Readiness Guide

2014-15 AF DSO-in-Residence Program

**School Readiness is a critical period in the annual school Operations cycle.** From early June, until the day scholars return in August, Ops Teams across the AF Network must work to guarantee that all key stakeholders have everything they need to embark on a successful start to a new school year. Team Operations’ vision for School Readiness is that at least one week prior to the start of your academy’s first day of instruction, facilities, student services providers, school leaders, teachers and administrative staff are fully prepared to welcome back scholars and families. This level of preparation will enable instructional staff to be 100% focused on the academic and culture planning required for the arrival of students. **School Readiness combines submitting specific deliverables and meeting readiness requirements by mandatory network deadlines with employing best practices that have proven to effectively inform, invest and excite scholars, families and staff across the network.**

**The goal of this guidebook is to provide all Directors of School Operations with the key components for planning a successful School Readiness initiative**. This guide includes (1) narrative discussion of topic with links to important resources, (2) checklists of mandatory and recommended deliverables/tasks, and (3) region specific items.

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# Getting Started

## Readiness Period

Unlike scholar instruction, Operations is not limited to the confines of the regular school year. School Operations run all-year round and can be broken down into specific periods. One of the most critical periods for School Operations Teams is Readiness. Readiness for the upcoming school year begins even before the end of the current one. While planning for Readiness, as it relates to the budget, staffing and School Leadership Teams’ Core practices, the majority of the execution of Readiness tasks takes place between the last month and the first month of school. Readiness tasks should be completed as early as the beginning of June and continue throughout the summer until scholars arrive back on campus for the first day of school.

## Readiness Planning

The key component of Readiness is ensuring that your Operations Team has a clear, practical and comprehensive plan for how Readiness will be executed at your school site prior to the start of the Readiness Period. Readiness Planning is driven by collaboration between Operations Teams, School Leadership Teams and Network Support Operations. This guide provides both required tasks/deliverables based on geography and Achievement First requisites along with best practices that have historically proven to help schools experience a successful start to a new school year. Readiness Planning often varies from site to site. It is up to the discretion of your school’s Operations Team and Leadership Team to determine what should be prioritized and how completion is tracked. Links to sample Readiness Plans that have proved to be successful in the past are below. Regardless of format (e.g. MSWord checklist, MSExcel tracker, etc.), all Readiness Plans should accomplish the following:

* Clarify roles and responsibilities of Operations Team members
* Outline which tasks/deliverables must be completed within the Readiness Period
* Map out expected completion dates for tasks/deliverables
* Serve as a communication tool amongst Operations Team members and between Operations Teams and School Leadership Teams

## Sample Readiness Plans

Readiness plans often differ depending on the type of school (ES, MS or HS), geographic region, whether the school is in a co-located space and the year of operation. Schools that are in shared spaces must contend with their building’s schedule, on-site teams and any other rules and restrictions that lie outside of AF’s control. Schools that have their own private space are able to plan ahead more freely and determine their own schedule for how and when certain things take place over the summer.

Another major factor for schools is their year of operation. A school in its founding year must plan for one to two grades’ worth of student and teacher furniture. A first year school will need less technology to support a smaller staff than a fully grown school that may need multiple copiers for example. Schools that are adding a grade will need to plan for the incremental addition of staff and students and ensure that the furniture, classroom and office space, technology and other amenities are able to support the number of bodies on site. Finally, a school that is in its second year of being fully grown school will have to do much less in the way of procurement and space planning since the hope is that they will be able to capitalize on already having been through a year of supporting a fully enrolled student body and full staff. The Sample Readiness plans below indicate the year of operation as well as the type of space in order to be able to distinguish the type of needs that may be associated with the various categories.

|  |  |
| --- | --- |
| **Year 1 (Founding Year)** | * [Apollo ES Readiness Plan (Year 1 - Shared Space)](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/Apollo%20Readiness%20Project%20Plan.xlsx) * [Endeavor ES Readiness Plan (Year 1 - Private Space)](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/Endeavor%20ES%20Readiness%20Project%20Plan%20(Year%201%20-%20Private%20Space).xlsx) |
| **Year 2** | * [Apollo ES Readiness Plan (Year 2 - Shared Space)](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/AF%20Apollo-%20Ops%20Readiness%20Project%20Plan%20-%20Spring-Summer%20UPDATED.xlsx) * [Brooklyn HS Readiness Plan (Year 2 - Private Space)](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/Readiness%20Project%20Planning%20Spreadsheet%20AFCHHS.xlsx) |
| **Year 3** | * [Apollo ES Readiness Plan (Year 3 - Shared Space)](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/AF%20Apollo%202012-13%20Readiness%20Project%20Plan.xlsx) * [Brownsville ES Readiness Plan (Year 3 - Shared Space)](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/Brownsville%20Readiness%20Project%20Planning%20Spreadsheet%20-%20UPDATED%207-26-10.xlsx) |
| **Year 4 (Fully Grown)** | * [Hartford ES Readiness Plan (Year 4 - Shared Space)](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/HFES%20Readiness%20Project%20Planning%20Spreadsheet.xlsx) * [Bridgeport MS Readiness Plan (Year 4 - Shared Space)](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/School%20Summer%20Readiness%20Tracker_AF%20Bridgeport%20MS%20(2).xlsx) * [Amistad HS Readiness Plan (Year 4 - Private Space)](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/20102011%20AECHS%20school%20readiness%20plan%20calendar.xlsx) |
| **Year 5+** | * [Endeavor MS Readiness Plan (Year 5 - Private Space)](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/Readiness%20Planning%20Spreadsheet_AFE.xlsx" \t "_blank) * [​ CH ES Readiness Plan (Year 6 - Shared Space)](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/AFCHES%20Readiness%20Project%20Planning%20Spreadsheet.xlsx) |

* Best practices
* Use [Smart Sheet](https://www.smartsheet.com/?s=55&c=21&m=5500&a=24571538347&k=smartsheet&mtp=b&adp=1t1&net=g&dev=c&devm=&mkwid=su2gkWgrw|dc&plc=&gclid=CKCO0pX3sr0CFUYV7Aod6WoAZw) to develop your Readiness Plan so that team members are able to add and update the status of tasks simultaneously
* Reference the most recent version of the [Facility Deep Dive](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/AFNS%202013-14%20Facility%20Deep%20Dive%20070113.docx) document to help fill-in a significant portion of your Readiness Plan

# Student Information Management

Student Information Management encompasses everything from enrolling a brand new scholar to implementing the attendance policy with the School Leadership Team. Student Information Management starts with conducting a “clean” enrollment – ensuring that every incoming scholar has all of the necessary paperwork on file in order for the Ops Team to be able to accurately enter information into AF’s network-wide student database, Infinite Campus. Once an academy has all of the relevant information about a scholar on file and entered, additional student logistics can be completed throughout the Readiness Period to ensure that student services are assigned correctly, class rosters are accurate and enrollment implications to the school budget are precise.

## Infinite Campus

In order for a scholar to be correctly enrolled in an Achievement First school s/he must have a specific and comprehensive set of fields completed in Infinite Campus based on paperwork filled out and submitted by that scholar’s parent or guardian. Instructions for entering new students into IC are provided in the [Infinite Campus Ops Guide - Student Enrollment](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamST/Shared%20Documents/Infinite%20Campus%20Ops%20Guide%20-%20Student%20Enrollment.docx).

## Enrollment

At the beginning and end of a school year, all scholars can be placed into one of four categories:

### Incoming Scholars

Incoming scholars typically will be enrolling as a result of the annual lottery. However, this group could also include siblings or new scholars who have been called off the waitlist to backfill seats. The [Student Recruitment Guide](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/AFNS%202014-15%20AF%20Student%20Recruitment%20Guide.docx)\* provides detailed information about enrolling this group of scholars including initial/welcome documents that should be sent to families, suggestions for how to maintain contact with families over the summer and best practices for ensuring that all seats are filled on the first day of school.

#### Additional Resources for Incoming Scholars

* Enrollment Paperwork

***Links will be updated as documents are released. Assume that most recent versions are currently linked.***

* [Student Information Sheet (ES)](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/AF%20Student%20Information%20Form%20-%20Elementary.docx)
* [Student Information Sheet (MS/HS)](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/2013-14%20AF%20Student%20Information%20Form%20-%20Middle%20and%20High.docx)
* [Verification of Residency (Acceptable Documents)](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/1-AF%20Endeavor%20MS%20-%20Proof%20of%20Address.doc)
* [Media Consent and Photo Release Form](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/06.%20Media%20Consent%20and%20Release%20for%20Families%20(Photo%20Release%20Form).docx)
* [Sample Transportation and Information Request Form](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/08.%20NY%20AF%20Transportation%20Information%20and%20Request%20Form.docx)
* [Alternate Student Transportation Plan (English)](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/07.%20NY%20AF%20Alternate%20Student%20Transportation%20Plan.doc)
* [Alternate Student Transportation Plan (Spanish)](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/Alternate%20Student%20Transportation%20Plan%20-%20Spanish.docx)
* [Home Language Survey (NY)](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamEx/Recruitment%20and%20Advocacy/2013-14%20Reference%20Materials/Lottery/Welcome%20Packets%20for%20Lottery%20Winners/5.%20Home%20Language%20Survey%20-%20NYC%20English.pdf)
* [Home Language Survey (CT)](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/Home%20Language%20Survey%20%20-%20English.doc)
* Enrollment Checklists
* [Sample Parent/Guardian New Scholar Checklist (NY)](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/2014-15%20AF%20Student%20Enrollment%20Forms%20-%20New%20Scholar%20Checklist%20for%20Parents.doc)
* [Sample Parent/Guardian New Scholar Checklist (CT)](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/Student%20Enrollment%20Requirements%20-%20CT.docx)
* [Student Registration Requirements (CT)](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/Student%20Enrollment%20Requirements%20-%20CT.docx)
* PICTURE: Complete Student File
* Sample Family Orientation Materials
* [Sample ES Family Orientation Presentation #1](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/Endeavor%20Family%20Orientation.pptx)
* [Sample ES Family Orientation Presentation #2](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/Aspire%20Family%20Orientation%2003%2024%2013.pptx)
* [Sample MS Family Orientation Presentation](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/Parent%20Info%20Session%20PPT%20Presentation.pptx)
* [Family Orientation Template](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/Orientation%20Template.pptx)
* Waitlist Offer Materials
* [Sample Waitlist Offer Letter](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/Waitlist%20offer%20letter_2014-2015.doc)
* Sample Outreach Materials
* [Sample Summer Parent Newsletter (MS)](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/AF%20Brownsville%20Middle%20Parent%20Newsletter_July%202013.pdf)
* [Sample Summer Parent Newsletter (HS)](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/AFUPrep.pdf)
* [Sample Important Dates to Remember](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/11.%20NY%20Template%20-%20Important%20Dates%20to%20Remember.docx)
* Additional Administrative Documents
* [Sample Enrollment Tracker Template](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/14-15%20Enrollment%20Tracker.xlsx)
* [Request for Cumulative Records Template](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/AF%20Release%20of%20Cumulative%20Records.doc)
* Incoming Scholars (Mid-Year) Resources
* Review Aspire Elementary School’s [New Scholar (Mid-Year Enrollment) Page](https://manyminds.achievementfirst.org/sites/AspireElementary/Pages/New-Scholars.aspx) for an exemplar high-level overview including process, key documentation and checklist
* [Sample Email re: New Scholar Enrollment (Mid-Year) to Staff](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/Action%20Requested%20New%20Scholar%20Enrollment.msg)
* Best Practices
* [Family Chat Best Practices Overview](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/Family%20Chat%20Best%20Practices%20Overview.docx)

### Returning Scholars

Returning scholars will be returning to the same academy within a charter from the end of one school year, to the start of another. Students can either return and be promoted to the next grade (“matriculant”) or return to the same grade they were in previously as a “retention” student. Prior to the end of the current school year, scholars who are expected to return should be notified as to whether they are being promoted or retained.

Depending on a scholar’s grade, there may be mandated changes to student services (health, transportation, etc.) that must be communicated to families prior to the start of the new school year. For example, in NYC, all incoming 6th graders must receive the TDAP vaccine and all incoming 7th graders should be notified that they are no longer eligible to receive yellow bussing.

#### Additional Resources for Returning Scholars

* Sample EOY Outreach Materials
* [Sample Intent to Return form](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/AFBRMS_2014_%20Intent%20to%20ReturnForm.docx)
* [Retention Letter Template](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/Sample%20Retention%20Letter.doc)
* [Sample EOY Parent Checklist](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/AFBMS%202012-13%20EOY%20Parent%20Checklist.doc)
* Sample Summer Outreach Materials
* [Sample “Back to School” Letter - All Grades](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/Sample%20Back%20to%20School%20Letter%20-%20All%20Grades.docx)
* [Sample Summer Memo to Parents re: Immunizations](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/Sample%20Summer%20Memo_Immunizations.doc)
* [Sample Summer Memo to Parents re: Transportation](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/Sample%20Summer%20Memo%20-%20Transportation.doc)
* [Sample Summer Memo to Parents re: Uniforms](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/Sample%20Summer%20Memo%20-%20Uniform%20Policy%20and%20Ordering%20Info.docx)
* Administrative Documents
* [Summer Matriculation Process](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamST/Shared%20Documents/2013%20IC%20Matriculation%20Process.docx)
* [Instructions for Retaining Scholars in IC](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamST/Shared%20Documents/Infinite%20Campus%20Ops%20Guide%20-%20Retaining%20Students.docx)
* Best Practices
  + Review Endeavor Middle School’s [Response to Intervention Plan](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamCAO/PublishingImages/Wiki/PID/Response%20to%20PID%20Plan_AF%20Endeavor.docx) for a sample system pertaining to communicating with families of scholars who are failing one or more classes throughout the year (while SLTs/Academic Teams typically handle promotion, it’s a best practice for Ops Teams to have basic knowledge about the process)

### Super Matriculants

Super Matriculants are elementary or middle school scholars who are moving to their charter’s middle or high school respectively. Scholars must be promoted in Infinite Campus and student cumulative records must be transferred to the new academy. It is important to note that any Super Matriculant who does not stay within the charter, counts against the academy’s matriculation which s/he attended the previous year. Any withdrawals of Super Matriculants will be factored in to the academy’s attrition rate, which is a key AF Report Card Metric.

#### Additional Resources for Super Matriculants

* Sample Outreach Materials
* [Sample “Welcome to MS” Letter to 4th Grade Families](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/AFBRES%204th%20Grade%20Welcome%20letter_2014-2015.doc)
* [Sample “Intent to Enroll in MS” Form to 4th Grade Families](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/AFBRES%20to%20AFBRMS_2014_%20Intent%20to%20Enroll%20Form.docx)
* Sample Family Orientation Materials
  + [Sample “Welcome to MS” Presentation to 4th Grade Families](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/5th%20Grade%20Academic%20Parent%20Orientation%2012-13_ACCU.pptx)

### Withdrawing Scholars

Withdrawing scholars will not be returning to the school or charter for the upcoming school year (“non-matriculant” or did not attend an AF school the previous year and either did not show up for the first day of school (“no-show”) or informed the school over the summer that s/he will not attend AF after all (“Houdini”). In order to stay in compliance with Network-, City- and State-wide regulations, all necessary withdrawal paperwork must be filled out correctly, collected from families, forwarded to the appropriate School and Network Leaders and filed accordingly. This category also includes scholars who are stepping-up but leaving the charter (e.g. an 8th grade scholar who is attending a specialized High School).

#### Additional Resources for Withdrawing Scholars

* AF Guidelines
* [AF Withdrawal Guidelines](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamST/Shared%20Documents/Infinite%20Campus%20Ops%20Guide%20-%20Student%20Withdrawals.docx)
* [Infinite Campus Summer and BOY Withdrawal Guidelines](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamST/Shared%20Documents/Infinite%20Campus%20Summer%20and%20BOY%20Withdrawals.docx)
* Required Documents
* [Withdrawal Paperwork (Parent/Guardian)](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/AF%20Student%20Withdrawal%20Form%202014_Parent%20Guardian.docx)

## City-wide Student Databases

### New York: ATS (Automate the Schools)

ATS manages student and school data that is used for student registration which serves as verification for bi-monthly per pupil invoices which drive a school’s main source of income. Additional functions include, storing information on student immunization and health records, transportation, test scores, etc. Team Ops is responsible for “pulling” new students into the system each summer and when a new student transfers from a different NYC Public School. Additionally, students who are new to NYC Public Schools must be enrolled in ATS. Step-by-step instructions on how to use ATS to e`nroll scholars and enter data are laid out in the [AF Beginning-of-Year ATS Guide](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/AFNS%202013-14%20BOY%20ATS%20Guide.pdf).

### Connecticut: \_\_

XXX

### Rhode Island: \_\_

XXX

## Attendance

Attendance is a critical component of a school’s ability to provide a high quality education to every child. Without great attendance, all of the planning and intentionality around instruction is wasted as teachers are forced to reteach material to scholars who were absent. By having a robust and rigorous process for ensuring 100% of scholars attends school on time on a daily basis, we ensure that we keep our scholars on track to achieve and succeed. During the summer, Ops Teams should formulate a plan for how scholar attendance data, including absences, tardies and early dismissals, is entered and tracked in Infinite Campus and communicated to School Leadership Teams and other staff members on a daily, weekly and/or monthly basis. The Network-wide scholar attendance policy can be found in *each region’s* most recent version of the [Family Handbook](#_Family_Handbook) template.

#### Additional Resources for Attendance

* [Infinite Campus Operations Guide – Taking Student Attendance](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamST/Shared%20Documents/Infinite%20Campus%20Ops%20Guide%20-%20Attendance.docx)
* [Infinite Campus – Attendance Reporting](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamST/Shared%20Documents/Infinite%20Campus%20Ops%20Guide%20-%20Attendance%20Reporting.docx)
* [Infinite Campus – Coding Attendance (for Suspended Scholars)](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamST/Shared%20Documents/IC%20Guide%20OSS%20and%20Attendance.docx)

## Class Rosters

Over the summer, School Leadership Teams will use historical scholar data including test scores and reading levels to create class rosters for the upcoming school year (for returning scholars). School Leaders must determine the number of homerooms per grade based on staffing, enrollment and scholar data. Typically, incoming scholars will take a diagnostic test (F&P Reading Test, etc.) to help School Leaders decide in which homerooms scholars should be placed. Roster accuracy (correct grade, scholars placed in only one homeroom, etc.) is a critical component of school setup. Class rosters drive how scholar information is entered into multiple systems including Infinite Campus, ATS, Kickboard, Athena, etc.

## Student Information Management - Checklist

|  |  |  |  |
| --- | --- | --- | --- |
| Student Type | End-of-Year | Summer | Beginning-of-Year |
| Incoming | * Hold new family orientations * Collect enrollment paperwork * Create student file * Schedule Family Chats (with SLT) | * Enrollment (IC) * Enrollment City-Wide Database * Placement testing (with SLT) * Mid-summer mailing/summer outreach * Student rosters (with SLT) * First day of school reminder (mailings, robo-calls, etc.) | * Backfill from waitlist as needed * Assist academic/culture staff with BOY new student orientation |
| Returning | * Communication regarding promotion/retention * Distribute/collect intent to return forms * Immunization, transportation, uniform requirements sent home with scholar in end-of-year newsletter | * Promote/Retain (IC) * Send final report card * Send State test scores * Mid-summer mailing/Summer outreach – include, transportation communication (bus stops, transportation letter, etc.) | * Verify class rosters, enter in IC |
| Super Matriculant | * MS/HS give ES/MS intent to enroll forms to give to scholars * Assist SLT with Stepping-up Ceremony logistics * Create “diplomas” * Prepare student files to be sent out | * Send student file to new school * Send State test scores to families * MS/HS send mid-summer mailing to 5th/9th grade families/Summer outreach |  |
| Withdrawing | * Collect signed withdrawal form from parent and school leader * Submit withdrawal form to relevant school and network leaders | * Send final report card * Send State test scores * Send student file to new school | * Verify all withdrawals/no-shows on first day of school to ensure accurate enrollment data |

# Student Services

AF Schools receive many of their student services through city and state mandates based on their charter agreement. These services include school food, health and transportation. Other services, while still required and overseen by the city or state, are established and managed at AF’s discretion. These services include design and implementation of school behavior and culture systems, school safety protocols and testing/assessment administration. The third set of services includes those provided by vendors that are decided on exclusively by academy. It is the job of a school’s Operations Team to ensure that all school service providers are notified accordingly and all other student services are in place for the first day scholars arrive back at school.

## Food

In order to provide free lunch for every scholar at Achievement First, it is imperative that all scholars have a Free and Reduced Price Lunch Application on file. Additionally, various types of funding are based on the percentage of scholars who quality for free or reduced price lunch, so collecting 100% of forms/ensuring that families have filled out the online application accurately, is absolutely critical. Instructions for entering a scholar’s free and reduced price lunch eligibility are included in the [Infinite Campus FRAM Guidance](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamST/Shared%20Documents/Infinite%20Campus%20Ops%20Guide%20-%20FRAM.docx).

|  |  |  |
| --- | --- | --- |
| New York | Connecticut | Rhode Island |
| * [Request (Paper) FRPL Applications](http://www.opt-osfns.org/osfns/Resources/SchoolMealsApplicationOrderingSystem/) * [Online FRL Application Portal NYC](http://www.schoolfoodnyc.org/public1/default.aspx?logout=1) * [Sample FRPL Notification/Cheat Sheet for Parents](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/Lunch%20form%20instructions%2013-14.docx) * [Sample Meal Count Procedures/ Logistics (ES)](https://manyminds.achievementfirst.org/sites/EndeavorElementary/Operations%20Documents/Alyse's%20Transition%20Documents/Original%20Procedures/Lunch%20Counting%20Procedure.docx) | * [CT Student Enrollment Forms Free and Reduced Price Lunch Application](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/Free%20and%20reduced%20Lunch%20Application.pdf" \l "search=ct%20free%20and%20reduced) * [[CT Free and Reduced Price Income Eligibility](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/Free%20and%20reduced%20Lunch%20Application.pdf" \l "search=ct%20free%20and%20reduced)](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/income_eligibility_guidelines%202013.2014%20CT.pdf#search=ct%20free%20and%20reduced) * [Sample FRPL Notification for Parents](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/FRL%20application%20cover%20letter.docx) * [Sample Meal Count Procedures/ Logistics (HS)](https://manyminds.achievementfirst.org/sites/AmistadHigh/Lists/SchoolDocuments/08%20Operations/8.22%20Food%20Services.docx) | * [RI Student Enrollment Forms Free and Reduced Price Lunch Application](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/Free%20and%20reduced%20Lunch%20Application.pdf" \l "search=ct%20free%20and%20reduced) * [[RI Free and Reduced Price Income Eligibility](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/Free%20and%20reduced%20Lunch%20Application.pdf" \l "search=ct%20free%20and%20reduced)](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/Alternate%20Student%20Transportation%20Plan%20-%20Spanish.docx#search=ct%20free%20and%20reduced) * Sample FRPL Notification for Parents |

#### Additional Resources for Food Services

* Sample calendar to give to kitchen staff
* VIDEO: Meal Time in Action
* Food Vendor information Breakfast/Lunch/Snack

## Health

School operations teams are required to ensure scholars have proper immunizations and documents on file at the school. Most state laws require that a child must be excluded from school if s/he does not have the required immunizations. Additionally, any scholar needing medication administered during the school day must have a Medication Administration Form on file as well. For incoming Kindergarten and First Graders in New York, the school must arrange for hearing and vision screenings within a scholar’s first six months of enrollment. The Department of Health and Mental Hygiene provides these health screenings for every student in NYC.

In New York, a best practice is to provide a list of scholars suffering from allergies or other ailments (including asthma, etc.) to all staff members for safety purposes. In Connecticut, this practice is strictly outlawed. The nurse is not allowed to release any of this information in document form, but is allowed to have verbal conversations with teachers regarding particular students. In Connecticut, Operations Teams and Kitchen Staff may keep on record (out-of-sight of other students) a comprehensive list of allergies to reference when necessary. A plan for how scholars are sent to the nurse should be decided upon between the School Leadership Team and Team Ops and communicated to all staff to avoid any confusion or risk to a student’s well-being. Provided that health information is routinely entered and updated in Infinite Campus, Ops Teams can pull an ad-hoc report from IC that lists the scholar’s name, grade and ailment or allergy (under the field “User Warning”).

Additionally, in case of an emergency, specific response procedures should be implemented at each school-site. All school staff should be familiar with emergency procedures. For more information on emergency response procedures and protocol, see the section on [School Safety](#_Behavior/Culture_System*_1) below.

|  |  |  |
| --- | --- | --- |
| New York | Connecticut | Rhode Island |
| * [Health Examination/](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/03.%20NY%20Health%20Examination%20Form.pdf)   [Immunization Form](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/03.%20NY%20Health%20Examination%20Form.pdf)   * [Medical/Immunization Requirements](http://schools.nyc.gov/NR/rdonlyres/461805A3-25CC-4397-AE8E-F8A32BCF6335/0/MedReq2012_13.pdf) (2013) * [Medical Administration Form](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/12.%20NY%202013-14%20Medication%20administration%20form.pdf) * [Sample Medical Administration Form Cover Letter](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/Sample%20Medical%20Administration%20Cover%20Letter.doc) * [Arrange for Hearing & Vision](http://schools.nyc.gov/Offices/Health/HearingVisionScreening/default.htm)   [Screening](http://schools.nyc.gov/Offices/Health/HearingVisionScreening/default.htm)   * [DOHMH Nursing Services Information](http://schools.nyc.gov/StudentSupport/NonAcademicSupport/Health/Forms/DirNurseDir.htm) | * [Health Assessment Record](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/HAR3_2011.pdf) * [Sample letter to parents re: Student Health Requirements](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/Health%20Forms%20Letter%20to%20Parents.doc) * [Medical Administration Form](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/Authorization%20for%20the%20Administration%20of%20Medicine%20by%20School%20Personnel.pdf) * [Asthma Action Plan (English)](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/AAP%20Asthma%20Action%20Plan%20Form%20-%20English.doc) * [Asthma Action Plan (Spanish)](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/AAP%20Asthma%20Action%20Plan%20Form%20-%20Spanish.doc) | * Medical Requirements * [Immunization Requirements](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/RI%20Immunization%20Requirements%20for%20Students.docx) * [Immunization Letter for Parents of Students entering Kindergarten (English)](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/RI%20Parent%20Letter%20ImmunizationForAllChildrenEnteringKindergarten-%20English.pdf) * [Immunization Letter for Parents of Students entering Kindergarten (Spanish)](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/RI%20ImmunizationForAllChildrenEnteringKindergarden-Spanish.pdf) * Medical Administration Form |

#### Additional Resources for Health Services

* Sample plan for sending scholars to nurse (see page 37 of [Brownsville MS Operations Manual](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/2013-2014%20AFBRMS%20Operations%20Manual.pdf))

## Transportation

Transportation specifics such as, mode, cost and availability varies from region to region. In New York, transportation is provided by the Office of Pupil Transportation. OPT uses data from ATS to generate yellow bus stops for scholars in grades K-6 and determine eligibility for MetroCards in grades K-12. The[OPT Training Overview](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/OPT%20Training%20for%20new%20transportation%20managers%202013.pptx)includes information regarding scholar eligibility, transportation options (yellow bussing, MetroCards, Stop-to-School transportation), reporting services issues, OPT website and applications (field trips, OPT calendar, etc.), and additional training and support. In Connecticut transportation is provided by the district in which the AF school is located and in Rhode Island, transportation is provided through a private contractor.

Ops Teams must not only consider the logistics of arranging for all scholars to have a way to get to school, but also implement procedures for changing a student’s mode of transportation or bust stop, arranging for special transportation such as “door-to-door”, managing issues that can take place between school and home, etc. It is important for Ops Teams to work closely with School Leadership Teams to develop strong arrival and dismissal plans to avoid confusion and compromise scholar safety.

#### Additional Resources for Transportation Services

* [Sample Bus stop notification template](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/Sample%20Yellow%20Bus%20Ridership%20Letter.docx)
* [Transportation letter to act as temporary MetroCard (NY)](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/Sample%20School%20MTA%20Letter.doc)
* Dismissal Procedures: Yellow Bus Scholars
  + VIDEO: Model ES Bus Procedure
  + VIDEO: Model MS Bus Procedure

## School Safety

Emergency preparedness is vital in order to create and maintain a safe and orderly environment for our scholars. Operations teams are responsible for knowing their school’s General Response Protocol (GRP) for emergencies ranging from fires to armed intruders. All schools are responsible for having an updated School Safety Plan (SAVE Plan) on file in which staff members (including school safety officers and/or third-party security staff) are identified as part of their school’s Building Response Team (BRT). BRT members are identified by the Principal and Director of Operations and are tasked with following their school’s GRP for incidents resulting in an evacuation, shelter-in or lock-down until first responders arrive. Operations Teams are responsible for ensuring that all school staff is familiar with their school’s GRP and that the required number of bus drills, evacuation drills and other safety drills are conducted in a timely manner at the start of the school year.

*\*Please note that the state of Connecticut recently passed new legislation requiring all schools to revamp their health and safety plans to match state guidance. Further information will be provided to Connecticut DSOs in the coming months to ensure compliance.*

During the Readiness Period, Operations Teams should plan for the following:

* Reviewing all emergency signage (evacuation plans, GRP protocol posters, exit signs, etc.) to make sure everything is up-to-date and posted clearly in classrooms, offices and hallways
* Revising the school’s SAVE Plan to account for any adjustments including space changes, updated BRT members, new city/state mandates, etc.

|  |  |  |
| --- | --- | --- |
| New York | Connecticut | Rhode Island |
| Sample SAVE Plan (ES)  [Sample SAVE Plan (MS)](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/AF%20Endeavor%20MS_SAVE%20Plan_2013-14.doc)  Sample SAVE Plan (HS) | *Sample Safety Plan (ES)*  *Sample Safety Plan (MS)*  *Sample Safety Plan (HS)* | *Sample Safety Plan (ES)*  *Sample Safety Plan (MS)*  *Sample Safety Plan (HS)* |

* Ensuring that the required number of staff members are AED/CPR certified and taking appropriate measures to get people certified if the school is out of compliance
* Confirming that the required number of AED machines are onsite and accessible at the school
* Working with the School Leadership Team to create a plan for how and when to train all staff members on the school’s GRP and designating dates/times for relevant drills (bus, evacuation, lock-down, etc.)

|  |  |  |
| --- | --- | --- |
| New York | Connecticut | Rhode Island |
| Bus Drill   1. Within the first week of school   starting  Fire Drill  (8) Before December 1st  (4) Between December 1st and the last day of school | **Bus Drill**  (1) During school year  **Fire Drill**  (1) Per month  **Lock-Down Drill**  (3) Times per Year |  |

* Posting updated emergency folders with rosters, contact lists and instructions in classrooms and offices
* Verifying with the site management team that all fire extinguishers are inspected/up-to-date, areas of refuge are clear and an alert system is in working order (consult with Team IT as well), elevator inspections are up-to-date, any surveillance equipment is in proper working order
* Ensuring that the security guard(s) is prepared for the first day of school with a post, uniform, applicable post orders and knowledge of the school’s most recent SAVE Plan

#### Additional Resources for School Safety

* [Sample safety training presentation to staff (ES)](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/Safety%20Refresher%201-9-13.pptx)
* [Sample safety training presentation to staff (MS)](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/Sample%20Safety%20Presentation%20to%20Staff.pptx)
* [Sample safety quick reference guide](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/Sample%20Safety%20Quick%20Reference%20Guide.pptx)
* [Sample emergency response packet for classrooms](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/AFBMS%202011-12%20School%20Safety%20Plan%20-%20Classroom%20Packets.docx)
* [Sample room-by-room evacuation map](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/Sample%20Room-by-Room%20Evacuation%20Map.pptx)
* [Emergency skills training information](http://www.emergencyskills.com/)

## Student Services - Checklist

|  |  |  |
| --- | --- | --- |
| End-of-Year | Summer | Beginning-of-Year |
| * Office of School Food contract signed/sent/filed * First day of school communicated to the bus company, Office of Pupil Transportation, Office of School Food, nurse, custodial, etc. * Request FRL applications from OSF | * Transportation communication * Student info updated in ATS for accurate bus stop generation (NY) * Update OPT calendar (NY) * Confirm food count process/software * SLT confirms/communicates culture system specifics * Review/update/replace emergency signage * Update SAVE plan with new staff members/building protocols if necessary * Update staff safety training presentation * AED on-site/operational * Work with SLT to confirm dates for staff training on GRP and drill dates * Verify fire extinguishers/surveillance equipment/elevators/alert system inspected and operational | * Assign MetroCards (NY) * Confirm bus stops with bus company * Create/distribute list of students with allergies/ailments * Emergency packets in classrooms * Students enrolled in classes in ATS * Generate rosters based on SLT decision * Determine fire drill/bus drill/lock-down drill/shelter-in drill schedule with SLT * New staff members CPR/AED trained * Safety presentation presented to staff * Security guard in place for first day of school * ES Only: Conduct Hearing & Vision screenings for all K-1 scholars (NY) |

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# School-wide Systems

## Behavior/Culture

### Behavior Tracking: Infinite Campus & Kickboard

Across Achievement First, behavior policy guidance is driven by our conviction that joyful, focused culture is essential to our mission of preparing every scholar for college. Given the game changing nature of the Common Core, these cultures must also predictably and consistently enhance our scholars’ academic experiences and contribute to their unprecedented achievement. At the same time the guidance reflects the reality that we must adhere to all legal mandates. School Leadership Teams and Operations Teams should have a strong working knowledge of the [Achievement First Behavior Policy Manual](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamLD/Shared%20Documents/Achievement%20First%20Behavior%20Policy%20Manual%202013-14.docx) in order to effectively design, implement and execute a robust and sustainable Behavior system.

Based on the AF-wide Behavior Policy, Operations teams must work with School Leadership Teams to determine how the behavior system will be implemented at individual school sites. While the type of data that must be collected and how it is entered is uniform across the network, each academy has the flexibility to determine infractions and initial consequences independently. Ops teams are typically responsible for behavior data entry and reporting. Therefore, it is imperative that roles and responsibilities as they pertain to behavior are clearly delegated prior to the start of the school year. Guidance for entering and tracking behavior in Infinite Campus can be found in the [IC Behavior Guide](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamLD/Shared%20Documents/Achievement%20First%20IC%20Behavior%20Guide%202013-14.docx).

Additionally, most AF schools employ the use of KickBoard, a software program that allows AF staff to record, track and analyze student behavior data in real-time. Usage, reporting and Ops’ involvement varies across the network. Ops Teams should calibrate with School Leadership Teams on distribution of responsibility at each school site. In general however, Ops Teams across the network should have a strong working knowledge of the system, its capabilities and also know how to run most reports. Please reference the [Kickboard Configuration Guide](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamST/Shared%20Documents/Kickboard%20Configuration%20Form%202013.docx) for how to setup Kickboard at your school and delegate roles and responsibilities.

All schools that use KickBoard have a “Coach” on staff who is responsible for the day-to-day management of the system. The KB Coach is typically the best resource for questions surrounding functionality. You can also reference the [Kickboard Data Corner](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamST/Wiki/Kickboard.aspx) for everything you need to know about KB setup, enhancement and reporting.

### Uniforms

An important component of the AF culture is its use of uniforms as network. To foster a learning community free of distraction and to capture the disciplined academic environment that we promote, Achievement First enforces a consistent uniform policy across the Network. While uniform specifics (color, style, etc.), vary from academy to academy, network-wide, all AF schools adhere to the belief that uniforms unite as a community, reduce clothing competition and promote a safe, professional and team-oriented experience for our scholars. Uniform vendor information can be found on [Team Marketing’s Vendor Directory](http://www.achievementfirst.org/marcomm-resources/vendor-directory/) page.

## Academics

### Testing (BOY)

While organized testing (see the [Assessment Operations Overview Guide](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/AFNS%202014-15%20AF%20Assessment%20Operations%20Overview%20Guide.docx)) occurs throughout the year in the form of reading assessments, Interim Assessments (IAs), state exams and Regents, many scholars throughout the network are required to complete beginning of year (BOY) assessments that will serve as the baseline for individual and cohort achievement and inform scholar progress throughout the school year. Ensuring that testing materials are on-site and ready for every eligible scholar is a key component of readiness*.*

### Reporting

Which team is responsible for academic reporting varies from school to school. In many cases, Team Ops is responsible for generating bi-weekly progress reports and report cards. Depending on how often a school’s Leadership Team wants to send home information to parents, Ops Teams must be prepared with knowledge of how reporting works in Infinite Campus and how much lead-time is needed to generate, print and hand-out various reports. Occasionally, Team Ops will be asked to generate reports or memos (e.g. promotion-in-doubt notices) using raw data exported from Infinite Camps or Athena (IA Data). DSOs should speak with their Principal and Academic Deans about what types of reports they would like parents to receive, how often they should be sent home and who is responsible for generating the reports and communication surrounding the data.

## School-Wide Systems – Checklist

|  |  |  |
| --- | --- | --- |
| End-of-Year | Summer | Beginning-of-Year |
| * Sign uniform contract with vendor * Send home information with current scholars regarding any uniform changes * Send home information to incoming scholars regarding uniform requirements | * Determine Kickboard roles and responsibilities with School Leadership Team * Ensure all infractions/credits are entered into KickBoard (either via Ops or KB Coach) * Determine who is responsible for entering behavior data in IC as per the Behavior Manual * SLT confirms BOY testing needs and calendar * BOY testing materials ordered/organized by grade level | * Check that all rosters/groups are correct in KB * Order additional uniforms to keep on hand in case scholars show up unprepared * Purchase additional uniform pants (possibly undergarments as well) * Ops assists with BOY testing as needed (logistics, distribution, collection, submission) |

# Staff Logistics

## Personnel Management

At the end of a school year, all staff can be placed into one of three categories: New, Returning and Not-Returning. Staffing changes can happen throughout the year when mid-year hires or terminations occur. For the purpose of Readiness, information regarding the mid-year onboarding or offboarding processes will not be included in this guide but can found in the [Mid-Year Onboarding Process](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamHC/Documents%20for%20DSOs/Mid-Year%20Onboarding%20Process%20Overview.docx) document and on the [Mid-Year Termination Guidelines](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamHC/Pages%20for%20DSOs/Offboarding%20School%20Employees.aspx) page. Team Human Capital maintains comprehensive web pages and resources regarding onboarding and offboarding for all staff – please visit the links in each section for more information.

### New Staff (Onboarding)

Staffing for the following school year begins long before the end of the current one. Many DSOs will be cc’d on offer letters to new staff for the following school year as early as December. Offers are made on a rolling basis and DSOs should be prepared to reach out to new staff with welcome/onboarding emails prior to the start of the Readiness Period. Guidance on how new staff is on-boarded changes from year-to-year as our systems are updated with more technologically advanced methods for collecting documents and information.

For the most up-to-date welcome emails, on-boarding requirements and on-boarding processes, please reference visit the [Onboarding New School Staff](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamHC/Pages%20for%20DSOs/Onboarding%202015-16%20New%20School%20Staff.aspx) page.

#### Additional Resources for New Staff (Onboarding)

* [EchoSign: Step-By-Step Instructions for New School Staff Onboarding](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamHC/Pages%20for%20DSOs/EchoSign%20Step-By-Step%20Instructions%20for%20New%20School%20Staff%20Onboarding.aspx)
* [External Page: New School Staff Onboarding](https://manyminds.achievementfirst.org/NewSchoolStaff/SitePages/New%20School%20Staff%20Onboarding.aspx)

### Returning Staff (Renewals)

As previously mentioned, Staff Logistics do not solely refer to New Staff, but also take into account steps that must be taken to ensure that returning staff has all necessary documents on file to help facilitate a smooth salary increase at the start of the fiscal year – July 1st (if applicable) and receive the correct amount for the attendance bonus (if applicable). Deadlines for generating, distributing, collecting and filing staff renewal letters occur prior to the Readiness Period to provide a buffer period which allows DSOs and Team Finance to guarantee that there are no mistakes on the first payroll of the new fiscal year. Guidance on the staff renewal process is developed by Team Human Capital and can be found on the [Renewals for Teachers and Other School Staff](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamHC/Pages%20for%20DSOs/Renewals%20for%20Teachers%20and%20Other%20School%20Staff.aspx) page. Offer letter templates can be found on the [Renewal Offers and Non-Renewal Letters](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamHC/Pages%20for%20DSOs/Renewal%20Offers%20and%20Non-Renewal%20Letters.aspx) page.

### Terminated Staff (Offboarding)

Another important component of Staff Logistics is EOY off-boarding of non-returning staff which includes collecting relevant exit documents and AF-issued property. The [Achievement First Off-boarding Checklist](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamHC/Documents%20for%20DSOs/Offboarding%20Exit%20Checklist%20for%20Principals%20and%20DSOs%202013_Final.docx) provides all of the necessary steps for ensuring that a non-returning staff member is successfully off-boarded. As with returning staff, non-returning staff is also eligible for the attendance bonus which should be paid out in August.

## Certification

In order to accomplish our mission, Achievement First is committed to hiring the most talented teachers and school leaders possible irrespective of their current certification levels. We will inquire about a candidate’s certification status during the recruitment process, but we will never decide against extending an offer to a talented candidate solely on the basis of certification. To support our teachers and school leaders in completing necessary certification work, Achievement First will work to provide new hires and current with detailed information on and resources for certification through our newly implemented program, Journey to Certified (J2C). All DSOs should familiarize themselves with the [AF Journey to Certified Manual](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/Journey%20to%20Certified%20Manual%20for%20DSOs%206_30_13.docx) in order to be able to provide their teachers with the most useful information regarding each individual’s certification path.

## Attendance

The hallmark of an AF School is excellent staff attendance. At the end of each academic year, AF awards attendance bonuses to all School-based staff members (teachers, administrators, operations staff, and paraprofessionals) to recognize individuals who have been in attendance during regular school days and professional development days. Ops Teams must update the most recent version of the Staff Attendance Tracker to ensure that accurate attendance data can be captured as soon as staff arrives back on campus. Ops Teams should work with School Leadership Teams to determine the best procedure for staff to announce when they will be absent, either planned o r last minute. For the most comprehensive information regarding the AF Staff Attendance policies including the attendance bonus details, personal/sick days, sabbaticals, disability and other paid leave, reference the [AF Employee Handbook](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamHC/Wiki/Benefits%20and%20Employee%20Handbooks.aspx) and [Administering Leaves of Absence and Managing Staff Time](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamHC/Pages%20for%20DSOs/Administering%20Leaves%20of%20Absence%20and%20Managing%20Staff%20Time.aspx) page.

#### Additional Resources for Staff attendance

* [Sample Personal Day Request Form](https://manyminds.achievementfirst.org/sites/AmistadHigh/Useful%20Operations%20Documents/04%20Operations%20Forms/04%20Human%20Resources/Personal%20Day%20Request%20Form.docx)
* [Sample Timesheet for afterschool hours or additional compensated work #1](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/AFBMS%202012-13%20Time%20Sheet.docx)
* [Sample Timesheet for afterschool hours or additional compensated work #2](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/Sample%20Weekly%20Staff%20Timesheet.xls)
* [Information/forms for Administering Leaves of Absence (including maternity leave)](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamHC/Pages%20for%20DSOs/Administering%20Leaves%20of%20Absence%20and%20Managing%20Staff%20Time.aspx)

## Staff Logistics – Checklist

|  |  |  |  |
| --- | --- | --- | --- |
|  | **End-of-Year** | **Summer** | **Beginning-of-Year** |
| **New** | * Collect onboarding paperwork/send to Team Finance * Create personnel file (use checklist to confirm receipt of all required documents) * Fingerprinting * Certification plan in place | * Collect outstanding documents * Arrange for new staff entry to building (key cards, ID, etc.) * Enter staff member into IC * Follow-up on any outstanding certification issues based on J2C | * Distribute keys/phones * Create welcome basket with new supplies (pens, pencils, stapler, scissors, tape dispenser, other swag/gift, etc.) |
| **Returning** | * Signed renewal offers sent to Team Finance/filed | * Closely examine first payroll grid of new fiscal year to ensure accuracy of payment and benefits information (which may have changed due to open-enrollment in May and/or salary increase) | * Staff Attendance Tracker sent to Team Finance for attendance bonus calculations |
| **Not Returning** | * Letter of Resignation/Non-Renewal sent to Team Finance and filed * Terminate in HRIS * Exit interview * Exit Ticket * Archive personnel file * AF property returned * Personal belongings removed |  | * Staff Attendance Tracker sent to Team Finance for attendance bonus calculations |

# Facility

How prepared a facility is to welcome back staff and scholars on the first day of school is based on AF’s Facility Deep Dive document. The Facility Deep Dive provides the most comprehensive list of indicators for determining the strength of a school’s aesthetics, organization, functionality and preparedness. Facility readiness encompasses a myriad of items that must be inspected, assessed and completed during the Readiness Period (and throughout the year) ranging from something as seemingly small as neatly organizing supplies in the main office to something as critical (and legally required) as ensuring that the fire extinguishers are inspected annually and up-to-date.

## School Exterior

Flexibility on making changing to a school’s exterior depends on the type of facility in which a school is located. Those in private facilities have much more input regarding changes that can be made to the exterior of a school (planting flowers, installing signage, etc.). However, the single most important thing to have in place with regards to School Exterior is that the school entrance is easy to find and represents AF in a professional and inviting manner. Reference these pictures of school exteriors and entrances for inspiration.

## Main Office

While various constraints for each individual school necessitate different main office layouts and configurations, Operations Teams must ensure that the main office is able to serve two main purposes simultaneously:

1. Provide a welcoming environment and first physical point of interaction for families, scholars and visitors.
2. Function as a productive, well-designed and organized place in which Operations Team members are able to work.

Over the summer, the main office is the hub for student enrollment, student services setup, procurement, and more. Operations Teams should take time over the summer to restock key items and ensure that all office technology including printers, copiers, fax and postage machines are in solid, working order.

Some of the main tasks that should be completed over the summer include:

* Updating/copying/organizing regularly used forms
* [Fax Cover Sheet Template](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/SampleFax%20Cover%20Sheet.pptx)
* [School Employee Reimbursement Form Template](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/Sample%20Employee%20Reimbursement%20Form.pptx)
* [Accident Report](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/Accident%20Report.doc)
* [Parent Concern Form](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/Parent%20Concern%20Form.pdf)
* Hall/Nurse/Other Passes
* [Lottery/Waitlist Application (Page)](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamEx/Wiki/Enrollment%20and%20Withdrawals.aspx)
* Main office binders or logs are reassembled with fresh tracking sheets
* [Sample Tardy Arrival Log Tracking Sheet](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/Sample%20Tardy%20Arrival%20Tracking%20Sheet.doc)
* [Sample Early Dismissal Log Tracking Sheet](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/Early%20Dismissal%20Sign%20Out%20Sheet.doc)
* [Sample MetroCard Replacement Log (NY)](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/Sample%20Lost%20MetroCard%20Log%20Template.xlsx)
* Set up accounts for shipping
* [UPS](https://www.ups.com/one-to-one/register)
* [FedEx](https://www.fedex.com/fcl/web/jsp/contactInfo1.jsp)
* [USPS](https://reg.usps.com/entreg/RegistrationAction_input.action)
* Messenger Service
* Space planning to ensure all main office staff has ample room in which to work

The most efficient way to ensure that the main office is ready for the first day of school is by referencing Section II: Main Office of the most recent version of the [Facility Deep Dive](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/AFNS%202013-14%20Facility%20Deep%20Dive%20070113.docx). You can also review these pictures of main offices from around the network to garner ideas and spur creativity.

## Hallways & Stairwells

The hallways and stairwells of a school building should take into account both safety and aesthetics. Over the summer, Ops Teams must ensure that things such as loose floor tiles, protruding nails and other hazards are removed and prevented from reappearing. As far as aesthetics are concerned, at the end of the school year, any student work that was displayed in the hallways should be handed back and all outdated or worn out signage or materials on bulletin boards should be removed. Having a blank canvas from which to start maintenance will allow DSOs to assess what hallways need to be painted, hallway floors need to be waxed, what signs (AF signage, college flags/pennants/etc.) need to be replaced/ordered/installed and will also make annual butcher paper installation on bulletin boards significantly easier. See pictures of exemplary hallways and stairwells that embody AF’s vision of excellence and a [list of preferred vendors](http://www.achievementfirst.org/marcomm-resources/vendor-directory/) for signage, photographs, college paraphernalia, etc.

## Classrooms

Every classroom should be a place where scholars feel comfortable and should be set up in a way that models focus, organization, a love of reading and progress towards ambitious goals. Every feature of the classroom should contribute to the overall mission of providing a positive, motivating, safe and structured environment in which learning can effectively take place. While it is up to the teachers and School Leadership Team to decide on their exact vision for what a classroom should look like to welcome and instruct scholars, it is the responsibility of the Ops Team to prepare a functional and inviting space over the summer for teachers to execute on this vision.

### End-of-Year

At the end of each school year, classroom teachers should be responsible for completing a checkout process that includes but is not limited to taking down outdated materials, removing personal items, returning borrowed materials and conducting a general cleaning that will allow Operations Team members to quickly and efficiently turn over classrooms for the upcoming year. Complications can arise when teachers move between classrooms or School Leadership Teams decide on a new format for scholar transitions, for example. Planning for how teachers should arrange their personal items and/or curricula to be moved is an essential part of classroom setup so that materials and belongings do not get lost in the shuffle during the summer.

### Summer

Over the summer, general maintenance including floor waxing, wall patching and painting and window cleaning should be arranged for by Operations Teams in conjunction with their school’s on-site or contracted facility team. Additionally, Operations Teams should spend time inventorying and arranging for delivery/setup of both teacher and student furniture, ordering and assembling any organization systems as decided on by the School Leadership Team and distributing any necessary student and/or teacher curricula or supplies.

### Beginning-of-Year

Classrooms should be ready to go with furniture, pre-ordered curricular materials and any other materials that were decided on by the School Leadership Team prior to the end of the school year. Generally speaking, teachers should take responsibility for their own classroom setup during the beginning of the school year. Ops Teams should be prepared to place orders and promptly deliver supplies as needed before students arrive for the first day of school. Once decided on by the School Leadership Team, Operations Teams are responsible for printing and posting homeroom signage (usually teacher name or homeroom name) outside of each classroom to clearly demarcate a building’s layout and make it an easy place to navigate.

While many teachers receive and follow grade-specific guidance on how to set up their classrooms to maximize learning, there is no one-size-fits-all method to preparing classrooms for a new school year. Sample check-out checklists, setup checklists, a sample classroom deep dive document, a list of suggested classroom materials and more can be found on the Facility Readiness Page. Additionally, many AF schools offer teachers a classroom discretionary fund to purchase items such as college paraphernalia at the beginning of each school year. Operations Teams should have a plan for fulfilling these orders in a timely manner once teachers arrive back on campus. Check out these pictures of various elementary, middle and high school classroom setups to pass along to your School Leadership Team and teachers.

## Administrative Offices

Administrative office setup follows the same principles as classroom setup. Principals, Deans and other school leaders who occupy administrative space should be prepared to follow a basic checkout process whereby they leave their office spaces free of clutter and personal belongings at the end of the year. Provided that office spaces are being allocated the same as the current year, typically only general maintenance will apply. General maintenance should be performed as usual during the summer. Operations Teams should request that any special orders for furniture or supplies be submitted well in advance of the summer to provide ample lead, assembly and/or installation time.

If a new staff member will be taking over an administrative space, it is up to the prior occupant and Operations Team to clear the space and make it as immaculate as possible for the incoming school leader/administrator. Pictures of exemplary administrative spaces can be found on the Facility Readiness Page.

## Teacher Workroom

The Teacher Work Room is a space for school staff to work quietly, make copies, obtain resources, eat lunch, mingle with coworkers, or simply take a break. Given that this area is used for so many different reasons, it is imperative that the Operations Team takes time each summer to set it up in such a way that it facilitates productivity while at the same time, clearly promotes norms and encourages staff members to take accountability for their actions.

At any point in the year, staff members expect the workroom to be stocked with working printers, copiers, scanners and laminators. Other expectations include ample consumables (ink, toner, poster paper, laminator rolls, etc.) school supplies (pens, pencils, paper, tissues, etc.), kitchenette supplies (utensils, plates, bowls, cups, etc.) and coffee, coffee, coffee (and tea)! The summer is a great opportunity for Operations Teams to order, receive and neatly organize all of the supplies mentioned. It is also important for Team Ops to generate a plan for how items will be restocked in the Teacher Workroom on a regular basis. Some teams take inventory on a weekly basis, while others rely on teachers to fill out order forms that may be posted by the supply cabinet for example. Maintaining ample inventory is critical for ensuring that teachers have what they need to do their jobs on a daily basis. Reference the List of Suggested Teacher Workroom Materials to assist with stocking cabinets and shelves with relevant items.

In addition to neatly stocking the supplies over the summer while no one is in the building to use them, it is also a good time to post norms in the form of shared space agreements. Many teams across the network have a plan for maintaining shared spaces such as the Teacher Workroom, that include getting all staff members involved at some point during the year. The amount of involvement varies from school to school. It is always good to find out what the School Leadership Team’s vision of accountability is to help design a protocol for keeping shared spaces neat and clean that can be communicated to staff upon their return.

For the most comprehensive list of indicators of readiness, reference Section VI: Teacher Break/Work Room of the most recent version of the Facility Deep Dive.

## Classroom Storage/Supply Closets

The components of classroom storage/supply closets as outlined in the Facility Deep Dive will vary from school to school depending on the type of storage that is available. Consequently, it is up to the School Leadership Team and Ops Team to determine what supplies will be readily available to teachers versus what will need to be special ordered and the process by which that is done. Information on where to find particular items and the process for ordering should be communicated to staff by the Ops Team at the beginning of each school year. See pictures of well-organized storage spaces and supply closets and view a sample teacher order form and order tracking spreadsheet.

## Gymnasium, Cafeteria/Kitchen and Adult/Scholar Restrooms

As with most physical space, the state of the gymnasium, cafeteria/kitchen and adult/scholar restrooms may not solely lie in the hands of the AF school that resides in a particular building. Schools with private facilities have much more discretion about how these spaces can be setup, decorated and maintained. As early into Readiness as possible, Ops Teams should plan on consulting with the building team, School Leadership Team (and physical education teachers) to determine the best and fairest way for these spaces to be arranged and scheduled for use throughout the school year. See pictures of exemplary gym, cafeteria and restroom setups.

## Medical Safety

See [School Safety](#_School_Safety*) under the Student Services section.

## Elevator, Fire and Life Safety Systems

See [School Safety](#_School_Safety*) under the Student Services section.

## Security Services and Emergency Planning

See [School Safety](#_School_Safety*) under the Student Services section.

## Mechanical, Electric and Plumbing Systems

Site management teams are typically responsible for ensuring that any mechanical, electric and plumbing systems are in good working order. However, occasionally, Ops Teams must take it upon themselves to assess whether particular needs have historically been met or will be met based on current setup. For example, as schools grow, copying needs grow. This may necessitate the lease of more powerful equipment that requires upgraded electric. Or a school may be taking on additional space that does not currently have air conditioning installed. To ensure that breakers do not trip on a daily basis, upgrades to the electric may also need to be done. For schools in private facilities, Team Facilities can provide information about third party contractors to help DSOs select a company to perform the needed maintenance. In shared spaces, the building may have preferred contractors and an approval process that needs to be completed. Regardless, it is very important to assess whether upgrades are necessary as early as possible to avoid any mishaps at the end of the Readiness Period.

## Custodial Services

Depending on the type of facility, custodial services are either provided by the Department of Education or contracted privately. Team Facilities can provide AF schools with options for contracting custodial services if necessary. Custodial service providers are an essential part of Summer Readiness to ensure that floors are waxed, walls are painted, and furniture is assembled and in place and the building is generally spotless.

## Capital Projects

A capital project helps maintain or improve an AF asset, often called infrastructure. Capital projects require funding of $100,000 or more and include construction, expansion, and renovation, replacement of facilities, major maintenance, building rehabilitation or purchase of major equipment. Capital project proposals must be submitted in March for the following school year. AF projects that meet one of these criteria, but cost less than $100,000 are handled within the school’s site improvement budgets. For information on securing capital funding, reference the Capital Planning and Budgeting Process document from Team Facilities.

## Facility – Checklist

|  |  |  |
| --- | --- | --- |
| **End-of-Year** | **Summer** | **Beginning-of-Year** |
| * Classroom Cleanup/Check-out checklist for teachers * Room/office changes determined * Construction planning/approval | * Construction/maintenance projects completed * Hallways cleared/base decorations (e.g. butcher paper, borders, etc.) * Signage installed * Teacher/Homeroom signs installed * Emergency signage updated/ replaced/installed * Distribute garbage/recycling bins to classrooms * Straighten classrooms * Distribute office/classroom furniture * Refresh main office documents (regularly used forms, passes, student logs, etc.) | * Classroom setup * Bulletin boards * Communicate classroom discretionary fund information and plan for purchasing |

# Procurement

The procurement process for a new school year begins during budgeting season in March. Budget lines are allocated based on anticipated needs. DSOs are responsible for consulting with the School Leadership Team, content leads and grade level chairs and Network Support Teams (including IT, Teaching and Learning, Facilities, Finance and Operations) in order to determine what items need to be ordered in advance of staff returning to school and what items can wait to be ordered until staff can further assess their needs when they return after summer break.

## Consumables

The summer is the perfect time to inventory and restock consumables of all types. From butcher paper and borders for teachers to decorate their bulletin boards, to ink for every printer model, toner and staples for copiers and laminator and poster rolls.

Samples of preferred vendors are listed below:

* [Staples.com](http://www.staples.com/)
* [WBMason.com](http://www.wbmason.com/)
* [Amazon.com](http://www.achievementfirst.org/marcomm-resources/vendor-directory/)
* [Schoolbox.com](http://www.schoolbox.com/)
* [Quickship.com](http://www.quickship.com/)
* [Presentation Systems](http://www.presentationsys.com/)
* [Really Good Stuff](http://www.reallygoodstuff.com/)

## Curricula

The curriculum at AF is handed down to schools from the network level via Team Teaching and Learning. Required text and supply lists will be generated and posted on the hubs on the Team Teaching and Learning Homepage in advance of summer so Ops Teams can take inventory and order accordingly.

* Curriculum Requirements
* Elementary
* Middle
* High School
* Best Practices
* Quick Reference: How to identify reading levels
* [Sample instructions for barcoding books (Follett)](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/Barcoding%20Books%20for%20the%20AFBRMS%20Library.docx)

## Fixtures/Furniture

Depending on the changes taking place at your school– adding a grade, bringing in additional staff, switching layouts, etc. – fixture/furniture needs will vary from site-to-site. For an established, fully-grown school, there is a chance that no fixture/furniture ordering will need to be done. On the other hand, a school that is adding a grade, for example, will need at least a grade’s worth of student desks and chairs, several teacher desks, chairs, storage units/filing cabinets, whiteboards or interactive whiteboards, etc. DSOs should work with Principals to determine the quantity of fixtures and furniture necessary to meet student/staff numbers, desired style, etc. in advance of the summer to allow ample lead time for items to arrive, get assembled and finally be delivered and installed in pre-determined locations.

## Signage

See [Hallways & Stairwells](#_Hallways_&_Stairwells) in the Facility section.

## Instructional/Scholar Supplies

Student supply ordering is at the discretion of each academy. Historically, Achievement First has purchased all supplies for scholars as opposed to sending home a supply list over the summer or asking for a monetary contribution. However, recent cost-side increases have caused some schools to revamp their student supply policies and procedures. How students obtain and account for their supplies is up to the discretion of school leaders. DSOs should consult with their School Leadership Team and Grade Level Chairs on how student supplies will be obtained, distributed and replaced if lost.

#### Additional Resources for Instructional/Scholar Supplies

* Sample supply order lists for DSOs
* Sample school supply lists for parents
* Sample sub-budget templates for curricular teams and culture teams
* Sample supply distribution plans for Ops Teams
* List of preferred student supply vendors

## Staff Supplies

See [Teacher Workroom](#_Teacher_Workroom_1) and [Classroom Storage/Supply Closets](#_Hallways) in the Facility section.

* Best Practices
* Order Tracking Spreadsheet

## Procurement – Checklist

|  |  |  |
| --- | --- | --- |
| **End-of-Year** | **Summer** | **Beginning-of-Year** |
| * Bulletin board paper/Borders * New/replacement signage | * Restock main office/teacher workroom supplies * Restock tech consumables (toner/staple cartridges, laminator rolls/poster paper) * Confirmed curriculum * Confirmed instructional/scholar supplies * Fixtures/Furniture | * Staff supplies as requested * Instructional/scholar supplies as determined by SLT and teachers |

# Technology

At AF, both software and hardware is used daily for teaching, administration, testing, communication and much more. The technology needs of a school must be assessed during budget season in order to plan in advance for what is typically a high cost acquisition. Everything from new equipment and consumables to software licenses can be extremely expensive. In order to effectively prepare for the school year to come, Ops Teams must ensure that all critical components are in place to avoid any potential lapses or down-time that can be costly to staff time and student learning. Another critical piece aside from acquiring and maintaining the actual technology components is ensuring that clear policies are in place for how items should be used and what to do if a staff member notices that something is out of commission. Clearly posted procedures are a staple of AF offices and workrooms.

## Main Office & Administrative Technology

A well-functioning main office is the heart of a school. In order to ensure that the Ops Team can consistently and effectively support teachers and other staff, it is important that the following items are serviced during the summer and in good working order when staff arrives back to school in August:

* Desk/Office Phones
* Copier
* Printer Black & White
* Printer Color
* Fax Machine
* Document Scanner
* Electric Stapler(s)
* IA Scanner
* High Capacity Paper Cutter
* Postage Meter
* Team Ops Laptops
* Parent Notification System (e.g. Robo-call, mass-text)
* Public Address System

Once budgeting season is over and decisions have been made about things that must be ordered, the summer will be a crucial time for making decisions about which products to purchase and reaching out to the appropriate vendors. Summer can be very busy when it comes to purchasing, so ordering well in advance is often a benefit to Ops Teams. With many products (namely printers, projectors and doc cams), it is a good idea to consult with Team IT to determine what the best products are to suit your school’s needs.

## Teacher Workroom & Staff Technology

Much like the main office, the Teacher Workroom must be fully functioning at the start of each school year (and preferably throughout the year) to help teachers be successful on a daily basis. Printers and copiers are tricky because of the volume of work they are doing each and every day. AF as a network does an exorbitant amount of printing and copying by nature and Ops Teams must be knowledgeable about clearing jams, changing toner and staples and a myriad of other issues that can arise from the misuse and overuse of school equipment. Again, clear procedures and shared space agreements can come in handy here to help inform staff about what to do in case of a malfunction. In addition to copiers and printers, the following items should be stocked and/or maintained over the summer:

* Laminator (Large)
* Laminator (Small)
* Poster Printer
* Paper Cutter
* Letter Press
* Copier
* Printer Black & White
* Printer Color
* Spare Staff Laptops

## Instructional Technology

As student laptops and computers are being used more at the forefront of teaching and testing, it is becoming more important than ever for Ops Teams to have a strong grasp on their school’s student laptop inventory and a sense of how they are being maintained and accounted for. At the end of the school year, staff should be instructed to gather all student computers in classrooms or other communal spaces, so that the Ops Teams can take inventory, redistribute, organize and backfill where necessary. Your School Leadership Team’s vision for student laptop use in the classroom will determine whether new laptop carts need to be set up for the year to come. It is also important to have strict but simple policies in place for teachers so they can help protect the school’s property and avoid loss at all costs.

* Desk/Office Phones
* Document Camera (plus spares)
* Projector (plus spares)
* Scholar Laptops
* Scholar Laptop Cart
* Flip Cameras
* Computer Speakers

#### Additional Resources for Technology

* Sample Shared Space Agreement
* Sample posted FYI for Adding Printer
* Sample posted FYI for unjamming copier

## Technology – Checklist

|  |  |  |
| --- | --- | --- |
| **End-of-Year** | **Summer** | **Beginning-of-Year** |
| * Student laptop inventory | * Service copiers/printers * Laminators * Fax machine * Postage meter * Phones * School address system * Parent notification system * Student laptops * IA Scanner * Post signs for adding technology * Post signs for unjamming machines, changing toner, etc. | * Confirm phone/voicemail assignments are assigned with IT |

# School-Wide Documents & Structures

## Network Documents

The academic and culture teams play a huge role in developing critical content that goes out to families and staff during the summer which essentially outlines what to expect for the year to come. Most of the items that go to families and staff are generated at the network level in the form of templates. School Leadership Teams are then responsible for minor editing (any additional editing must be approved by Team Super) to make the documents school-specific. The following items have been created by the network, are updated annually and require editing at the school-level to make them relevant each year for each academy.

### Family Handbook

The Family Handbook exhibits AF’s core policies and common school practices for families of current scholars. The network template ensures that all AF schools are employing consistent practices and communicating corresponding messages. The handbook’s audience is primarily external-facing and is different than internal guidance to staff. For example, the discipline policies are written broadly and have descriptions of hearings and processes; the Network provides additional internal guidance (e.g. sample letters, agendas, etc.) for these, but this level of detail is not included in the family handbook.

The annual updates at the network level also ensure that all schools are legally compliant. Principals receive guidance on editing the document after it is released electronically each year. Once edited by a school’s Leadership Team, the document must be approved by Team Super. Upon final approval, Ops Teams are then responsible for ensuring that the handbook is distributed to families. Timing and method for getting this information out varies by school – some schools send the handbook home at the beginning of each year, while others wait until an all-school event to hand it out to parents in person. The final version of the Family Handbook Template for the new school year (for each region) is posted on Many Minds annually.

|  |  |  |
| --- | --- | --- |
| New York | Connecticut | Rhode Island |
| * [English](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/Original%20-%20AF%20school%20name%20here%20Family%20Handbook%202013-14%20NY.docx) * [Spanish](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/Original%20-%20AF%20Family%20Handbook-Spanish%20Translation-NEW%20YORK.doc) | * [English](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/Original%20-%20AF%20school%20name%20here%20Family%20Handbook%202013-14%20CT.docx) * [Spanish](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/Original%20-%20AF%20Family%20Handbook-Spanish%20Translation-CONNECTICUT.doc) | * [English](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/Original%20-%20AF%20school%20name%20here%20Family%20Handbook%202013-14%20RI.docx) * [Spanish](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamOps/Shared%20Documents/Original%20-%20AF%20Family%20Handbook-Spanish%20Translation-RHODE%20ISLAND.doc) |

### AF Employee Handbook

All staff members agree to follow the AF Employee Handbook upon submitting their signed offer letter. Because updates are made to this handbook annually, it is important that not only new staff members, but also current staff members are given information about where to locate the most recent version. Sharing the updated handbook annually instills confidence in staff members about the fairness of AF policies and helps to avoid difficult conversations later in the year. Each year, the most recent version of the Employee Handbook is posted on Many Minds along with a summary of changes on the [Employee and Benefits Handbook Page](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamHC/Wiki/Employee%20Benefits.aspx).

### School Calendar

Setting the upcoming year’s regional school calendar is a foundational step in Readiness Planning at the regional and school level. Calendars are typically finalized in May which allows for school academic and Ops teams to begin planning as early as possible for the upcoming school year. The Chief Academic Office (CAO) Teams coordinate the input and decision making process for the master regional school calendars. Schools then customize their region’s calendar with school-site PD days, Report Card Nights (optional) and school-trips (optional).

The deadline for School Leadership Teams to turn around a customized document for approval by Team Super falls well before the start of the Readiness Period. However, once finalized, it is up to the Ops Team to plan accordingly, determine how and when certain events will be advertised and the best method for distributing the updated calendar. It is critical that all parents receive a copy of the calendar to ensure high attendance percentages and solid preparation in advance of interim assessment periods, state testing dates, etc. Additionally, Team Ops is responsible for completing the critical task of setting up the school calendar in Infinite Campus. The information that is entered in the calendar configuration fields affects other important parts of IC. Instructions for entering the school calendar in IC can be found in the [Infinite Campus Ops Guide – Configuring your School’s Calendar](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamST/Shared%20Documents/Infinite%20Campus%20Ops%20Guide%20-%20Calendar%20Configuration.docx).

Most schools also incorporate their school calendar into an e-calendar on Outlook which can be accessed by all staff members. Setting up reminders for important events can relieve the pressure on staff to have to remember each and every detail about the school year. Team IT can help set up a school’s Outlook calendar if it doesn’t already exist. The Ops team should be given permission to enter initial calendar information for the upcoming year and update as needed.

## School-specific Documents

School Leadership Teams must also create important plans and documents on their own that are entirely school-specific, but often driven by network guidance.

### Daily School Schedule

AF schools create clear schedules that align to priorities and drive student achievement. The schedule should also drive the staffing plan. Therefore, it is common for the school schedule to be near completion in advance of the Readiness Period. School schedules are created to maximize instructional minutes, reduce transition times, build in intervention time for struggling scholars and scholars with IEPs, etc. It is up to the discretion of the School Leadership Team to design the schedule using network guidance as the foundation. The school schedule should be closely aligned with the network recommendations for how much instructional time each subject receives.

Over the summer, Team Ops will use the school schedule to complete the vital task of configuring Days, Period Schedules and Sections in Infinite Campus. Instructions for entering Days and Period Schedules can be found in the [Infinite Campus Ops Guide – Configuring your School’s Calendar](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamST/Shared%20Documents/Infinite%20Campus%20Ops%20Guide%20-%20Calendar%20Configuration.docx) and instructions for configuring sections can be found in the [Infinite Campus Ops Guide – How to add sections and configure sections](https://manyminds.achievementfirst.org/sites/NetworkSupport/TeamST/Shared%20Documents/Infinite%20Campus%20Ops%20Guide%20-%20Editing%20Grades.docx).

### Staffing Assignments/Classroom and Office Locations

The plan for staffing begins months before the start of the Readiness Period. Principals should have an idea early on in the previous school year about which teachers will most likely be returning, where they will be slotted and how many new teachers need to be recruited. Typically, multiple network teams are engaged on this topic to ensure that a school is fully staffed prior to staff training which starts immediately after summer break. Teaching assignments are important to have in place for scheduling and roster creation. Teaching assignments will also drive the building layout (i.e. which teachers will be located in which classrooms, or where their desks will be located) which can have a major impact on Ops Team planning for the summer. Depending on whether certain classrooms or offices need to be relocated, custodial/site management teams may need to be engaged so they can plan accordingly.

### School Staff Handbook

School Leadership Teams have the option to create and distribute a School Staff Handbook. Oftentimes, this will include excerpts from the Network-wide Personnel Handbook (mainly information about the attendance policy/bonus and staff leave. However, each school has the discretion to implement policies and procedures that are school-specific. These can range from a school’s annual goals to its staff tardiness policy, dress code and common routines and expectations.

#### Additional Resources for School Staff Handbook

* Sample Staff Handbook (ES)
* Sample Staff Handbook (MS)

## School-Wide Documents & Structures – Checklist

|  |  |  |
| --- | --- | --- |
| **End-of-Year** | **Summer** | **Beginning-of-Year** |
| * SLT begins editing Family Handbook Template * SLT begins editing School Staff Handbook * School calendar finalized * Teaching assignments finalized * Classroom locations finalized | * School schedule finalized and entered into IC * Family Handbook finalized/printed * School Staff Handbook finalized | * Staff training logistics * Staff handbook distributed to staff * Add events to school-wide Outlook calendar * Family Handbook, school calendar distributed to families |

# Operations Team Readiness Quick Hits

While many big picture documents and plans are created by the School Leadership Team, the responsibility for the execution of these deliverables and the completion of the individual tasks typically lies with Team Ops. How information is communicated, the way in which documents are formatted, the level of thought, creativity and detail is generally at Ops’ discretion. Below is a list of recommended items and tasks that Ops Teams should consider completing after scholars and staff-leave for the summer.

#### Additional Resources for Operations Team Readiness Quick Hits

* Sample “Go-to List” for Staff
* Ops Quick Reference Guide
* Sample Ops Presentation to Staff

## Operations Team Readiness Quick Hits - Checklist

|  |  |
| --- | --- |
| **Summer** | **Beginning-of-Year** |
| * Create “Go-to list” for Staff/Ops Quick Reference Guide * Create Building/staff contact list for distribution to staff and families * Create Ops presentation for staff * Review/update current system for inbound communication (parent calls, staff mail/packages, visitors, etc.) – finalize with SLT * Review/update current system for outbound communication to staff, scholars and families (robo-calls, newsletter, weekly blasts, etc.) – finalize with SLT * Finalize dates with SLT for field trips and other scholar or family events | * Hold session during staff training to give Ops presentation * Finalize check-in/coaching schedule with Ops Team |

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# Appendix A: List of Commonly Used Acronyms

**ATS**: Automate the Schools

**ADA**: Americans with Disabilities Act

**AED**: Automated External Defibrillator

**AYP**: Adequate Yearly Progress

**BAO**: Borough Assessment Office

**BEDS**: Basic Education Data System

**BOCES**: Board of Cooperative Education Services

**BOY**: Beginning of Year

**BRT**: Building Response Team

**CAP**: Child Assistance Program

**CCLS**: Common Core Learning Standards

**CMT**: Connecticut Mastery Test

**CSD**: Community School District

**CSE**: Committees on Special Education

**DIIT**: Department of Instruction & Information Technology

**DOB**: Department of Buildings

**DOHMH**: Department of Health and Mental Hygiene

**DOS**: Dean of Students

**DRP**: Degrees of Reading Power

**DSO**: Director of School Operations

**DYCD**: NYC Department of Youth and Community Development

**ELA**: English Language Arts

**ELL**: English Language Learner

**EOY**: End of Year

**ESL**: English as a Second Language

**F&P**: Fountas & Pinnell (Leveled Literacy)

**FERPA**: Family Educational Rights and Privacy Act

**FOIL**: Freedom of Information Law

**FTE**: Full-time Equivalent

**IC**: Infinite Campus

**IDEA**: Individuals with Disabilities Education Act

**IEP**: Individualized Educational Program

**LAB-R**: Language Assessment Battery Revised

**LEA**: Local Education Agency

**LEAP**: Local Education Agency Program

**LEP**: Limited English Proficient

**MOY**: Middle of Year

**NAEP**: National Assessment of Educational Progress

**NCLB**: No Child Left Behind

**NYCDOE**: New York City Department of Education

**NYSAA**: New York State Alternative Assessment

**NYSED**: New York State Education Department

**NYSESLAT**: New York State English as Second Language Achievement Test

**NYSITELL**: New York State Identification for English Language Learners

**NYSLIB**: New York State Library Loan Program

**NYSSL**: New York State Software Loan Program

**NYSTL**: New York State Textbook Law

**NYSTP**: New York State Testing Program

**OFNS**: New York City Office of School Food and Nutrition Services

**OPT**: Office of Pupil Transportation

**OSF**: Office of School Food

**OSPRA**: Office of School Personnel Review and Accountability

**PARCC**: Partnership for Assessment of Readiness for College and Careers

**PBA**: Process Based Assessment

**PD Data System**: Pupils with Disabilities

**PPI**: Per Pupil Invoice

**RGSE**: Relay Graduate School of Education

**RSA**: Related Service Authorization

**RTT**: Race to the Top

**SAMs**: Student Achievement Measures

**SAVE**: Safe Schools Against Violence in Education Act

**SBAC**: Smarter Balanced Assessment Consortium

**SEMS**: Student Enrollment Management System

**SESIS**: Special Education Student Information System

**SHSAT**: Specialized High School Admissions Test

**SLT**: School Leadership Team

**SSF**: State Stimulus Funds

**STEP**: Strategic Teaching & Evaluation of Progress Literacy Assessment

**VADIR**: Violent or Disruptive Incident Reporting

**VESID**: SEDs Office of Vocational and Educational Services for Individuals with Disabilities