

**Start-Up Operations**  
**First State Military Academy**

Timeline	Task	Who	How
April 2013 – August 2013	Transition Founding Board to Operating Board (Board of Directors); establish meeting schedules/protocols; commence Board training workshops	Board of Directors w/ assistance from Innovative Schools Board Development  Budget and school finance training from DDOE Charter School Office	Two half-day board workshops scheduled in the fall of 2013 and spring of 2014 Finance workshops TBD based on the Charter School Office
July 2013	Submit application to Army JROTC	Board/CMO	Submit application
April 2013 – May 2013	Finalize/execute CMO contract w/ Innovative Schools and its subcontractor, New Tech Network (NTN) Learning	Board/CMO	Finalize/execute contractual agreement
January 2013 – July 2013	Recruit & Hire Commandant	CMO/Board	Recruit through Delaware leadership project (DLP), postings, outreach, JROTC
August – September 2013	<ul style="list-style-type: none"> <li>Execute Agreement w/ Army JROTC</li> <li>Develop work plan for JROTC program, uniforms, supplies and equipment</li> </ul>	Board/CMO	Finalize/Execute Agreement
July – August 2014	Hire Sr. Army Instructor	Board/Commandant/CMO	Recruit through postings
July 2013 – December 2013	Secure facility leasing agreement; design, contract, and execute renovations; procure occupancy permits; secure appropriate insurance coverage	Board/CMO w/ assistance from Commandant	Work with DDOE, construction manager, contractors, etc.

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July 2014 – August 2014	Commandant Training w/ NTN	CMO/Commandant	Commandant to attend required NTN leadership training
July 2013 – September 2013	Develop detailed program design/ implementation plan for the school	Commandant, CMO, NTN team	During principal training; conduct planning w/ Innovative Schools
July 2013; July 2014; and each year thereafter	NTN National Professional Development Conference	Board, CMO, Commandant, teachers, as identified each year	Commandant and teachers attend NTN conference
September 2013 – October 2013	Fine-tune curriculum alignment; finalize school calendar; develop plan for cadet scheduling	CMO/Commandant	According to DDOE process
July 2013-February 2014	Conduct marketing and recruitment campaign Develop regular engagement strategy to keep new cadets engaged through the spring	Board/Commandant/CMO	Marketing activities
November 2013 – January 2014	Conduct application and admissions process for open enrollment	CMO/Commandant	According to plan in previous sections; see also sample admission documents
February 2014	Hold lottery if enough applications are received, or continue recruiting until all seats are filled or until September 30 <sup>th</sup> Unit count.	CMO/Commandant	Marketing activities

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March 2014 – July 2014	Review certification requirements; recruit/hire teachers	CMO/Commandant	Recruit staff through Delaware Talent Management (DTM), postings and outreach
	Negotiate transportation and food service contracts	Board , CMO, Commandant	Work with potential contractors.
	Purchase curriculum materials, technology, furniture, and other supplies for the school	CMO/Commandant	Purchase Materials
	Finalize technology plan, policies, and procedures and implement	CMO/Commandant with input from Delaware Center for Educational Technology	Purchase technology
	Provide enrollment data to DDOE and resident school districts	CMO/Commandant	Complete enrollment reporting requirements
	Plan professional development schedule for teachers including welcome staff retreat, NTN New Schools Training, and school opening PD	CMO/Commandant/NTN	Collaborate and develop structures to build the professional culture of the school and train teachers.
May 2014	Conduct staff retreat	All teachers/ CMO/Commandant; NTN	Build culture of the staff w/ JROTC and NTN
June 15, 2014	Finalize building for inspections, certificate of occupancy	CMO/Commandant and construction manager	Insure inspections, certificate of occupancy complete
June 2014	Conduct JROTC/NTN event for all teachers and staff members	CMO/Commandant/NTN	Time to learn about NTN, and do instructional planning

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June 2014	Attend NTN New Schools Training	Commandant/Teachers	Attend NTN New Schools Conference
June 2014 – August 2014	Finalize contracts for transportation, food and related services.	Board/CMO/Commandant	Sign agreements
July 2014 –August 2014	Conduct Open Houses, welcome activities for cadets and parents	Board/CMO/Commandant	Plan event logistics
	Conduct professional development workshops	CMO/Commandant	Plan for professional development workshops
	Conduct cadet scheduling	CMO/Commandant	Finalize schedule & classroom assignments
July-August 2014	Organize a “Barn Raising” to engage families in the facility and set-up classrooms	CMO/Commandant/Teachers/FSMA Families/Board	Plan and execute Barn Raising
August 2014	Orientation for all bus drivers and van drivers	Commandant/CMO	One session to give information; practice bus runs
August 2014	Additional PD and collaborative planning time prior to school opening	Teachers/Commandant/NTN/CMO	Final preparations for the start of the school year