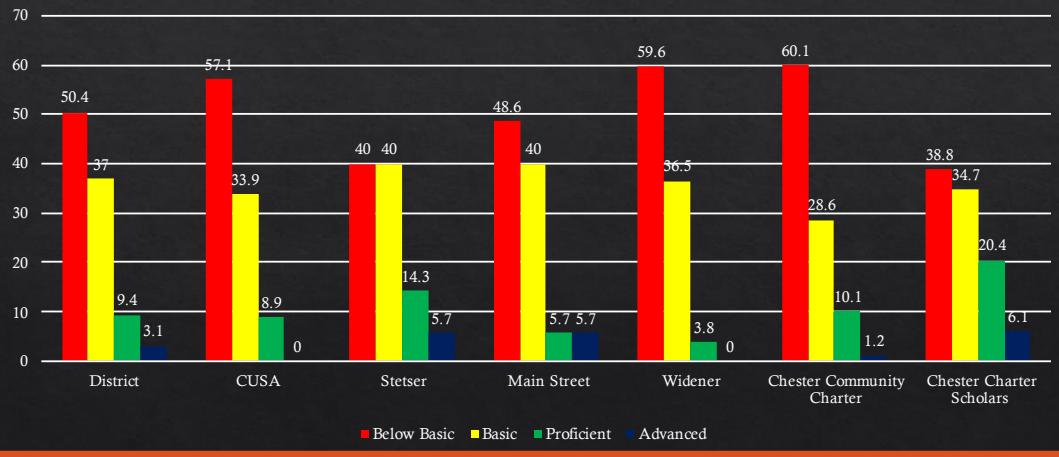
APPENDIX

PSSA and Keystone Data 2021-22

Chester Upland School District Schools and Charter Schools within the City of Chester

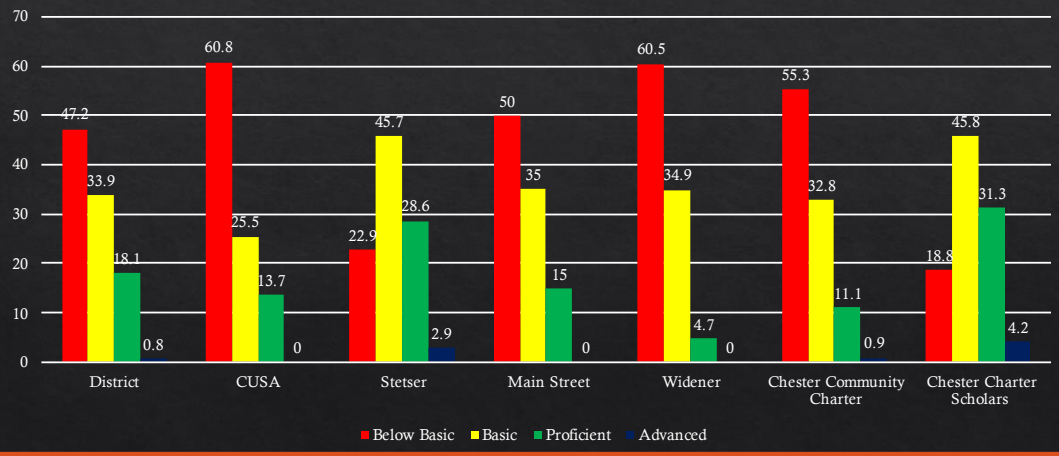


2022 PSSA Grade 4 Reading



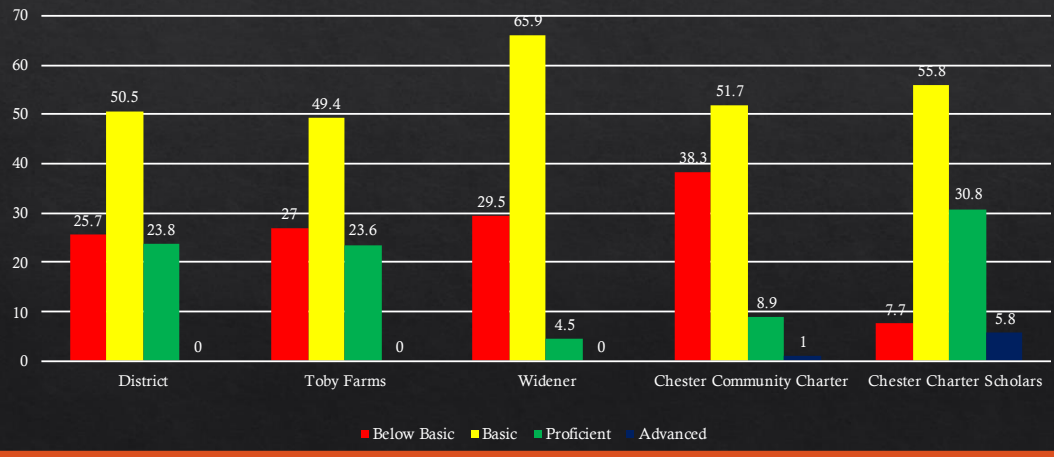
Office of Curriculum and Instruction

2022 PSSA Grade 5 Reading



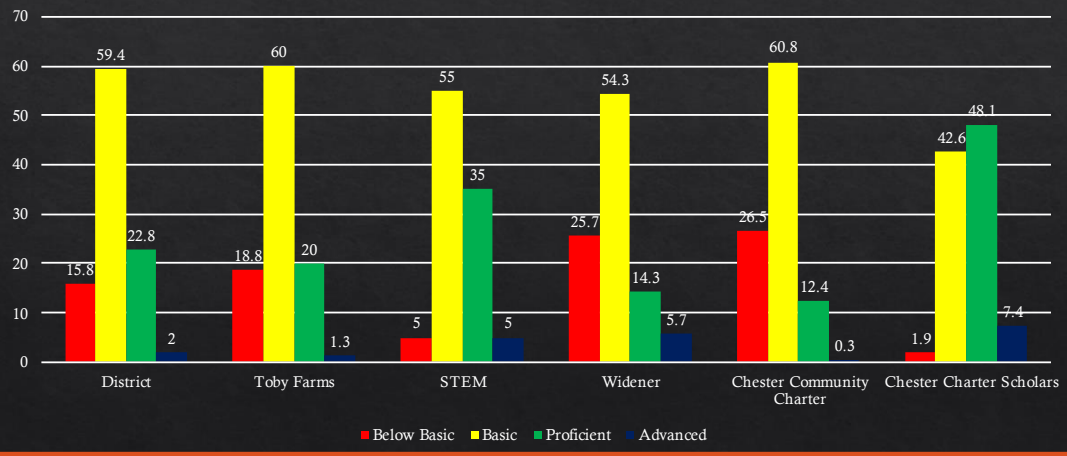
Office of Curriculum and Instruction

2022 PSSA Grade 6 Reading



Office of Curriculum and Instruction

2022 PSSA Grade 7 Reading



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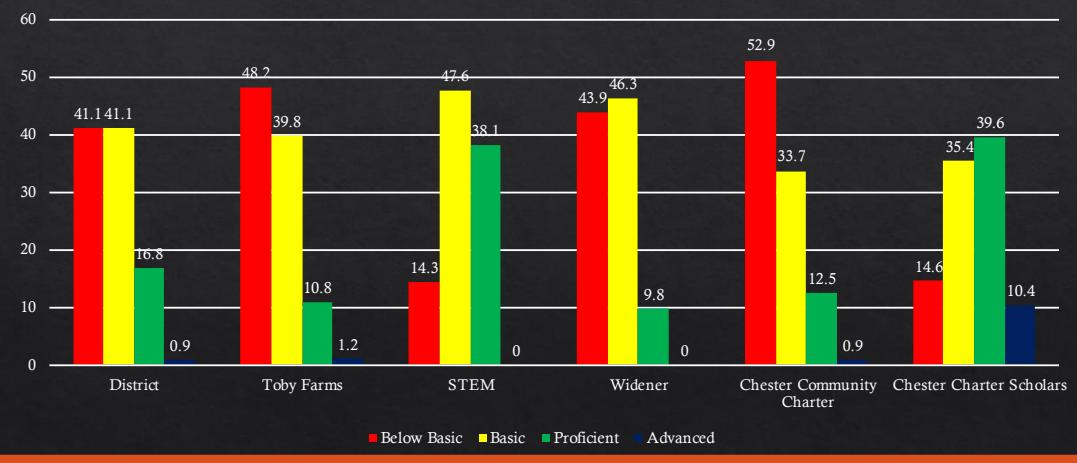
2022 PSSA Grade 8 Reading



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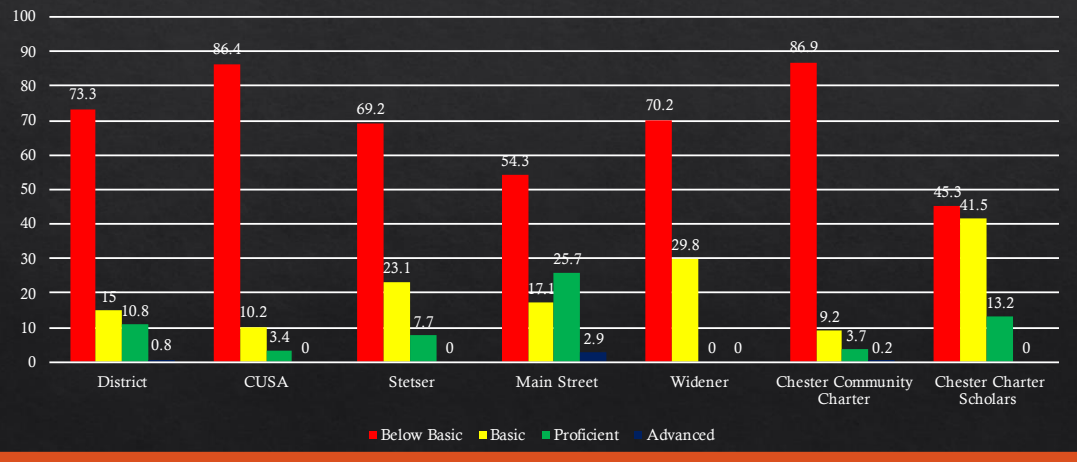
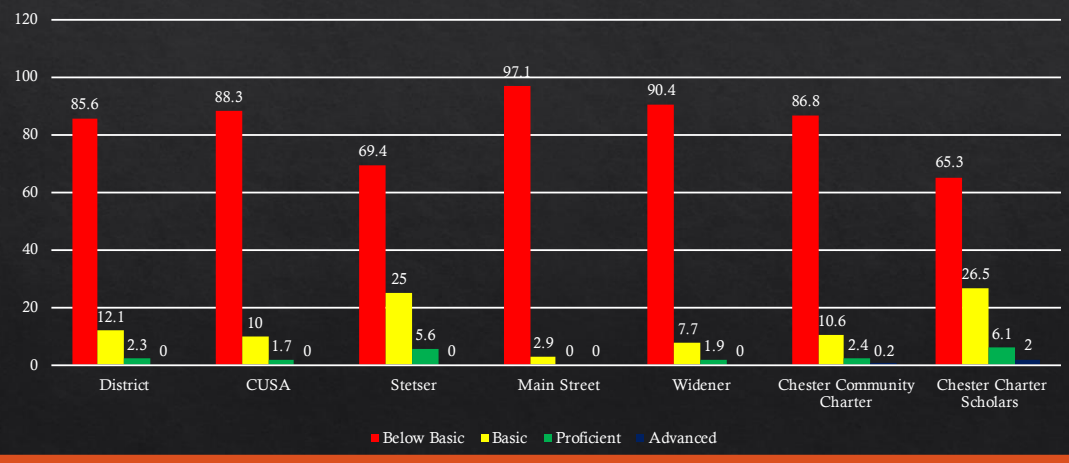
2022 PSSA Grade 3 Math



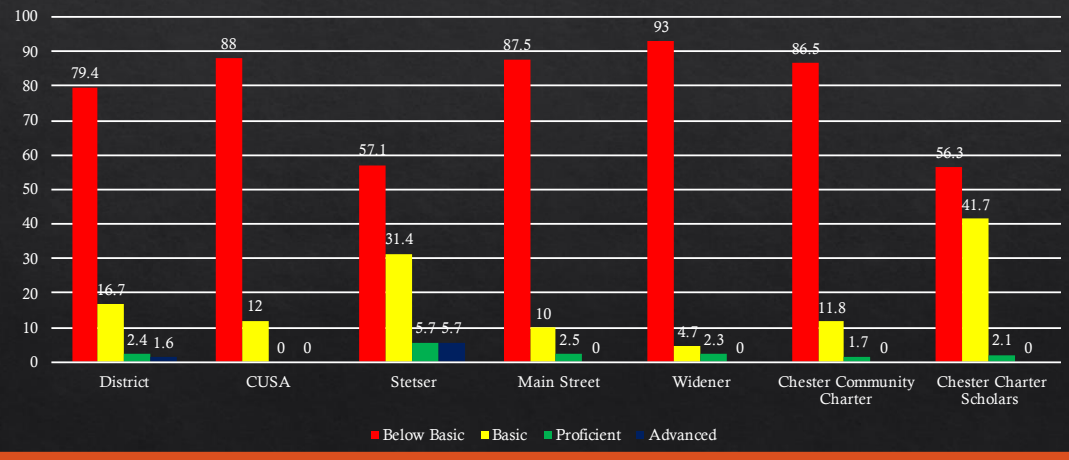
Office of Curriculum and Instruction

2022 PSSA Grade 4 Math



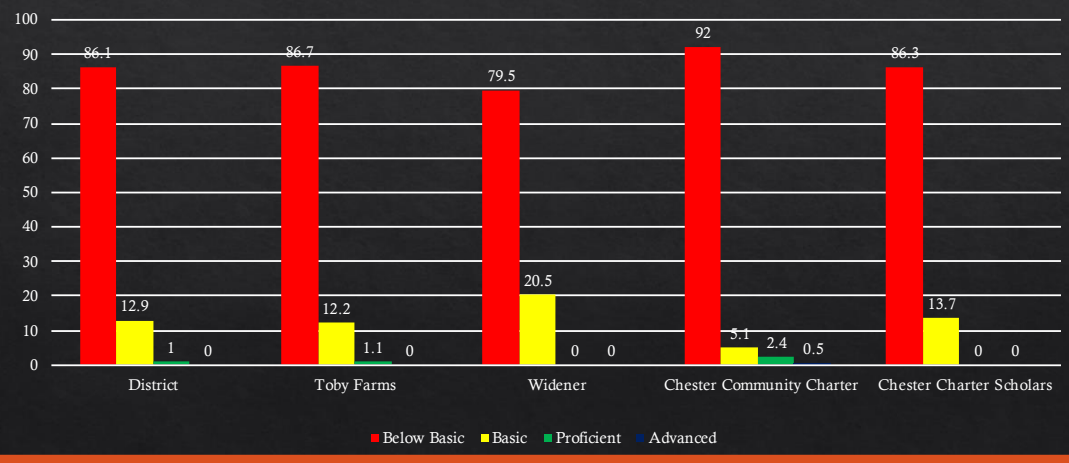
Office of Curriculum and Instruction

2022 PSSA Grade 5 Math



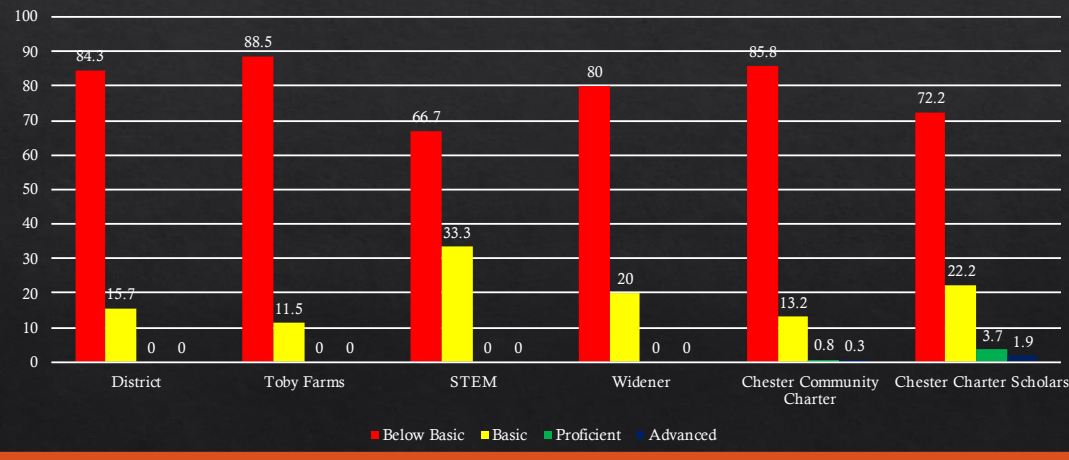
Office of Curriculum and Instruction

2022 PSSA Grade 6 Math



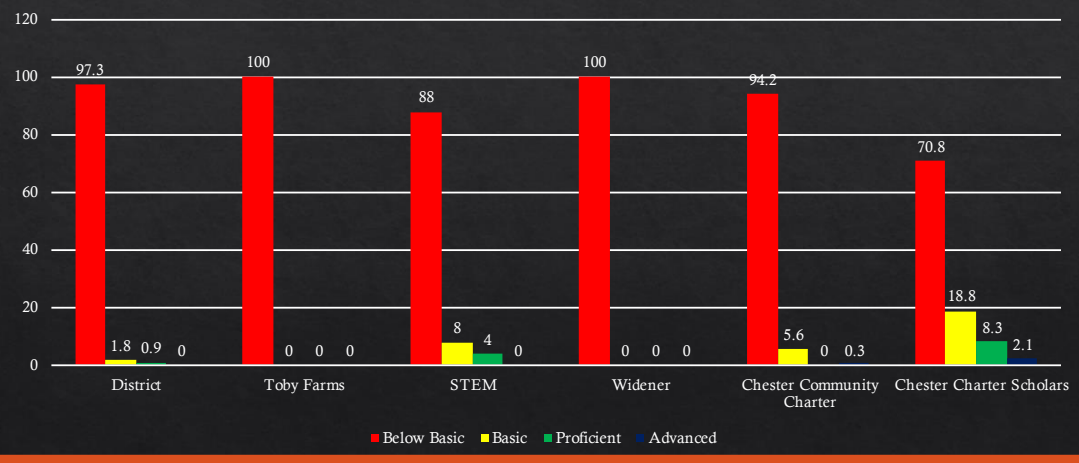
Office of Curriculum and Instruction

2022 PSSA Grade 7 Math



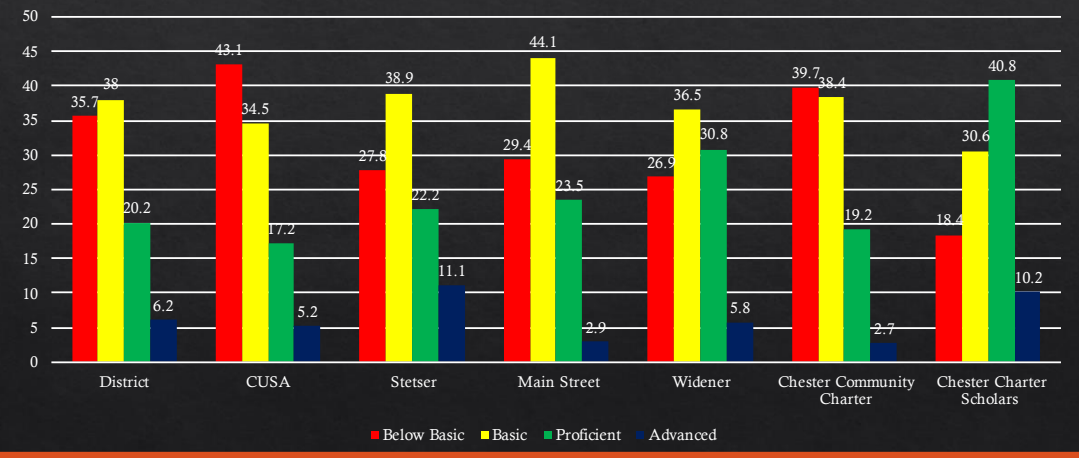
Office of Curriculum and Instruction

2022 PSSA Grade 8 Math



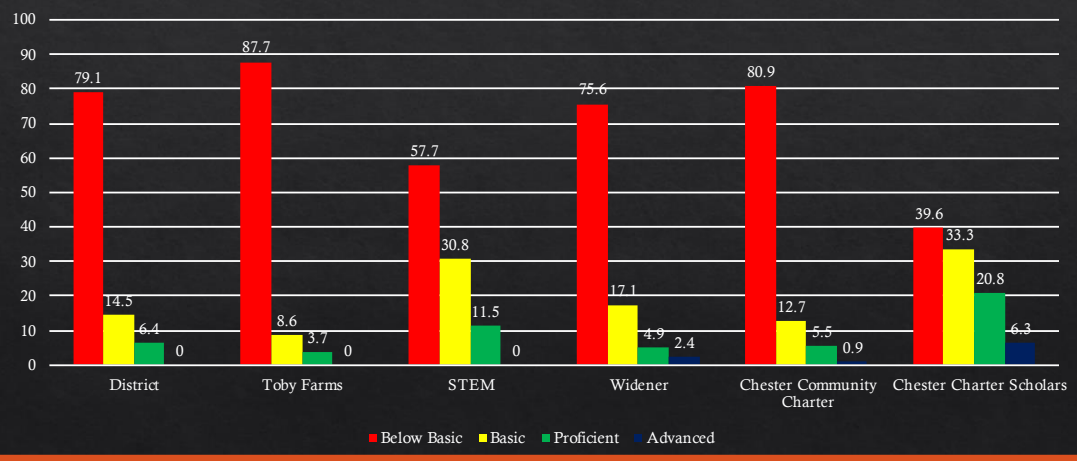
Office of Curriculum and Instruction

2022 PSSA Grade 4 Science



Office of Curriculum and Instruction

2022 PSSA Grade 8 Science



PSSA Subgroup Proficiency (Reading)

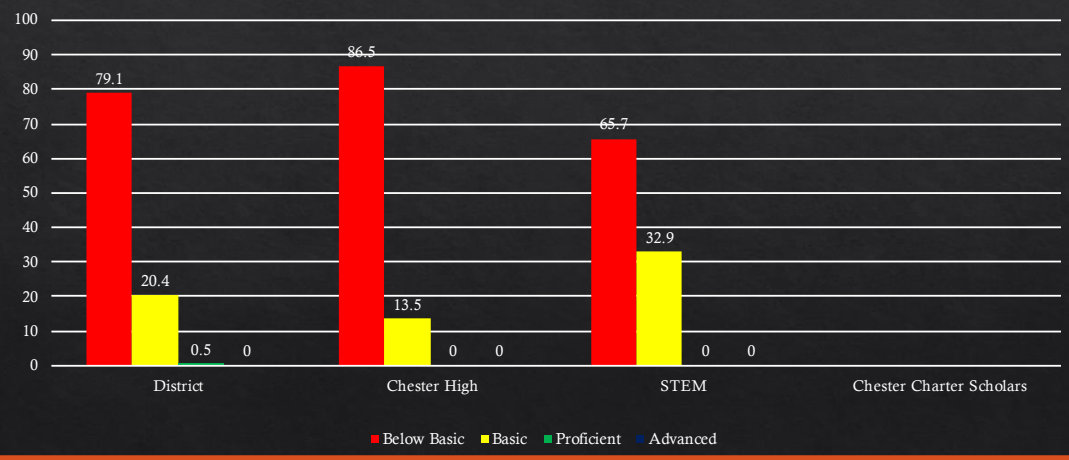
	Male	Female	Black	Hispanic/ Latino	White	Multiracial	Special Education
Grade 3	13%	23.5%	16.8%	25%	25%	0%	6.2%
Grade 4	11.8%	13.6%	12%	11.1%	0%	No testers	4.2%
Grade 5	20%	17.7%	19.1%	10%	0%	100%	12.5%
Grade 6	18.9%	29.2%	22.3%	42.9%	No testers	No testers	4.5%
Grade 7	22.2%	26.8%	26.7%	14.3%	No testers	0%	6.9%
Grade 8	11.5%	23.6%	19.8%	9.1%	0%	0%	7.4%

PSSA Subgroup Proficiency (Math)

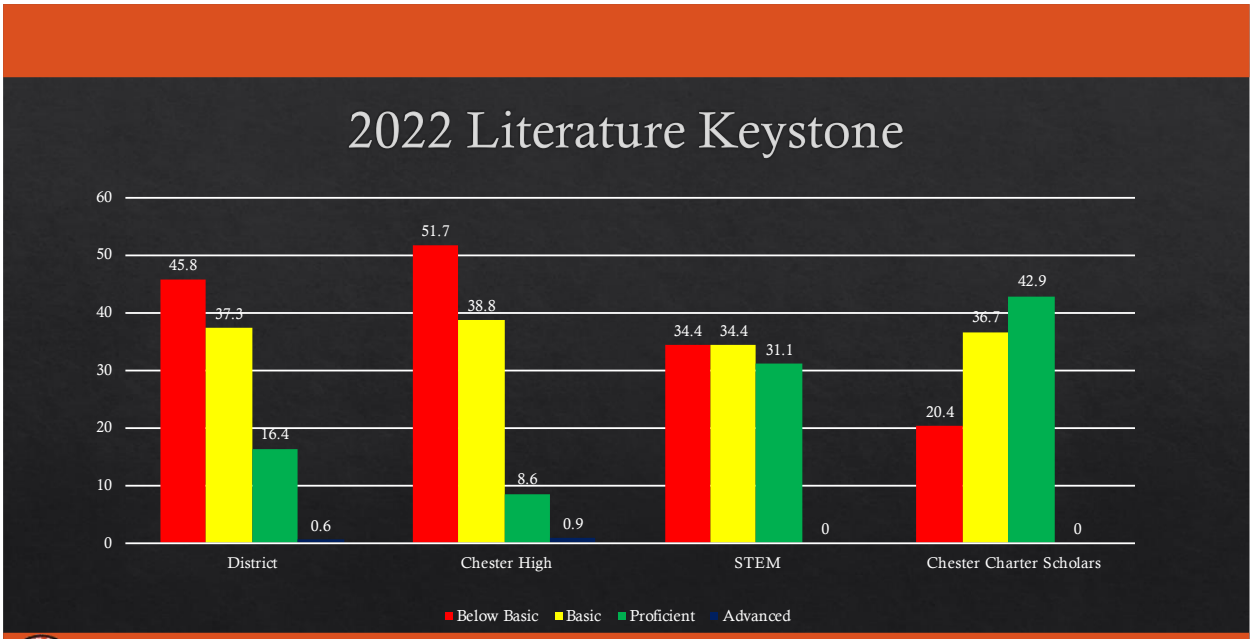
	Male	Female	Black	Hispanic/ Latino	White	Multiracial	Special Education
Grade 3	10%	14%	0.6%	0%	0%	0%	6.2%
Grade 4	2.9%	1.6%	2.5%	0%	0%	No testers	11.5%
Grade 5	6.2%	1.6%	4.4%	0%	0%	0%	0%
Grade 6	1.9%	0%	1.1%	0%	No testers	No testers	0%
Grade 7	0%	0%	0%	0%	No testers	0%	0%
Grade 8	9.4%	3.5%	6.4%	8.3%	0%	0%	0%

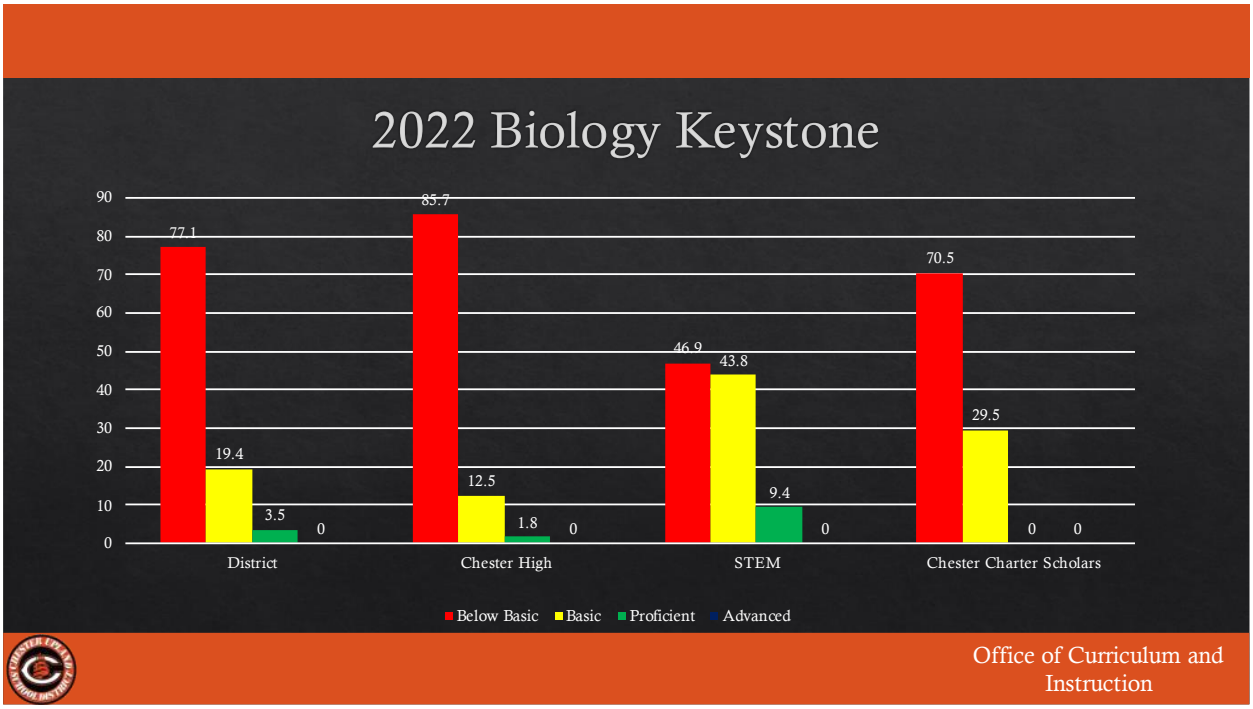
Office of Curriculum and Instruction

2022 Algebra 1 Keystone



Office of Curriculum and Instruction


2022 Literature Keystone
60
50
40
30
20
10
0
45.8
37.3
16.4
0.6
51.7
38.8
8.6
0.9
34.4
34.4
31.1
0
20.4
36.7
42.9
0
District
Chester High
STEM
Chester Charter Scholars
Below Basic
Basic
Proficient
Advanced
Office of Curriculum and Instruction


2022 Biology Keystone
90
80
70
60
50
40
30
20
10
0
77.1
19.4
3.5
0
85.7
12.5
1.8
0
46.9
43.8
9.4
0
70.5
29.5
0
0
District
Chester High
STEM
Chester Charter Scholars
Below Basic
Basic
Proficient
Advanced
Office of Curriculum and Instruction

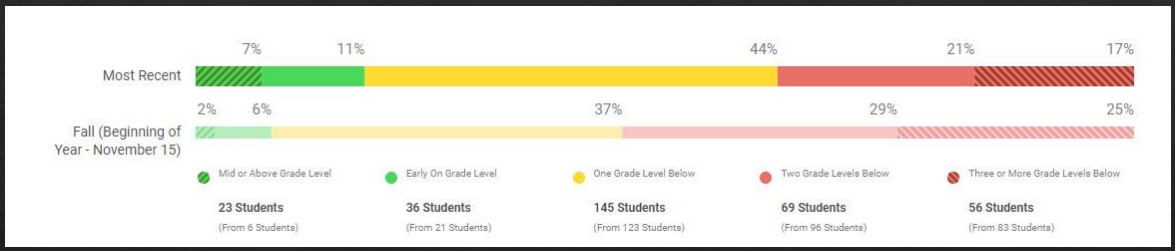
Keystone Subgroup Proficiency

	Male	Female	Black	Hispanic/ Latino	White	Multiracial	Special Education
Literature	11.6%	23.2%	16.3%	15.4%	50%	33.3%	0%
Algebra I	0.9%	0%	0.6%	0%	0%	0%	0%
Biology	2.5%	4.6%	3.9%	0%	0%	0%	0%

Office of Curriculum and Instruction

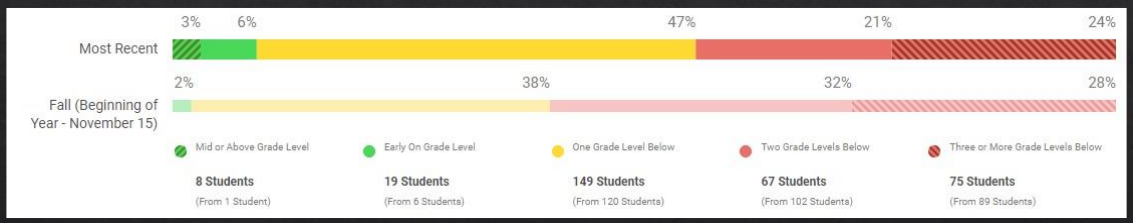
iReady Results Grades K-8

Chester Upland School of the Arts (Reading)

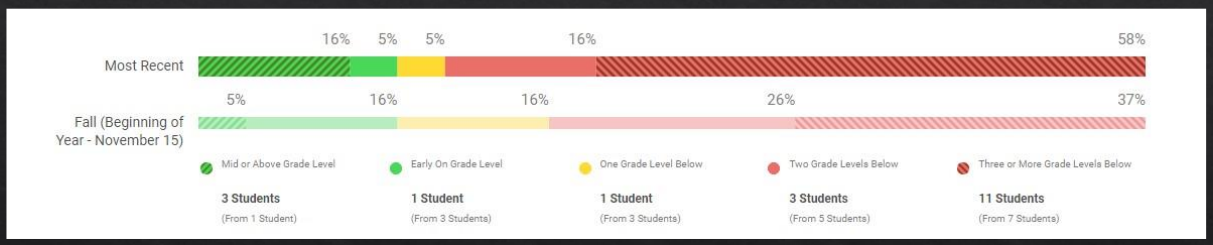


Office of Curriculum and Instruction

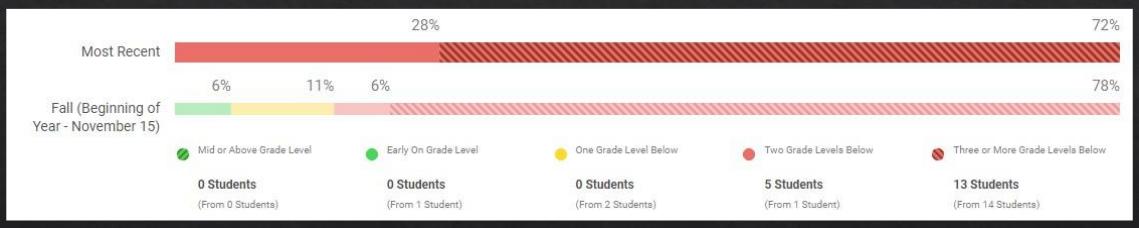
Chester Upland School of the Arts (Math)



Digital Academy (Reading)

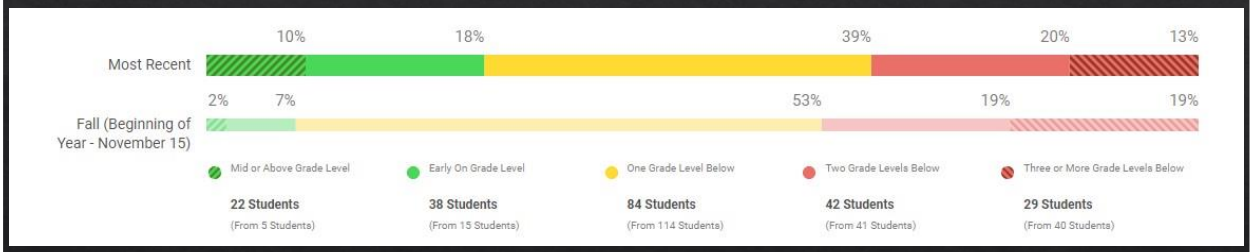


Digital Academy (Math)



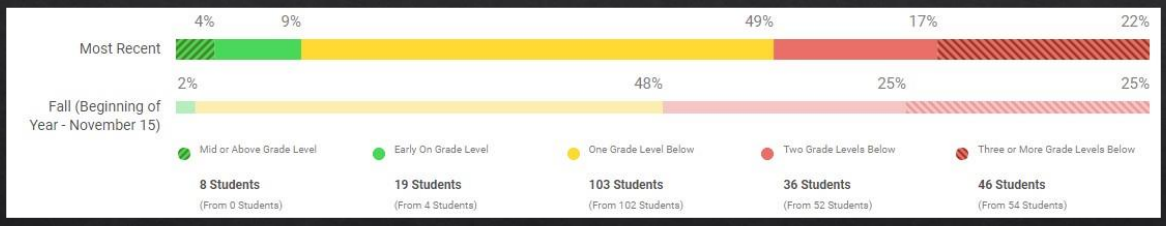
Office of Curriculum and Instruction

Main Street (Reading)

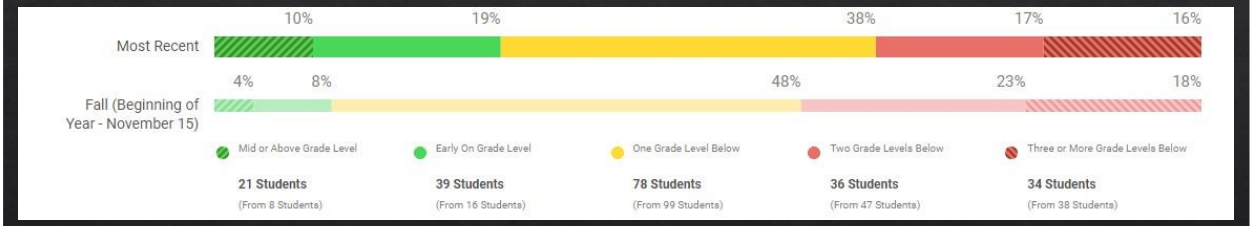


Office of Curriculum and Instruction

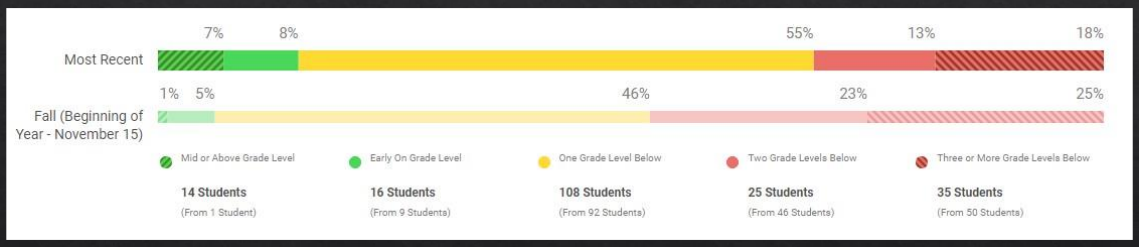
Main Street (Math)



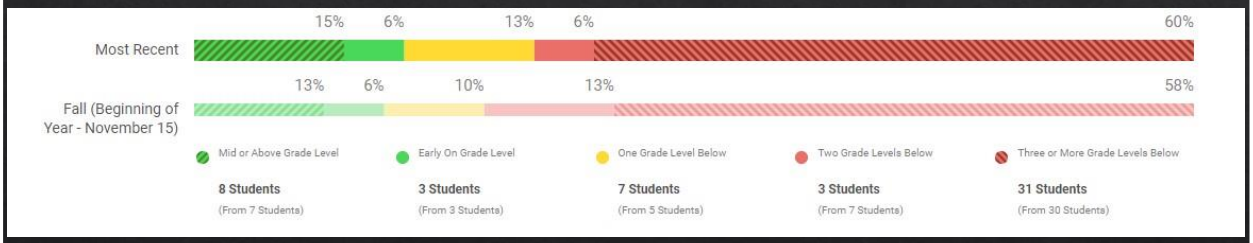
Stetser (Reading)



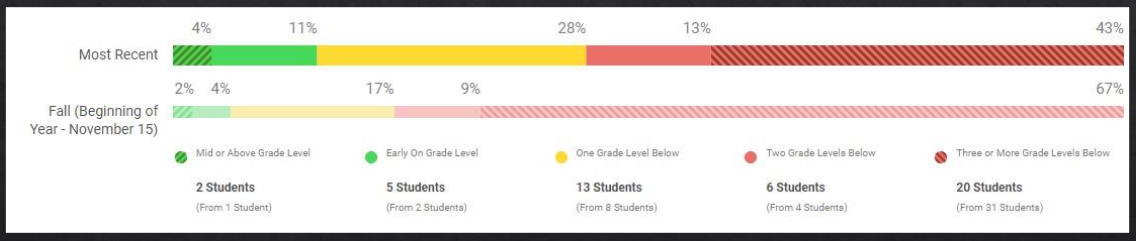
Stetser (Math)



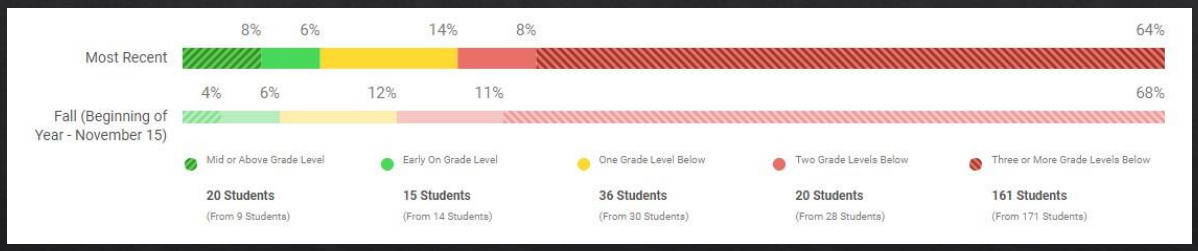
STEM Academy (Reading)



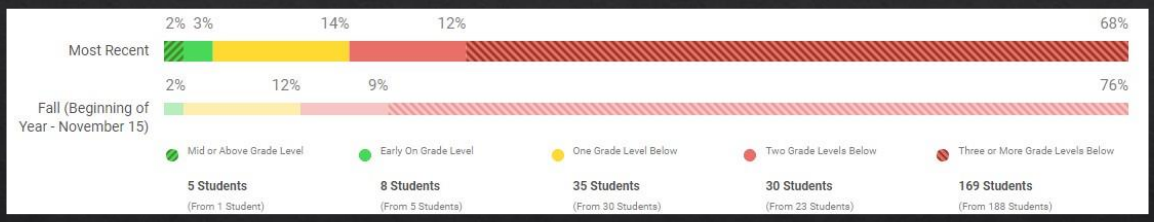
STEM Academy (Math)



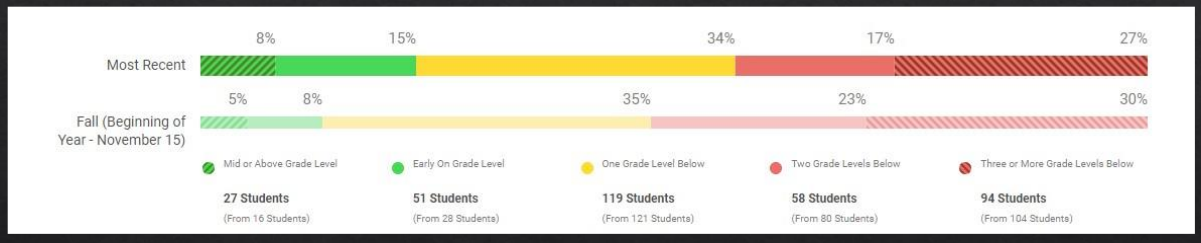
Toby Farms (Reading)



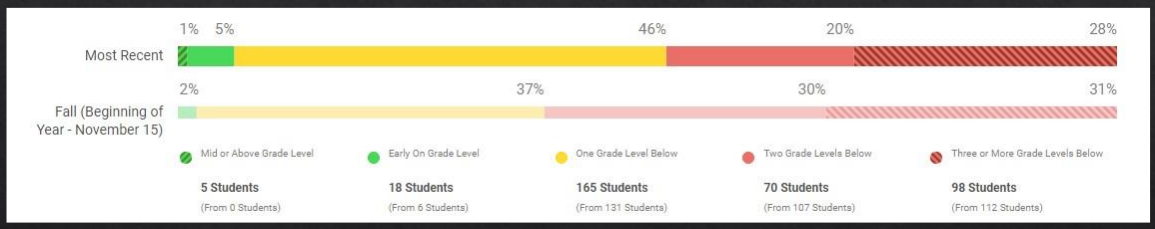
Toby Farms (Math)



Edgmont (Reading)



Edgmont (Math)



Chester High School (Reading)

Chester High School

	FALL 2022-2023 ACHIEVEMENT				WINTER 2022-2023 ACHIEVEMENT				
Grade	Median Percentile	Achievement Percentiles			Median Percentile	Achievement Percentiles			
Grade 9	9th	70%	13%	11%	6%	12th	59%	21%	17%	3
Grade 10	7th	75%	11%	8%	6%	11th	67%	23%	5%	5%
Grade 11	9th	75%	4%	17%	2 2	29th	42%	29%	19%	8% 2
Grade 12	13th	61%	24%	13%	2	32nd	36%	31%	23%	7% 3

Percentiles Key: 1st to 20th 21st to 40th 41st to 60th 61st to 80th >80th

STEM (Reading)

STEM HS at Showalter

	FALL 2022-2023 ACHIEVEMENT					WINTER 2022-2023 ACHIEVEMENT				
Grade	Median Percentile	Achievement Percentiles				Median Percentile	Achievement Percentiles			
Grade 9	30th	31%	29%	22%	17%	41st	23%	23%	28%	21%	5%
Grade 10	21st	49%	15%	19%	17%	27th	38%	32%	19%	11%	
Grade 11	29th	38%	28%	21%	13%	40th	27%	26%	26%	15%	6%
Grade 12	34th	37%	27%	17%	17%	43rd	29%	20%	32%	17%	

Percentiles Key: 1st to 20th 21st to 40th 41st to 60th 61st to 80th >80th

Office of Curriculum and Instruction

Digital Academy (Reading)

Digital Learning Academy

	FALL 2022-2023 ACHIEVEMENT				WINTER 2022-2023 ACHIEVEMENT				
Grade	Median Percentile	Achievement Percentiles				Median Percentile	Achievement Percentiles			
Grade 9	40th	17%	33%	33%	17%	27th	33%	42%	17%	8%
Grade 10	19th	60%	20%	20%		20th	60%	40%		
Grade 11	10th	86%	14%			30th	43%	43%	14%	
Grade 12	9th	90%	10%			12th	90%	10%		

Percentiles Key: 1st to 20th 21st to 40th 41st to 60th 61st to 80th >80th

Office of Curriculum and Instruction

Chester High School (Math)

Chester High School

Grade	FALL 2022-2023 ACHIEVEMENT		WINTER 2022-2023 ACHIEVEMENT	
	Median Percentile	Achievement Percentiles	Median Percentile	Achievement Percentiles
Grade 9	10th	70% 23% 7%	9th	69% 23% 8%
Grade 10	10th	68% 17% 7% 5% 3	9th	71% 17% 10% 2
Grade 11	9th	75% 21% 2 2	13th	59% 33% 8%
Grade 12	18th	50% 50%	15th	60% 30% 10%

Percentiles Key: 1st to 20th 21st to 40th 41st to 60th 61st to 80th >80th

Office of Curriculum and Instruction

STEM (Math)

STEM HS at Showalter

Grade	FALL 2022-2023 ACHIEVEMENT		WINTER 2022-2023 ACHIEVEMENT	
	Median Percentile	Achievement Percentiles	Median Percentile	Achievement Percentiles
Grade 9	24th	46% 33% 18% 2 1	27th	40% 30% 20% 9% 1
Grade 10	21st	48% 32% 9% 11%	21st	50% 18% 22% 6% 4%
Grade 11	30th	33% 35% 19% 13%	31st	38% 23% 26% 7% 6%
Grade 12	39th	19% 36% 26% 14% 5%	46th	16% 26% 34% 15% 9%

Percentiles Key: 1st to 20th 21st to 40th 41st to 60th 61st to 80th >80th

Office of Curriculum and Instruction

Digital Academy (Math)

Digital Learning Academy