

Key AfterZone Site Leaders

The three persons listed below operate as a key of leaders who spearhead the day-to-day communication and operations of each AfterZone anchor school site:

- **Site Coordinator (SC):** AfterZone site management agency employee, funded in most cases by the 21st Century CLC grant; primary supervisor of all on-site activities, staff, and volunteers.
- **AfterZone Manager (AZ):** Providence After School Alliance (PASA) employee, funded through AfterZone funding and 21st Century CLC; primarily responsible for leading all AfterZone planning, facilitating the AfterZone coordinating council, coordinating with off-site partners, interfacing with higher education partners, and spearheading assessment and quality improvement activities.
- **After-School Liaison (AL):** School-funded staff person; key school contact involved in the planning, day-to-day logistics, and reporting to principal, teachers, and other staff.

These leaders take on key roles for their respective agencies in the following tasks:

- Determining the best use of facilities and space for after-school programming in the schools and at off-site locations.
- Establishing and implementing safety and security practices, responses, and processes.
- Hiring, training, and overseeing AfterZone staff and volunteers as well as program providers receiving grants to provide programs at school and off-site locations.
- Establishing and implementing clear communication systems and structures with staff, providers, school personnel, youth, and families.
- Work with program providers, school teachers, AfterZone staff, and volunteers around the design, development, and implementation.
- Collection, monitoring, and entry of youth participation data and student surveys and other information used in broader assessment and evaluation of AfterZone programs and overall effectiveness as a citywide system.

AfterZone and Site Roles and Responsibilities (12/20/2008)

The following is intended as a guide for the three key leaders involved in the day-to-day operations of each AfterZone anchor school site in their work with one another and to align these efforts with the citywide AfterZone system. These three key leaders include:

- **Site Coordinator (SC):** AfterZone site management agency employee, funded in most cases by the 21st Century CLC grant; primary supervisor of all on-site activities, staff, and volunteers.
- **AfterZone Manager (AZ):** Providence After School Alliance (PASA) employee, funded through AfterZone funding and 21st Century CLC; primarily responsible for leading all AfterZone planning, facilitating the AfterZone coordinating council, coordinating with off-site partners, interfacing with higher education partners, and spearheading assessment and quality improvement activities.
- **After-School Liaison (AL):** School-funded staff person; key school contact involved in the planning, day-to-day logistics, and reporting to principal, teachers, and other staff.

FACILITIES AND SPACE

SITE MANAGEMENT AGENCY	PASA	MIDDLE SCHOOL
Site Coordinator (SC)	After Zone Manager (AZ)	After-School Liaison (AL)
<ul style="list-style-type: none"> • Prior to AfterZone session jointly determine what space is available, confirming conditions around use of space; • Finalizes room and space assignment appropriate for providers. 	<ul style="list-style-type: none"> • Prior to AfterZone session jointly determine what space is available, confirming conditions around use of space; • Coordinates use of outdoor and off-site space for providers, as needed. 	<ul style="list-style-type: none"> • Prior to AfterZone session jointly determine what space is available, confirming conditions around use of space
<ul style="list-style-type: none"> • Coordinate with AL and providers regarding substitute space, as necessary. 		<ul style="list-style-type: none"> • Assure that providers have appropriate substitute space, should special school usage issues arise.
<ul style="list-style-type: none"> • Assure that providers use forms with cleaning service to confirm space cleanliness, etc.; • Addresses issues with providers and custodial service, as necessary 	<ul style="list-style-type: none"> • Develops process and forms for providers and cleaning service to confirm space cleanliness, etc. 	<ul style="list-style-type: none"> • Addresses issues with custodial service, as necessary, in coordination with the principal, et al.
<ul style="list-style-type: none"> • Maintain keys and security codes, sharing with staff as necessary; • Works with custodial service and AfterZone staff to assure that all AfterZone areas are secured at the end of the day. 	<ul style="list-style-type: none"> • Access to keys and security codes, as necessary 	<ul style="list-style-type: none"> • Assures that all classrooms and program spaces are open and orderly before programs begin; • Provide access to snacks and storage, as needed.
<ul style="list-style-type: none"> • Assure that parents, youth, and providers have limited access to building and program space, as necessary 		<ul style="list-style-type: none"> •

SAFETY AND SECURITY

SITE MANAGEMENT AGENCY	PASA	MIDDLE SCHOOL
Site Coordinator (SC)	AfterZone Manager (AZ)	After-School Liaison (AL)
<ul style="list-style-type: none"> Jointly review emergency procedures and requirements 	<ul style="list-style-type: none"> Jointly review emergency procedures and requirements 	<ul style="list-style-type: none"> Jointly review emergency procedures and requirements
<ul style="list-style-type: none"> Develop specific emergency procedures, as necessary; submit to school and PASA for review and approval 	<ul style="list-style-type: none"> Review emergency procedures with PASA staff; assist SC in updating plan and resources, as necessary 	<ul style="list-style-type: none"> Review emergency procedures with principal; assist SC in updating plan and resources, as necessary
<ul style="list-style-type: none"> Primary response to emergency safety and security incidents and issues; will communicate incidents with AL and AZ 	<ul style="list-style-type: none"> When responding as necessary, will communicate incidents and issues to SC and AL; Primary response to incidents at off-site programs; will communicate with AL and SC. 	<ul style="list-style-type: none"> When responding as necessary, will communicate incidents and issues to SC and AZ
<ul style="list-style-type: none"> Primary communications with families around safety and security issues; will inform AL and AZ, as necessary. 	<ul style="list-style-type: none"> Will support communications with families, as necessary 	<ul style="list-style-type: none"> Will support communications with families, as necessary
<ul style="list-style-type: none"> Provides input on orientation agenda for staff and program providers; Leads appropriate sections of the orientation, including review of campus safety policies and procedures and DCYF compliance. 	<ul style="list-style-type: none"> Organizes orientation sessions for staff and program providers; Leads appropriate sections of the orientation along with other PASA staff. 	<ul style="list-style-type: none"> Attends the orientation for staff and program providers; Leads appropriate sections for the orientation, along with other school staff in attendance.
<ul style="list-style-type: none"> Supervises staff and providers around “3-Step” policy and implementation Oversees hard-copy log for 3-Step policy for both on and off-site programs Assures that “steps” are recorded in on-line database 	<ul style="list-style-type: none"> Sets up protocol for “3-Step” policy and recording in log, consistent with citywide AfterZone policies Leads training on “3-Step” with program providers during orientation Supports 3-Step policy when with students Assure off-site partners use policy and record “steps” in on-line database and communicate with SC 	<ul style="list-style-type: none"> Supports 3-Step policy when with students
<ul style="list-style-type: none"> Assures 1:13 adult/student ratio is followed at all times during programs 	<ul style="list-style-type: none"> Helps to maintain 1:13 adult/student ratio when on site; Assures off-site programs are maintaining appropriate ratio. 	<ul style="list-style-type: none"> Helps to maintain 1:13 adult/student ratio when on site

SAFETY AND SECURITY *(continued)*

SITE MANAGEMENT AGENCY	PASA	MIDDLE SCHOOL
Site Coordinator (SC)	AfterZone Manager (AZ)	After-School Liaison (AL)
<ul style="list-style-type: none"> • Daily meeting with AL before programs begin; • Daily check-in or meeting with AZ; • Weekly meeting with AZ and AL. 	<ul style="list-style-type: none"> • Daily check-in or meeting with SC and AZ • Weekly meeting with SC and AL. 	<ul style="list-style-type: none"> • Daily meeting with SC before programs begin; • Weekly meeting with SC and AZ.
<ul style="list-style-type: none"> • Visit to all on-site programs at least twice a month; • Visit all off-site programs at least once an AfterZone session 	<ul style="list-style-type: none"> • Visit to all on-site programs at least twice a month; • Visit all off-site programs at least once a week; • Check-in with all off-site program hosts daily. 	
<ul style="list-style-type: none"> • Oversees DCYF compliance for all on-site and off-site programs. 	<ul style="list-style-type: none"> • Assures DCYF compliance at off-site programs. 	<ul style="list-style-type: none"> • Assist in DCYF compliance on school grounds; • Interface with appropriate staff around necessary repairs and maintenance to remain compliant.

FUNDING AND FISCAL MANAGEMENT

SITE MANAGEMENT AGENCY	PASA	MIDDLE SCHOOL
Site Coordinator (SC)	AfterZone Manager (AZ)	After-School Liaison (AL)
<ul style="list-style-type: none"> • Oversees all 21st Century CLC investments with site management agency • Works with site management agency on all 21st Century reporting • Works with site management agency on all DCYF registration and DHS funding paperwork 	<ul style="list-style-type: none"> • Leads AfterZone Coordinating Council and PASA staff in preparing and overseeing AfterZone budget • 	<ul style="list-style-type: none"> • Works with principal to coordinate school investments in after-school programs, logistics and supports
<ul style="list-style-type: none"> • Oversees systems to maintain smooth transportation operations to minimize costs 	<ul style="list-style-type: none"> • Works with PASA and AfterZone coordinating council to assure funding for AfterZone program shuttle transportation 	<ul style="list-style-type: none"> • Works with principal to assure school funding for late bus transportation, after-school liaison position, and programs.
<ul style="list-style-type: none"> • Oversees systems to maintain responsible distribution of snacks to minimize costs 	<ul style="list-style-type: none"> • Works with PASA to assure free or low-cost options for providing snacks to AfterZone youth 	

STAFFING AND MANAGEMENT STRUCTURE

SITE MANAGEMENT AGENCY	PASA	MIDDLE SCHOOL
Site Coordinator (SC)	AfterZone Manager (AZ)	After-School Liaison (AL)
<ul style="list-style-type: none"> • SC hired or assigned with direct involvement of AfterZone coordinating council, school, and PASA 	<ul style="list-style-type: none"> • SC hired or assigned with direct involvement of AfterZone coordinating council, school, and site management agency 	<ul style="list-style-type: none"> • AL hired or assigned with AZ and SC involved to answer questions, provide guidance, etc.
<ul style="list-style-type: none"> • SC and other key staff of site management agency sit on the AfterZone coordinating council 	<ul style="list-style-type: none"> • Facilitates all AfterZone coordinating council meetings and activities 	<ul style="list-style-type: none"> • AL and school administrator(s) sit on the AfterZone coordinating council
<ul style="list-style-type: none"> • Hires staff with site management agency staff with involvement of AZ; AL involved in process, when possible • Supervises all on-site AfterZone site staff and volunteers, including AmeriCorps members and higher education volunteers; is ultimately responsible for any AfterZone staff at off-site locations, with support from the AfterZone manager and site partners • Clarifies roles for AL and SC in guiding on-site staff and volunteers 	<ul style="list-style-type: none"> • Assists in hiring AfterZone staff (along with AfterZone coordinating council, when appropriate) • Oversees any AfterZone staff and volunteers when at off-site programs • Maintains ongoing relationship with City Year management and higher education community service managers and serves as primary contact • Provides guidance to on-site staff and volunteers, as agreed upon with SC • Oversees staff and volunteers when during the developmental and initial implementation phases of Club AfterZone and AfterZone youth council 	<ul style="list-style-type: none"> • Involved in AfterZone staff hiring, when possible • Provides guidance to on-site staff and volunteers, as agreed upon with SC
<ul style="list-style-type: none"> • Participates with CBO leadership in long-term AfterZone/school planning • Supports AZ during planning phase for upcoming AfterZone sessions, especially with on-site providers • Primary contact for on-site providers during AfterZone sessions 	<ul style="list-style-type: none"> • Leads with PASA staff long-term AfterZone/school planning with principal, AL, SC, site management agency, and coordinating council • Primary program partner contact during planning phase for upcoming AfterZone sessions • Primary contact for off-site providers during AfterZone sessions and all providers during planning for upcoming AfterZone sessions 	<ul style="list-style-type: none"> • Participates with principal in long-term AfterZone/school planning • Coordinates recruitment of teachers and integrate school activities with AfterZone schedule during planning phase for upcoming AfterZone sessions • Primary contact for teachers leading programs during AfterZone sessions

STAFFING AND MANAGEMENT STRUCTURE *(continued)*

SITE MANAGEMENT AGENCY	PASA	MIDDLE SCHOOL
Site Coordinator (SC)	AfterZone Manager (AZ)	After-School Liaison (AL)
<ul style="list-style-type: none"> • Confers with AZ and others in development of orientation and training • Co-leads AfterZone staff training with AZ; AL supports as needed • Provides AfterZone program provider orientation with AZ and AL; assure attendance by all on-site providers 	<ul style="list-style-type: none"> • Develops initial orientation and training for all AfterZone staff and program providers (including teachers), with support from CBO, SC, and AL • Co-leads AfterZone staff training • Leads initial annual AfterZone program provider orientation with PASA staff, SC and AL; site management agency provides support, as needed; assure attendance by off-site providers 	<ul style="list-style-type: none"> • Confers with AZ and others in development of orientation and training • Provides AfterZone program provider orientation with AZ and SC; assure attendance by teacher providers
<ul style="list-style-type: none"> • Coordinates ongoing on-site and site management training for AfterZone staff • Conducts orientation for all new staff with site management agency, AZ (and PASA staff, as necessary) 	<ul style="list-style-type: none"> • Links staff and providers with PASA-sponsored professional development opportunities 	<ul style="list-style-type: none"> • Attends and recruits teachers to attend appropriate training and professional development opportunities
<ul style="list-style-type: none"> • Primary supervisor of college students involved in on-site activities at the AfterZone, after transferred from AZ • Supports recruitment and orientation of college students; • Leads on-site training and acclimation for students and other volunteers 	<ul style="list-style-type: none"> • Primary coordinator with higher education partners regarding student and institutional involvement in the AfterZone • Works with higher education institutions to recruit students, professors, etc.; • Develops and leads orientation for student volunteers with higher education partners 	<ul style="list-style-type: none"> • Supports involvement of higher education students and institutions, liaising with school as necessary • Supports orientation and acclimation of students to school site; provides guidance as determined with SC
<ul style="list-style-type: none"> • Oversees AmeriCorps members supporting the AfterZone and providing AfterZone programming 	<ul style="list-style-type: none"> • Develops and maintains primary planning relationship with AmeriCorps staff and coordinates related member training 	<ul style="list-style-type: none"> • Works with SC and AL to connect AmeriCorps members, when necessary, to in-school, school-day activities
<ul style="list-style-type: none"> • Leads staff and volunteers in implementing daily logistics (student sign-in, snacks, transition times, etc.) 	<ul style="list-style-type: none"> • Assures that daily logistics align with citywide AfterZone model; support daily logistics when on site 	<ul style="list-style-type: none"> • Supports daily logistics (student sign-in, snacks, transition times, etc.)
<ul style="list-style-type: none"> • Oversee all daily AfterZone transportation, including shuttles and late buses; troubleshoots immediate issues directly with transportation vendors and off-site providers • Communicates persistent transportation issues on a timely basis to AZ and PASA staff 	<ul style="list-style-type: none"> • Develops overall AfterZone transportation plan with PASA staff, with input from SC and AL; updates and communicates plan as necessary with PASA and transportation providers • Trouble-shoots persistent transportation issues with vendors and off-site providers with PASA 	<ul style="list-style-type: none"> • Assures daily creation of appropriate bus lists with site staff; communicates with school as necessary around transportation issues and needs

COMMUNICATIONS

SITE MANAGEMENT AGENCY	PASA	MIDDLE SCHOOL
Site Coordinator (SC)	AfterZone Manager (AZ)	After-School Liaison (AL)
<ul style="list-style-type: none"> • Attends bi-weekly updates with principal • Attends monthly meetings with principal • Attends and report at SIT meetings, as necessary 	<ul style="list-style-type: none"> • Attends bi-weekly updates with principal, as necessary • Attends monthly meetings with principal • Attends and report at SIT meetings, as necessary 	<ul style="list-style-type: none"> • Coordinates bi-weekly updates to principal with SC • Coordinates monthly meetings with principal, SC, AZ, and key school staff • Coordinates participation in SIT meetings by SC and AZ
<ul style="list-style-type: none"> • Attend school staff meetings, as invited by principal 	<ul style="list-style-type: none"> • Attend school staff meetings, as invited by principal 	<ul style="list-style-type: none"> • Attends school staff meetings; provide updates on AfterZone
<ul style="list-style-type: none"> • Provides support and technical assistance to school staff to integrate fully with AfterZone activities 	<ul style="list-style-type: none"> • Provides support and technical assistance to school staff to develop curricula, apply for AfterZone funds, and integrate fully with the AfterZone 	<ul style="list-style-type: none"> • Assure that all after-school activities in the school are aligned with the AfterZone schedule and calendar and are included as a program option in the AfterZone brochure; • Troubleshoot potential conflicts with AfterZone schedule, programs, etc.
<ul style="list-style-type: none"> • Supervises and assures timely entry of student attendance data, updates of student information on database, and same-day communication with families of absent students 	<ul style="list-style-type: none"> • Works with SC and AL to set up plan and systems for daily attendance • Reviews program attendance data printouts twice weekly to determine attendance patterns and to develop retention and participation strategies with SC, AL, and program providers 	<ul style="list-style-type: none"> • Bridges communication between the school and site around student attendance (absence, detention, etc.)
<ul style="list-style-type: none"> • Supervises and assures timely contact with families on student enrollment, participation, absences, special events, etc. 	<ul style="list-style-type: none"> • Sets protocols for consistent citywide communication with families around student enrollment, participation, absences, special events, etc. 	<ul style="list-style-type: none"> • Supports AfterZone communication with families •
<ul style="list-style-type: none"> • Co-facilitate monthly program provider meetings with AZ 	<ul style="list-style-type: none"> • Develop agenda and lead monthly program provider meetings 	<ul style="list-style-type: none"> • Attend and report at monthly program provider meetings with AZ
<ul style="list-style-type: none"> • Facilitates portions of monthly citywide AfterZone staff meetings • Attends bi-weekly AfterZone AZ and SC meetings facilitated by PASA staff 	<ul style="list-style-type: none"> • Works with PASA staff to develop the agenda for monthly citywide AfterZone staff meetings • Works with PASA staff to develop the agenda for bi-weekly AfterZone AZ and SC meetings 	<ul style="list-style-type: none"> • Attend, as available, monthly citywide AfterZone staff meetings

COMMUNICATIONS *(continued)*

SITE MANAGEMENT AGENCY	PASA	MIDDLE SCHOOL
Site Coordinator (SC)	AfterZone Manager (AZ)	After-School Liaison (AL)
<ul style="list-style-type: none"> • Supports AZ in development of recruitment materials, AfterZone brochures, and recruitment events • Leads all on-site recruitment activities including the AfterZone fairs, lunchroom recruitment, outreach to teachers, and classroom presentations 	<ul style="list-style-type: none"> • Leads development of recruitment materials, AfterZone brochures, and recruitment events • Works with SC and AL to schedule and support in-school AfterZone fairs • Supports AfterZone fairs, coordinating communication with program partners with SC 	<ul style="list-style-type: none"> • Supports AZ in development of recruitment materials, AfterZone brochures, and recruitment events • Assures set-up of AfterZone fairs at schools • Partners in outreach to teachers around recruitment and setting up classroom presentations
<ul style="list-style-type: none"> • Leads additional family engagement strategies through AfterZone site 	<ul style="list-style-type: none"> • Leads development of citywide family engagement strategy with PASA, AfterZone coordinating council, SC, etc. 	<ul style="list-style-type: none"> • Partner in developing and implementing family engagement strategy • Develops opportunities for AfterZone to outreach to families in tandem with school efforts, events, etc.

PROGRAM DESIGN, DEVELOPMENT AND IMPLEMENTATION

SITE MANAGEMENT AGENCY	PASA	MIDDLE SCHOOL
Site Coordinator (SC)	AfterZone Manager (AZ)	After-School Liaison (AL)
<ul style="list-style-type: none"> • Participates in planning meetings, as needed • Site management agency involved in planning processes with AfterZone coordinating council and PASA 	<ul style="list-style-type: none"> • Leads AfterZone program planning efforts with all key stakeholders • With PASA staff, participates as needed, in longer-term planning with citywide/statewide partners and systems (PPSD, Police, Recreation, Library, RIASPA, DCYF, DHA, funders, etc.) 	<ul style="list-style-type: none"> • Participates in planning meetings, as needed • Principals and schools in planning processes with PPSD, AfterZone coordinating council, and PASA
<ul style="list-style-type: none"> • Site management agency involved in AfterZone funding process with AZ, AfterZone coordinating council, and PASA • Supports outreach to teachers • 	<ul style="list-style-type: none"> • Leads AfterZone funding review process with AfterZone coordinating council, site management agency, and PASA staff • Supports outreach to teachers • With PASA, coordinates developing and updating AfterZone funding RFP 	<ul style="list-style-type: none"> • AL or principal involved in AfterZone funding process with AZ, AfterZone coordinating council, and PASA • Coordinates teacher postings with principal to align all school-funded and school-led programs with AfterZone schedule and logistics • Inform teachers of AfterZone funding opportunities
<ul style="list-style-type: none"> • Links SES teachers and providers to daily schedule and logistics 	<ul style="list-style-type: none"> • Sets transportation, logistics, and program schedule with SES providers and PPSD citywide • Sets protocols for SES involvement in AfterZone 	<ul style="list-style-type: none"> • Determines SES providers with PPSD and coordinates with SES programs, with AZ input • Coordinates SES teacher involvement in all AZ systems and meetings
<ul style="list-style-type: none"> • Supports development and implementation of Club AfterZone and AfterZone youth council; assigns staff to support activities, as needed • Works with youth and key AfterZone stakeholders to develop ongoing structures for meaningful youth involvement in AfterZone program design, funding, and evaluation efforts 	<ul style="list-style-type: none"> • Leads development and initial implementation phases of Club AfterZone and AfterZone youth council • Works with youth and key AfterZone stakeholders to develop ongoing structures for meaningful youth involvement in AfterZone program design, funding, and evaluation efforts 	<ul style="list-style-type: none"> • Supports development and implementation of Club AfterZone and AfterZone youth council, linking to school efforts, as appropriate • Works with youth and key AfterZone stakeholders to develop ongoing structures for meaningful youth involvement in AfterZone program design, funding, and evaluation efforts

DATA and EVALUATION

SITE MANAGEMENT AGENCY	PASA	MIDDLE SCHOOL
Site Coordinator (SC)	AfterZone Manager (AZ)	After-School Liaison (AL)
<ul style="list-style-type: none"> • Share and review data to reach common goal: improvement in attendance, behavior, and grades 	<ul style="list-style-type: none"> • Share and review data to reach common goal: improvement in attendance, behavior, and grades 	<ul style="list-style-type: none"> • Share and review data to reach common goal: improvement in attendance, behavior, and grades
<ul style="list-style-type: none"> • Supervises all data collection, entry, and reporting AfterZone site program, enrollment, and attendance • Coordinate distribution and collection of AfterZone student surveys with program partners, etc. • Supervises and oversees AfterZone registration and data entry 	<ul style="list-style-type: none"> • Works with PASA staff (and evaluator) to develop protocols for data collection, program monitoring, reporting requirements • With PASA, assists in coordinating agreements and protocols on data sharing and collection with middle school staff • Provides technical assistance and support for AfterZone registration and data entry 	<ul style="list-style-type: none"> • Coordinates with PASA and AZ around any data collection and sharing needed from school site (including demographic information, test scores, grades, and school-day attendance, if needed)
<ul style="list-style-type: none"> • Takes part in YouthServices.Net training; • Assures that appropriate AfterZone staff receive YouthServices.Net training • Assures timely and accurate data collection, entry, and reporting for site programs 	<ul style="list-style-type: none"> • With PASA, coordinates communications with YouthServices.Net staff • With PASA, takes part in and provides YouthServices.Net training • Supports AfterZone staff with technical assistance on YouthServices.Net 	<ul style="list-style-type: none"> • Takes part in YouthServices.Net training • Assists in training and orientation for principal and other key school staff
<ul style="list-style-type: none"> • Supports AfterZone quality improvement efforts • Potentially trained to use RIPQA as part of an assessment team • Works with AZ, AL, and program provider to implement corrective action plan 	<ul style="list-style-type: none"> • Leads AfterZone quality improvement efforts, as part of the citywide system • Leads team to use RIPQA for assessment of AfterZone program providers • Uses sections of RIPQA in assessing programs with noted challenges in enrolling and retaining students; develops corrective action plan with provider 	<ul style="list-style-type: none"> • Supports AfterZone quality improvement efforts • Potentially trained to use RIPQA as part of an assessment team • Works with AZ, SC, and program provider to implement corrective action plan