



Evidence-based tools and guidance
for delivering effective programs

- PLANNING & MANAGEMENT
- ACADEMICS & ENRICHMENT
- STAFFING & PROFESSIONAL DEVELOPMENT
- SITE CLIMATE
- STUDENT RECRUITMENT & ATTENDANCE

summerlearningtoolkit.org



SAMPLE

PITTSBURGH SITE LEADERSHIP HANDBOOK

For more information on the importance of staff handbooks and tips for using them effectively, review [Pittsburgh Site Leadership Handbook Guidance](#).

Developed by Pittsburgh Public Schools, the Pittsburgh Site Leadership Handbook is a resource for staff shared during the program’s three-day professional development kick-off, held annually in the spring. The guide orients staff to the program’s mission, vision, program schedule, and leadership teams and includes a breakdown of position-specific roles and responsibilities. Additionally, the guide features the training schedule and agenda.



2016

Training Guide

“Work Hard, Be Nice, Have Fun”



Dear 2016 Camp Leadership Team Member,

Welcome to our 2016 Summer Dreamers Academy Kick-Off Professional Development and Training! We are **so excited** to have you here! During training, you will learn more about the mission and vision of Summer Dreamers, hear about some of the **incredible activities** that will be taking place at your site, become familiar with the **exciting curriculum** for the class that you will be teaching, and get to meet **the awesome members of the Camp Leadership Team** at your site!

This packet includes important information about camp, including your guide to Summer Dreamers, data and articles about the importance of summer learning, the Summer Dreamers chant, a reminder of the camp calendar and your hours of work during Summer Dreamers, an overview of the roles and responsibilities of all Summer Dreamers staff, a program overview with staff expectations, our goals for the 2016 Summer Dreamers program, and much more! Please review these documents carefully and speak with your Camp Director or a member of the Out-Of-School Time central office leadership team if you have any questions.

In the next few months, all staff will gather at your camp sites for pre-camp training and professional development beginning June 20th, and on June 27th, **nearly 2,000 campers** will be coming through your site doors eager to learn!!! We have been working hard to plan the **ULTIMATE** summer adventure for our campers and staff, and are eager to see our plans come to fruition through the hard work of our **dynamic camp leadership team members** and **amazing teachers**. Your daily interactions with our campers will directly impact their academic and social growth this summer and beyond.

We are so happy to have you all on board with us this year. Thank for being here for training, and thank you for all that you do for our students!

Best,

SDA Leadership

Summer Dreamers 101

All About SDA

The Summer Dreamers Academy is a free, premier camp launched by the Pittsburgh Public School District in July 2010 to engage students in learning and fun during the summer months. The first Summer Dreamers Academy was limited to rising 6th-8th grade students in the district. An average of 1,200 campers participated- surpassing the previous year's summer program by 400%. Pittsburgh Public Schools is proud to build on the success of our first summer and expand on the number of students we can serve. In Summer 2016, we will serve 1,800+ district students in grades K-7.

Camp Culture

A positive, fun camp culture is a key element of the Summer Dreamers Academy. Campers start their day by attending an All Camp Meeting (ACM). The purpose of the ACM is to build camp culture, recognize camper achievements, and kick off the day with some excitement. Each camp site proclaims the Summer Dreamers' chant, while also delivering its own "spirit traditions" which are shared during this time. ACM is a daily opportunity for campers to share positive messages and be exposed to role models and guest speakers from the community. ACM is also the place where campers receive recognition and awards for their hard work throughout camp.

Fun & Learning

While the primary goal of the Summer Dreamers Academy is to support literacy development and promote academic success, we also want students to have fun! Developed in 2015, Summer Dreamers has developed a curriculum tailored to align with school year standards. Lessons are designed to excite and engage campers. Learning is infused throughout campers' morning and afternoon activities as well. Each activity provider works with an activities specialist to design additional curriculum that merges academic content with new and engaging experiences.

Summer Dreamers Chant

You gotta be ... what?

You gotta be ... what?

You gotta be ... what?

You gotta be BIG DREAMERS!

Be ... what?

You gotta be ... what?

You gotta be ... what?

You gotta be BIG DREAMERS!

Be ... what?

You gotta be ... what?

You gotta be ... what?

You gotta be BIG DREAMERS!

I am a Big Dreamer

I know what to do

I will grad-u-ate

And I'll **GET** the Promise too!

WE have got the knowledge

WE have lots of fun

WE will go to college

And show **YOU** just how it's done!

Now, **IF** you want to doubt us

And **DON'T** believe it's true

Then **COME** to Summer Dreamers

And SEE what we can do!

You gotta be ... what?

You gotta be ... what?

You gotta be BIG DREAMERS!



2016 Camp Leadership Team

SDA at Camp Carmalt

<i>Sample</i>	<i>Sample</i>
Camp Director	
Camp Operations Manager	
Curriculum Coach	
Activity Specialist	
DREAM Coach	
Operations Assistant I	
Operations Assistant II	

SDA at Camp King

Camp Director	
Camp Operations Manager	
Curriculum Coach	
Activity Specialist	
DREAM Coach	
Operations Assistant I	
Operations Assistant II	

SDA at Camp U-Prep

Camp Director	
Camp Operations Manager	
Curriculum Coach	
Activity Specialist	
DREAM Coach	
Operations Assistant I	
Operations Assistant II	

SDA Central Office Support

ELA Curriculum Coach	
Math Curriculum Coach	

Special Education Coach	
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OST Team Contact Information

Name	Role	Phone	Email
	Director, Student Support Services Reforms		
	Coordinator, Out-Of- School Time		
	Program Assistant, Operations and Logistics		
	Program Assistant, Partnerships, Data and Evaluation		
	Program Assistant, Curriculum and Programming		
	Intern, Out-of-School Time		
	Intern, Out-of-School Time		



2016 Program Schedule

March 21-24, 2016:

CLT Training

June 17th and 20th

CLT at Camp Sites

June 21, 2016

SDA Kick Off

June 22nd -24th, 2016

Site Specific Training and Set Up

June 23, 2016

SDA Night Out

June 27th-August 3rd, 2016

Summer Dreamers Academy!

July 4, 2016

NO CAMP!

August 4th-5th, 2016

Camp Site Break Down and Focus Groups



2016 CLT Training Schedule

SDA CLT Training			
	March 21, 2016	March 22, 2016	March 23, 2016
8:30 AM	Whole Group	Whole Group	Whole Group
9:00 AM			
9:30 AM			
10:00 AM			
10:30 AM			
11:00 AM	Team Time	Role Specific	Role Specific
11:30 AM			
12:00 PM			
12:30 PM			
1:00 PM			
1:20 PM	Travel Time	Team Time	Team Time
2:00 PM	Mayor Press Conference		
2:30 PM	Carnegie Library Introduction		
3:00 PM	Team Time		
3:10 PM	Team Time		
3:30 PM			

4:00 PM	Whole Group Closing	Whole Group Closing	Whole Group Closing
4:30 PM			

2016 Summer Dreamers Academy

Camp Leadership Team Training

Monday, March 21, 2016 8:30 am – 4:30 pm

University Prep

*Focus: Summer Dreamers 2016 Kick Off & Understanding Site Based Planning
Responsibilities*

Time	Agenda
8:30 – 11:30 am	Whole Group Session <ul style="list-style-type: none"> • Get to Know One Another & Begin Team Building • Introduction To <ul style="list-style-type: none"> ▪ The Mission & Vision of Summer Dreamers ▪ Roles and Responsibilities at Camp ▪ Camp Programming & Schedule ▪ Pre-Camp Training • Overview of Camper Enrollment & Recruitment • Overview of Teacher & Camp Coordinator Recruitment • Camp Culture Boot Camp
11:30 – 1:20 pm	Team Time <ul style="list-style-type: none"> • Broad Vision Setting for Your Camp Site
1:20 – 2:00 pm	Travel Time
2:00 – 3:00 pm	Mayor Press Conference
3:00 – 3:10 pm	Carnegie Library Introduction
3:10 – 4:00 pm	Team Time
4:00 – 4:30 pm	Whole Group Closing

Homework: Begin brainstorming ideas for your site theme, décor, SDA Night Out/Open House, ACM, and attendance incentives, for discussion with your site colleagues.

**Remind your certified colleagues to apply to SDA teaching positions by end of day Monday,*

March 28th! And your non-certified colleagues to apply to SDA Camp Coordinator positions by end of day April 15th!

Camp Mission and Vision

Summer Dreamers Academy campers spend 5 weeks with friends, reading great books and participating in unique and exciting activities. 90-minute ELA and Math blocks are designed to include fascinating projects that support and challenge campers in the areas that will benefit them the most. High-caliber activities are provided through partnerships with some of the best organizations the city of Pittsburgh has to offer. Camper choice is valued. During the registration process, campers have the opportunity to choose their activities from a wide variety of options. Exploratory excursions, guest speakers, and visits from organizations including the Carnegie Library of Pittsburgh are also part of the camper experience. At the end of the summer, each camper will showcase the development of their individual interests and their strengthened literacy skills through a culminating project, demonstration, or presentation.



Roles and Responsibilities

Camp Director

Create a vision for the camp site

- Set an inspiring vision for your camp site and motivate others to reach ambitious goals in support of that vision
- Develop All Camp Meetings – including camp skits, chants, and fun activities – and invest others in facilitating meetings
- Develop camp elements to reinforce the three camp rules – Have Fun, Work Hard, and Be Nice

Engage activities organizations

- Create strong relationships with contracted activity provider partners and other external stakeholders
- Maintain frequent communications with activity partners to build a strong culture
- Ensure activities are infused seamlessly into the camp to create a unified program between academics and enrichment activities

Build and manage a team

- Participate in selection process for site staff
- Lead the development of a strong camp leadership team and work closely with other members of the camp leadership team to ensure that academic courses and activities are integrated into a coherent program for campers

- Work collaboratively with the camp operations managers to ensure that the camp site operates smoothly and efficiently
- Cultivate a strong camp culture among all staff based on camp values
- Design and lead staff professional development sessions pre-camp and during camp
- Facilitate regular staff meetings and check-ins
- Manage all camp staff towards camp site goals

Outreach to campers and families

- Establish methods of consistent communication with families during camp
- Assist with camper enrollment pre-camp and ensure high attendance during camp

Plan and execute the Summer Dreamers Academy at a camp site

- Work with the full-time Summer Dreamers Academy central office planning team prior to camp starting to plan for summer camp logistics
- Ensure all camp site logistics are executed smoothly and efficiently including, but not limited to, camp schedules, bus pick-up and drop off, meal logistics, transitions between activities, camp site set up, and materials distribution
- Plan and execute special events, including parent orientation, end of camp celebrations, field trips, and guest speakers

Camp Operations Manager

With support from the Summer Dreamers Academy central office planning team and significant assistance from two Operations Assistants, the Camp Operations Manager will be responsible for managing camp site operations and attendance.

Manage camp site attendance tracking and follow up including coordinating outreach to campers and families

- Serve as the point of contact with families, staff and activities partners and provide high quality customer service at all times
- Assist with camper enrollment pre-camp and ensure high attendance during camp
- Manage camper and staff attendance
 - Ensure that staff are following policies and procedures around attendance collection and absence follow up
 - Provide individualized support to staff members as necessary
 - Review various camper data reports to provide relevant information to site staff and central office program managers

Coordinate the use of data to support maximum efficiency

- Work closely with other Camp Leadership Team Members, especially the Camp Operations Manager – Operations & Logistics, to ensure coordination of efforts and identify creative solutions resulting in a successfully operating camp site
- Support the efforts of curriculum coaches by providing relevant camper data as necessary during camp

Manage daily camp site operations and logistics

- Manage camp site facility to enhance camp culture and staff satisfaction, including set up and maintenance of bulletin boards, signage, site technology, and efficient use of space and resources
- Execute all camp site logistics including, but not limited to, camp schedules, bus pick-up and drop off, meal logistics, transitions between activities, camp site set up, and materials distribution
- Ensure all staff and campers receive necessary materials on a daily basis
- Liaise with transportation, facilities, operations, and food service departments
- Oversee special events during camp, including parent orientation, end of camp celebrations, book fairs, field trips, and guest speakers

Coordinate with other stakeholders to support maximum efficiency

- Work closely with other Camp Leadership Team Members, especially the Camp Operations Manager – Attendance & Data, to ensure coordination of efforts and identify creative solutions resulting in a successfully operating camp site
- Collaborate with curriculum coaches and contracted activity provider partners to ensure that operations and logistics support the integration of academic courses and activities in to a coherent program for campers

Operations Assistant I

With support from the Summer Dreamers Academy Camp Operations Manager and the Camp Operations Assistant II, the Camp Operations Assistant I – Attendance & Data will be responsible for entering daily camp site attendance and supporting coordinated outreach to ensure high attendance rates, including implementing centrally planned attendance policies and incentive systems, and collaborating with the Camp Operations Manager and the Camp Operations Assistant II to design site-specific awards and incentives.

Manage camp site attendance tracking and follow up including coordinating outreach to campers and families

- Serve as the point of contact with families, staff and activities partners and provide high quality customer service at all times
- Assist with camper enrollment pre-camp and ensure high attendance during camp
- Manage camper and staff attendance
 - Ensure that staff are following policies and procedures around attendance collection and absence follow up
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- Support the efforts of curriculum coaches by providing relevant camper data as necessary during camp

Operations Assistant II

With support from the Summer Dreamers Academy central office planning team, the Camp Operations Manager, and the Camp Operations Assistant I, the Camp Operations Assistant II will be responsible for aiding in the distribution of materials and supplies at their site, including facilitating pre-camp set-up and post-camp clean-up, aiding with camper transportation, arrival, dismissal, and transitions, and liaising with food service to ensure that daily breakfast, lunch, and snack occur smoothly. The Camp Operations Assistant II – Operations & Logistics will also aid with coordinating any special events at the camp site, including open houses, guest speakers, and field trips, All Camp Meetings, awards ceremonies, and will document best practices for sharing across sites and in future years of the Summer Dreamers Academy.

Manage daily camp site operations and logistics

- Manage camp site facility to enhance camp culture and staff satisfaction, including set up and maintenance of bulletin boards, signage, site technology, and efficient use of space and resources

- Execute all camp site logistics including, but not limited to, camp schedules, bus pick-up and drop off, meal logistics, transitions between activities, camp site set up, and materials distribution
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DREAM Coach

Coordinate camp-wide behavior management and manage camp site discipline

- Develop policies and procedures around the Promise Dollar incentive system
- Create site-specific plans for implementing Summer Dreamers positive behavior intervention systems, train staff in these plans, monitor implementation, and adjust approach as necessary
- Intervene, as necessary, to address repeated or problematic behaviors
- Build relationships with campers and their families to address behavior from a holistic and proactive approach
- Handle discipline referrals, implementing interventions such as behavior tracking sheets, behavior contracts, parental contact, mediation, etc.
- Collect and analyze student behavior and discipline data with the goal of minimizing suspensions and expulsions while maintaining a positive, safe camp culture
- Work with teachers as necessary to coordinate behavioral interventions in response to data

Support camp site staff to increase their effectiveness at proactively preventing and addressing discipline problems in their classrooms

- Conduct whole group professional development to establish site-wide norms related to behavior management, as well as small group sessions to address areas of need that arise during camp
- Work alongside teachers to model classroom management strategies and techniques

Coordinate with other stakeholders to support maximum efficiency

- Work closely with other Camp Leadership Team Members and activities provider partners to ensure coordination of efforts and to identify creative solutions resulting in a successfully operating camp site
- Collaborate with the Camp Operations Managers to ensure that operations and logistics support the integration of academic courses and activities in to a coherent program for campers

Activity Specialist

Partner with activities organizations to link activities to PA academic standards

- Create strong relationships with activity partners and site-based activity partner staff
- Collaborate with activities organizations to design a curriculum of learning experiences that infuse academic skills with exciting enrichment activities
- Ensure activities are infused seamlessly into the camp to create a unified program between academics and enrichment activities

Support activities teachers and activity partner organizations to increase their effectiveness

- Rotate to various activities at a site to support the successful implementation of Summer Dreamers Academy enrichment activities –examine student work and observe, co-teach, and model lessons as needed
- Share an in-depth knowledge and expertise in utilizing effective instructional strategies and infusing academic content in to exciting activities for campers

Plan and execute professional development sessions for staff

- Develop and present professional development on the activities curriculum of enrichment activities offered at your site
- Provide 1:1 and group coaching and professional development to support staff in delivering high quality instruction to campers, including general training addressing differentiation, supporting campers with special needs, classroom management, and effective instructional practices

Coordinate with other stakeholders to support maximum efficiency

- Work closely with other Camp Leadership Team Members and activities provider partners to ensure coordination of efforts and to identify creative solutions resulting in a successfully operating camp site
- Collaborate with the Camp Operations Managers to ensure that operations and logistics support the integration of academic courses and activities in to a coherent program for campers

Curriculum Coach-Site Based

Coach teachers to increase their effectiveness

- Share an in-depth knowledge and expertise in teaching various literacy or math objectives for your grade level and subject area assignment
- Ensure the camp curriculum is implemented effectively in every classroom
- Establish systems to formatively assess campers and support teachers in the use of these systems
- Utilize data from formative assessments to monitor camper progress and assist teachers in determining areas of focus for upcoming lessons
- Assist teachers in creating charts and other displays that recognize camper effort and achievement
- Conduct frequent classroom observations and address areas of weakness through individual and group coaching and professional development sessions
- Assist teachers in tracking and analyzing data and modifying upcoming lesson plans to meet the needs of individual classrooms and/or campers

Plan and execute professional development sessions for staff

- Develop and present professional development regarding all components of the curriculum
- Provide 1:1 and group coaching and professional development to support staff in delivering high quality instruction to campers, including general training addressing differentiation, supporting campers with special needs, classroom management, and effective instructional practices

Coordinate with other stakeholders to support maximum efficiency

- Work closely with other Camp Leadership Team Members, especially fellow Curriculum Coaches, to ensure coordination of efforts and to identify creative solutions resulting in a successfully operating camp site
- Collaborate with the Camp Operations Managers to ensure that operations and logistics support the integration of academic courses and activities in to a coherent program for campers

Curriculum Coach- Central Office

The Curriculum Coaches: Special Education, Math, and ELA (Central Office) will provide instructional leadership across all three Summer Dreamers camp sites. The Central Office Curriculum Coaches will also visit camp sites to support site-based curriculum coaches, conduct classroom observations during camp, and provide coaching support and professional development to teachers both individually and in groups in order to ensure the effective implementation of the Summer Dreamers Academy curriculum.

Coach teachers to increase their effectiveness

- Share an in-depth knowledge and expertise in teaching various literacy or math objectives for your grade level and subject area assignment
- Ensure the camp curriculum is implemented effectively in every classroom
- Establish systems to formatively assess campers and support teachers in the use of these systems
- Utilize data from formative assessments to monitor camper progress and assist teachers in determining areas of focus for upcoming lessons
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2016 Summer Dreamers Academy

Camp Leadership Team Training

Tuesday, March 22, 2016 8:30 am – 4:30 pm

University Prep

Focus: Understanding Site Based Planning Responsibilities & Camp Protocols

Time	Agenda
8:30 – 11:30 am	<p>Whole Group Session</p> <ul style="list-style-type: none"> • Review of site-based planning responsibilities & share-out of best practices from prior years. <ul style="list-style-type: none"> ▪ Site Schedule ▪ Culture Elements ▪ Parent Engagement plans ▪ Attendance Outreach Plans ▪ Arrival, dismissal & transition procedures

	<ul style="list-style-type: none"> • Discuss Behavior Management & Discipline at Summer Dreamers • Bullying and Harassment Policies & Procedures, Crisis Intervention
11:30 – 2:30 pm	Role Specific Sessions <ul style="list-style-type: none"> • Camp Directors, Operations Managers, and Operations Assistants • DREAM Coaches, Curriculum Coaches, and Activity Specialists
2:30 – 4:00 pm	Team Time <ul style="list-style-type: none"> • Discuss plans for your site theme, décor, SDA Night Out/ Open House, ACM, and attendance incentives.
4:00 – 4:30 pm	Whole Group Closing

Homework: Keep the creative juices flowing with ideas for site-specific elements!

2016 Summer Dreamers Academy

Camp Leadership Team Training

Wednesday, March 23, 2016 8:30 am – 4:30 pm

University Prep

Focus: Understanding Your Role as a Site Based Leader at SDA & Finalizing Site Based Plans

Time	Agenda
8:30 – 10:30 am	Whole Group Session <ul style="list-style-type: none"> • Leading for Equity and Excellence at Summer Dreamers • Standard Operating Procedures/ “How we do things at Summer Dreamers”

10:30 – 12:30 pm	Role Specific Sessions <ul style="list-style-type: none">• Camp Directors, Dream Coaches, and Curriculum Coaches• Operations Managers & Assistants• Activity Specialists
12:30 – 4:00 pm	Team Time <ul style="list-style-type: none">• Finalize Site Based Plans
4:00 – 4:30 pm	Whole Group Closing