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PROGRESS ON THE SUPERINTENDENT'S ANNUAL GOALS

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1. SCHOOL LEADERSHIP

- With the elementary principal position vacant in early July, there was limited time to conduct a search and appoint a qualified administrator prior to the opening of the school year. Knowing that thoughtful summer administrative planning is the key to a successful school year, I requested the Board's permission to expedite the hiring process, and recommended Louis Cuglietto for the WEC Interim Principal position. Louis Cuglietto's qualifications, extensive experience and strong work ethic have enabled him to move our elementary school forward with several strategic plan initiatives including formalizing our RtI (Response to Intervention) process, enhancing data analysis among professional staff, and improving safety and security. His strong efforts have been embraced by the entire school community.
- After careful analysis of our needs and current leadership model compared to other high performing districts, I determined that creating a Director of Special Education position was not only educationally sound, it would safeguard against unnecessary future out-of-district referrals, and had the potential to generate additional non-resident tuition revenues for our district. Job responsibilities were realigned, the position was introduced through the budget process, and a hiring process was underway by January 2018. As planned, Tuckahoe was one of the first districts in Westchester to advertise for this position. Our strategic approach resulted in the appointment of a highly qualified candidate. A similar hiring process was followed for the elementary principal position, which also resulted in our district securing a highly qualified candidate. Although their official start dates are July 1, 2018, transition meetings are well underway.
- The entire administrative team received quality professional development and trainings throughout the school year. Our two-day summer administrative retreat included professional training on the new NYSED legal requirements, school safety, goal setting sessions aligned with our district's five-year strategic plan, APPR inter-rater reliability and team building activities. I conducted bimonthly administrative meetings. Once per month, I met with the entire team to discuss district-wide initiatives that pertain to all. Once per month, the central office administrative team (Austin Goldberg, Lee Lew, Ellen McDonnell) and I visited each school building and met

with building administrators to discuss topics and issues specific to their school. Additionally, I met at least once weekly with each probationary administrator (Mark Barnett, Louis Cuglietto, Austin Goldberg, Lee Lew and Ellen McDonnell) to support them in managing their job responsibilities, and to provide ongoing guidance and mentoring.

2. DISTRICT COMMUNICATIONS

- One initiative that has enhanced communications with internal and external stakeholders has been the establishment of the PPLT's (Performance Planning & Leadership Team). Although our building PPLT's were established at the end of last school year, it was not until this year that the model went into full effect. Important topics such as budget, staffing, programs, course offerings, enrollment and facilities planning have been thoughtfully considered from various perspectives, and meeting minutes were shared with the administration and the Board. There is room to improve the effectiveness of these site-based management committees, and further training on leading the PPLT's will be provided for the administrative team this summer.
- On November 1st the PTA hosted a Superintendent's Listening Hour. Ellen McDonnell, Michelle Liscio and I participated in a panel and responded to questions from our school community on a wide range of topics. In response to concerns, the District has also scheduled a School Safety and Security Information Session on April 24th. The panel consisted of school administration, school board representatives, local law enforcement and our safety and security consultant, John LaPlaca.
- The District implemented three comprehensive public relation plans to communicate proposals for two bonds and our annual budget. In addition to ongoing electronic communication, videos, press releases and mailings, approximately 25 tours and in-person information sessions were offered.
- Over the past three months, the District has ramped up efforts to share positive news about our students and staff. In early April, we launched a Facebook page that now has nearly 600 followers. In total, we have made 53 newsworthy Facebook posts, which is an average of six per week. Based on the number of likes and reactions, we are definitely making significant progress in sharing positive news about our District.

3. DISTRICT CAPITAL PROJECT

- I have provided ongoing leadership for what has turned out to be a challenging and complex capital project planning process. In July and August of 2017, Lee Lew and I collaborated with KG+D Architects and the Board to develop a \$20,531,500 capital project plan proposal. The Board formally established a Bond Referendum Vote for his plan, which was defeated on December 5, 2017. Contingency planning to mitigate overcrowding in our school began immediately. In January, after listening to feedback from various constituents, we decided to scale back the original project focusing on the essential needs of the District. We also used new strategies to communicate the need for our capital project through social media. For example, by April 9th the Facebook post of the Bond Information Video reached 1,155 people, and was viewed by 667 people. The new April 10th Bond Referendum was approved by a significant

majority vote. We participated in four planning sessions with KG+D in April to finalize schematic designs for the plan. As of today, we are on schedule to submit to the State Education Department by the end of June.

4. FINANCIAL MANAGEMENT & BUDGET PLANNING

- I believe the district has managed its finances transparently and efficiently this year. We began the budget process by analyzing a roll over budget in relation to New York State's maximum allowable tax levy. Discussions began in December with requests made by each administrator, and careful analysis of the previous years' actual spending. The Budget Advisory Committee was convened three times and had input into the process as well. Three formal budget presentations were made at Board of Education meetings. I presented the educational goals and Lee Lew presented the financial aspects of the budget. We also presented to the Chester Heights Association, and offered one daytime presentation at the WEC School Auditorium. The proposed 2018-19 school budget was approved by a solid 70% margin in May 15, 2018. Although the 2.98% allowable tax levy was significantly higher as compared to the increases over previous two years, I believe we have earned the community's confidence due to a strong track record of managing the District's finances. I also believe we did an effective job in communicating the goals of this year's budget.

5. STRATEGIC PLAN PROGRESS

- District-wide staff has been working hard towards completing the remaining Strategic Plan Addendum covering the 2016-2018. The following strategic plan improvement areas were presented to the Board of Education on May 7th and May 15th. *Teaching and Learning, Curriculum, Student Special Needs and Talents, Student Life, Growth and Development, Student Outcomes and Technology Teaching Tools*. The presentations were a collaborative effort by the entire administrative team and approximately 10 teachers. Feedback on these strategic plan updates was overwhelmingly positive. Without the need for capital project presentations in the 2018-19 school year, I plan to schedule one or two updates at each Board Workshop from October through May.

6. CONDUCT A DISTRICT-WIDE NEEDS ASSESSMENT

- With the high level of community engagement surrounding two capital project bond referendums, conducting a needs assessment was not feasible this year. I also believe with the restructuring of the District's administrative model, it will be more effective to have our two new administrators involved in this planning process that will guide initiatives for the next five years. I recommend that this particular goal be carried over goal to the 2018-2019 school year.

7. IMPLEMENT SENIOR EXIT INTERVIEWS WITH SUPERINTENDNET

- I have completed senior exit interviews with the majority of our senior class. The information has been tremendously insightful, and has reinforced many of the budget decisions being recommended for the 2018-19 school year. It is worth mentioning that this particular graduating class has received some of the most prestigious Tier I college acceptances to date including Amherst College (ranked #2 in National Liberal Arts College), Royal Holloway University of London, University of Michigan, Vassar College and Wake Forrest University. A summary report of the senior exits interviews was presented at our June Board meeting.

