



Peekskill City School District Leadership Roadmap - 2021-22

Executive Overview

The 2020-21 school year will undoubtedly be an academic year like no other in our history. We led with a focus on health and safety for all and continued our commitment to provide our students with the very best education and opportunities. We will propel forward incorporating what we have learned and will continue to innovate to grow as a District. The [Peekskill's Promise](#) defines our theory of action with five key pillars for improving outcomes and achieving excellence in all aspects of our district. Below is our road map that outlines our clear direction for what we will set out to accomplish this year.



Peekskill's Promise

Our Mission is to educate and empower all students to strive for excellence as life-long learners who embrace diversity and are contributing members of a global society.



**Rigorous
PreK-12 Aligned
and Culturally
Responsive
Academics**



**Robust
Literacy
and STEAM
Opportunities**



**Whole-Child
Commitment**



**Enrichment
Experiences
For All**



**Powerful
Parent, Family
and Community
Partnerships**

CURRICULUM AND INSTRUCTION

(Rigorous, Aligned, Enriched, Culturally Responsive, Robust Literacy and STEAM)

Leaders: Dan Callahan and Rebecca Aviles-Rodriguez

*Support Leaders: Dr. Sobrin,
Ms. Sanchez, Dr. Dainiels &
Dr. Ferris*

RESPONSIBILITIES	SPECIFIC DELIVERABLES
<p>Equity Focus: Closing the Opportunity and Achievement Gaps</p>	<p>Ensure that all students receive the differentiated instruction which they need to succeed and accelerate.</p>
<p>Literacy & Math Instruction</p>	<ul style="list-style-type: none"> ● Staff are provided professional development throughout the year ● Support is provided to teachers by coaches and our administrators ● Materials and resources are used with fidelity ● Assessments are implemented throughout the year ● Data is analyzed to assess students and provide supports ● LabSites and Intervisitation across buildings are ongoing to examine best practices ● Tier I, II and III programs and strategies are strengthened and implemented for all students ● Enhance the WIN and enrichment programs ● Writing Units across grades are aligned for rigor, followed with fidelity and culminate with a publication ● Extended Day Programs begin October 1 and are open to all students
<p>STEAM Innovation Plan</p>	<p><u>STEAM Innovation Plan:</u></p> <ul style="list-style-type: none"> ● Rigorous Pre-K to 12 Aligned STEAM Instruction ● Tier I, II and III math programs and strategies are strengthened and implemented ● Empowering a STEAM Mindset ● Engaging STEAM Experiences ● Innovative STEAM Environments ● Strong Community Partnerships
<p>English Language Learners</p>	<p>Dual Language Transformation Plan:</p> <ul style="list-style-type: none"> ● Rigorous PreK-12 Aligned & Culturally Responsive Instruction ● Supportive Resources ● Strategic Assessment ● High Quality Professional Development ● Family Engagement & Enrichment Opportunities ● ELL Program Supports ● Continued Implementation of a Dual Language Literacy Program
<p>Special Education</p>	<ul style="list-style-type: none"> ● Assess current instructional practices in special and integrated co-teaching classes ● Identify best practices and areas of improvement ● Identify literacy and math programs to enhance our students with different ability's outcomes ● Prepare a summary of findings and recommendations for District leadership and the Board

Culturally Responsive Education (CRE)	<ul style="list-style-type: none"> ● Research CRE strategies to ensure equity in our curriculum, instruction and materials. ● Develop a CRE plan ● Implement action plan ● Continue the CRE Advisory Council
Curriculum Alignment	<ul style="list-style-type: none"> ● Rubicon Atlas - Public Website
Extended Day Programs	<ul style="list-style-type: none"> ● Explore, plan and implement after-school program focused on the whole child ● Design a summer program for students that includes academic and enrichment
Common Formative / Interim Assessments and Data Analysis	<ul style="list-style-type: none"> ● Implement assessments and report out on periodic assessments ● Identify Next Steps for DDI process per school based on their level of readiness ● Implement quarterly Data Analysis and Support meetings per school
Graduation Increase and College Career Readiness	<ul style="list-style-type: none"> ● Enhance our evening program, credit recovery and accrual programs ● Re-engage in person and virtual college tours and career focused experiences ● Improve the Graduation Tracker with quarterly reviews

FINANCE

Leader: Robin Zimmerman

*Support Leaders: Mrs. Aviles-Rodriguez,
Dan Callahan, and
Directors*

RESPONSIBILITIES	SPECIFIC DELIVERABLES
Equity Focus: Sufficient Resources to Provide a High Quality Education	Ensure our students have educational programs which meet the needs of all learners.
Finances	<ul style="list-style-type: none"> ● Oversee the District's Fiscal Operation to ensure that leadership has the resources to support the Peekskill's Promise, school level educational plans and each department's operational needs. ● Provide leadership to staff for finance, debt management, resource management, internal audit control, risk management and benefits administration to serve as a support system for the entire District.
Grants	<ul style="list-style-type: none"> ● Research, apply and secure grants that are aligned to the Peekskill's Promise. ● Oversee the implementation, monitoring, procurement standards and reporting of various District grants: <ul style="list-style-type: none"> ○ Title I, Title IIa, Title III, Title IV ○ IDEA 611 and 619 ○ Universal Pre-Kindergarten ○ COVID Relief Grants (CRRSA and ARP) ○ School Improvement Grant ○ Empire Afterschool Program (MS) ○ MBK (Hillcrest, Middle School & HS); Family Engagement & Fellows ○ Integration ○ Elton Brand Afterschool Program (HS) ○ Entergy - Robotics
Fiscal Advocacy	<ul style="list-style-type: none"> ● Collaborate with the PTO's Advocacy Committee to help ensure that Peekskill receives equitable funding for our students ● Meet with elected officials to share our District's successes and fiscal needs ● Advocate at the state level with ASBO-NY

FACILITIES AND OPERATIONS

Leader: Robin Zimmerman

*Support Leaders: Carmine Crisci,
Andrew Weisman, and
Jennifer Sampson*

RESPONSIBILITIES	SPECIFIC DELIVERABLES
Equity Focus: Equitable Facilities and Services	Ensure every student has access to facilities and services that equalize the opportunities and provide the necessary supports for students to succeed.
Custodial Services	<ul style="list-style-type: none"> ● Custodians will implement cleaning and disinfecting CDC and NYS DOH guidelines
Food Service	<ul style="list-style-type: none"> ● Food service workers develop and implement creative ways to provide food to students on a daily basis to ensure that they are healthy learners.
Capital Projects	<ul style="list-style-type: none"> ● Complete Phase I A and B projects in 2020-21: <ul style="list-style-type: none"> ○ Torpy Athletic Complex ○ Operations & Maintenance, Transportation & Registration and Family Resource Center ○ Air conditioning in various schools and classrooms ○ Capital work to maintain our facilities ● Start Phase II in Spring of 2021, concluding in Winter of 2021: <ul style="list-style-type: none"> ○ STEAM Innovation Center at Peekskill High School ○ STEAM Innovation Classroom at Hillcrest Elementary School
Transportation	<ul style="list-style-type: none"> ● Safely transport eligible students to and from school following the CDC and NYS DOH guidelines.

HUMAN RESOURCES

Leader: Mr. Jamal Lewis

*Support Leaders: Mr. Austin Goldberg
Dr. Margie Daniels*

RESPONSIBILITIES	SPECIFIC DELIVERABLES
Equity Focus: Diversity Recruitment	Ensure that our recruitment practices innovatively reach candidates who are diverse to ensure that our students have high quality staff from various backgrounds.
Recruitment	<ul style="list-style-type: none"> ● Continue to implement the Diversity Recruitment Plan ● Finalize a recruitment packet for new staff (Peekskill Folder with Information for various aspects: District, community, real estate, culture, dining, DRI, waterfront, etc.) ● Create an updated recruitment video ● Launch a Digital HR paperless process
COVID	<ul style="list-style-type: none"> ● Co-Coordinator ● Daily State Reporting ● Supporting and guiding staff through COVID scenarios
Employee Attendance	<ul style="list-style-type: none"> ● Monitor and report out on attendance. Continue to innovate to support our staff.
Principal/Department Leaders Coaching and Evaluations	<ul style="list-style-type: none"> ● Provide principals and directors with constructive, timely support and feedback ● Adhere to APPR and district guidelines/timelines for evaluations ● Set one goal for professional growth and one goal for knowledge growth
Professional Development/Training	<ul style="list-style-type: none"> ● Ensure that training takes place for support staff (aides, security, etc.)
Tenure System	<ul style="list-style-type: none"> ● What will the tenure process look like this year?
Registration	<ul style="list-style-type: none"> ● Implement an on-line registration process ● Formalize inhouse process

INFORMATION & TECHNOLOGY

Leader: Janice Reid

RESPONSIBILITIES	SPECIFIC DELIVERABLES
Equity Focus: Digital Divide	<ul style="list-style-type: none"> ● Ensure every student has access to a take home device (chromebook) and wifi
Data Dashboard: Tableau	<ul style="list-style-type: none"> ● Serve as the lead for all dashboards & provide the Superintendent with monthly/quarter data reports
Chromebook and Wifi Access	<ul style="list-style-type: none"> ● Equitable Wifi access for students ● Problem solve wifi issues in schools ● Distribution and monitoring of Mifi units ● Distribution and monitoring of chromebooks with parental / student / staff support
Instructional Technology	<ul style="list-style-type: none"> ● Continued professional development for Middle School Teachers on the new interactive display boards ● Continued differentiation professional development on the use of technology
Data Analysis & Reporting	<ul style="list-style-type: none"> ● Continue Data Dashboard Development and Implementation ● Analysis reports for: <ul style="list-style-type: none"> ○ Student achievement ○ Suspensions ○ Attendance ○ Graduation ○ Periodic assessments ○ Subgroup Performance
Data Privacy	<ul style="list-style-type: none"> ● Implement required NY2D Law protocols

STUDENT SUPPORT SERVICES (Whole Child Commitment)

Leader: Ellen Gerace

Support Leader: Dr. Margie Daniels

RESPONSIBILITIES	SPECIFIC DELIVERABLES
Equity Focus: Disproportionality	<ul style="list-style-type: none"> Ensure every student has access to the tiered interventions and supports that they need to be successful in school.
Multi-Tiered System of Support (MTSS)	<ul style="list-style-type: none"> Finalize, promulgate and implement the Student Success Plan Launch the PCSD MTSS Framework at the August Superintendent's Conference Day Provide RTI Direct Training to all administrators and interventionists Monitor the RTI Direct System and Use Data to Develop Student Support Plans Implementation Team to continue to assess the need for additional Tier II and III services and programs and make recommendations
Social Emotional Learning (SEL)	<ul style="list-style-type: none"> Warm, Welcoming School Environment Elementary Zones of Regulation District Wide Positive Behavior Intervention in Schools (PBIS) Initiatives District Wide Commitment 2 Character Campaign PreK-12 SEL Curriculum Map for the 2021-22 School Year and Beyond
Special Education	<p>Special Education Plan</p> <ul style="list-style-type: none"> Parent Education/Communication Inclusive Social Opportunities (i.e family yoga, Pioneers) Curriculum and Instruction (professional development on Quality IEP writing, Assistive Technology, ICT training and coaching) Disproportionality / SEL supports Post-Secondary Planning
Guardians of Equity	<ul style="list-style-type: none"> MBK Alignment (Hillcrest, Middle School and High School) Girls Inc. Monthly analysis of suspension data and identify root causes to address disproportionality. Targeted action plans will be developed specifically to address the suspension data findings for each school and monitored on a quarterly basis. Restorative Practices - Restorative Circles Tier III social emotional supports and interventions Culturally Responsive Education: <ul style="list-style-type: none"> Black History infusion into curriculum Latino History infusion into curriculum Women's History infusion into curriculum

Parent, Family & Community Engagement

Leader: Maria Olivier-Flores

Support Leader: Ellen Gerace

RESPONSIBILITIES	SPECIFIC DELIVERABLES
<p>Equity Focus: Equitable access to information to all families</p>	<p>Ensure that every family has the information and access to resources they need to help support their child be successful in school.</p> <ul style="list-style-type: none"> ● Engage families in two-way communication to improve our district and inform parents of critical information ● Collaborate with the Parent Teacher Organization (PTO) to support our students and families ● Provide consultants, assessments and support to families ● Provide a variety of workshops and classes including but limited to: <ul style="list-style-type: none"> ○ Technology Boot Camp for Families ○ BOCES Adult ESL Classes ○ BOCES Adult GED/TASC Classes ○ Adult Spanish Classes ○ PCSD School District Parent Orientation ○ Newcomers Parent University ○ Nutrition and Financial Literacy Classes ○ Social Emotional Supports and Special Education Workshops ● Coordinate the partnership of six onsite agencies (WJCS, Andrus, Student Assistance Services, Westchester Peer Mediation, Guidance Center) ● Work with 70+ Partners to serve as a liaison between PCSD, parents and the community at large ● Represent the PCSD in various community forums and committees

COMMUNICATIONS

Leader: Laura Belfiore

RESPONSIBILITIES	SPECIFIC DELIVERABLES
Equity Focus: Communication that Reaches all Families	Ensure every family receives timely information in a language and format that is accessible to them.
Dissemination of Key Information	Communication Plan: <ul style="list-style-type: none">● Provide transparent and timely information related to health scenarios● Strengthen District's External Communication & Support Parent/Community Engagement● Strengthen District's Internal Communication & Employee Engagement● Establish a Clear Brand Identity for District and Schools● Effective use of Media Outlets & Improve Access to Information Through Technology● Use Data to Monitor and Drive the Success of our Communication Efforts

Safety, Health and Athletics

Leader: David Santiago and Austin Goldberg

RESPONSIBILITIES	SPECIFIC DELIVERABLES
Equity Focus: Health and Safety for All	Ensure every student and families have access to health information and high quality athletic programs that engage our students in and out of school.
COVID	<ul style="list-style-type: none"> ● Co-Coordinator ● Daily State Reporting ● Supporting and guiding staff through COVID scenarios
Physical Education	<ul style="list-style-type: none"> ● Continue to develop authentic experience for all PE Students
Health	<ul style="list-style-type: none"> ● Continue to adjust our practices based on modifications by the NYS Department of Health ● Continue to support students and staff by communicating with parents; working collaboratively with District and union leaders ● Implement and monitor pandemic screening, contact tracing, and compliance with health requirements (ie:Physical Exams).
Athletics	<p>Athletics Visionary Plan:</p> <ul style="list-style-type: none"> ● Improve Communication ● Support our Coaches ● Support our Athletes ● Collaborate with our community ● Honor our students ● Program Appeal
Safety	<ul style="list-style-type: none"> ● Continue to adjust our practices based on modifications by the NYS Department of Health ● Continue to support students and staff by communicating with parents; working collaboratively with District and union leaders ● Implement and monitor pandemic screening, contact tracing, and compliance with health requirements (ie:Physical Exams).