York City School District
90-Day Entry Plan

Who	Where	What	Timeframe	How	Why	Complete?
Dr. Holmes	Dr. Holmes' Office	Semi-Weekly "orientation" meetings	Week 1	20-40 minute meetings, planned agenda	To obtain the clearest understanding of the direction of the leadership, clearest understanding of goals, clearest understanding of relationships regarding the organization and other entities.	Yes
Business Office Staff	Business Office	Cash Flow analysis / Budget review / PO process review	Week 1	45-60 minute meeting	To gather information to help me visualize the historical & cultural cash-flow of the organization as it relates to the budget & PO process.	Yes
Principals, Asst. Superintendent, Coordinators & Mgrs.	Team Member Offices	Schedule individual meetings regarding goals and priorities of each administrator and evening crew supervisors.	Week 2	Personal introduction, follow-up via e-mail / phone	To understand the perceived wants & needs of the administrative team; to understand the culture & fit of each department and its interaction with the overall team.	Yes
K. Tendler, B. Hanft, LECS Comptrollers office	Telephone	Update PDE on formal changes within organization for Child Acctg, CN/PEARS, PLANCON, GF Budgets / AFR, Reimbursements, ePDE logon	Week 2	Telephone, fax, signature forms, letters on organization letterhead	To ensure that formal notifications are processed at PDE to make transition seamless. To ensure that logon info at YCSD is properly changed.	Yes
Administrative Team	Team Member Offices	School operations review / budget process schedules / transportation / food service / technology / athletic events	Week 2	Personal introduction, follow-up via e-mail / phone	To understand how the offices operate over the fiscal year so that I can better prioritize my own operational schedule.	Yes
Business Office Staff	Business Office	Key Contact / Key Contract reviews	Week 2	20-40 minute meetings, planned agenda	To know who the key financial contacts are with main contracts for insurance, emergency, investments, benefit providers, etc.	Yes
Building & Grounds, Technology, Transportation operations	Site visits	Building status - review the planned schedule and progress of maintenance projects; review building use schedules; review transportation & safety procedures.	Week 4	Personal introductions, scheduled site visits with supervisors	To understand projects, plans, familiarize w/ facilities and transportation, understand financial impact present and future.	No
Business Office Staff / Payroll Staff	Team Member Offices	Review benefits structure, review support and educator contracts / agreements; review payroll process as it relates to the organization	Week 4	One-on-one meetings with Business Office respective staff members.	To understand the contractual agreements, communication, overall feelings of the personnel, payroll and benefits structure and process; understand uniqueness of YCSD.	Yes
Business Office Staff, Administrators	Business Office / Site Visits	One-on-One meetings with Administrators and key staff members, including Food Services & Transportation	Week 4	30-45 minute scheduled meetings	To understand the structure and relationships of the staff, communication methods, PDE report responsibility, and to listen for problems (if any) and solutions.	Yes

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Superintendent's Cabinet	Conference Room	Review policy changes - recent and proposed	Week 6	Cabinet meetings	To understand organization history, organizational culture, networking style, current initiatives, and future plans.	Yes
Dr. Holmes	Business Office	Board member review	Week 6	20-40 minute meetings, planned agenda	To understand the board's structure, level of formality, preferred communication style, objectives and the "place" of the organization in the community.	In Progress
Administrative Team	Conference Room	Research & Development review	Week 6	Discussions during administrative meetings	To understand which resources the organization sees as most valuable, most trusted. Understanding may help me in my own analysis.	Yes
Key Suppliers; Participating Business Administrators	Business Office / Site Visits	Key Supplier / Key Partnership Reviews	Week 8	Pre-meeting face-to-face w/ organization personnel, then arranged meeting with key people & vendor	To establish good relationships w/ vendors who have a good relationship with organization, examine opportunities for mutually beneficial partnerships w/ Business Administrators.	In Progress
Local Auditor, Business Office Staff	Conference Room	Pre-Audit "entrance" conference	Week 8	45-60 minute meeting	To understand past guidance issued by auditor, to understand what initiatives are new or ongoing, to understand methods of communication.	Yes
Administrative Team	Conference Room	Local Inter-Group Relationship Review	Week 8	One-on one meetings, e-mails, discussions during administrative meetings	To understand how the community views the organization, to build upon existing relationships, to understand what partnership opportunities are available.	Yes
Administrative Team	Team Member Offices	Budget Process analysis	Week 8	20-40 minute meetings, planned agenda	To reach a mutual understanding of how each administrator best understands and communicates his/her needs regarding budget.	In Progress
Superintendent's Cabinet	Conference Room	Workshop / Conference / Work Session review	Week 8	Discussions during administrative meetings	To understand what ideas the team views as most important or have the highest potential for student achievement.	Yes
Business Office Staff / Federal Programs Staff	Business Office	PO process / Federal Grant process	Week 8	20-40 minute meetings, planned agenda	To be sure that I understand the organization's unique processes for federal grants, purchasing, inventory rotation, use and disposal.	Yes