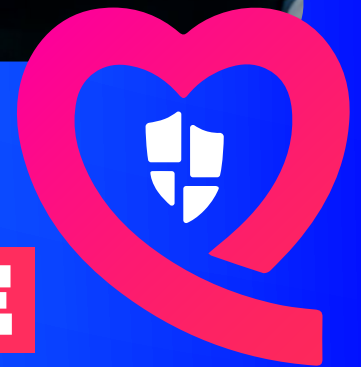




At The Heart of Right At School:

**HOW OUR PEOPLE
DELIVER EXCELLENCE
IN THE 10 ESSENTIAL
COMPONENTS OF
QUALITY OST PROGRAMS**





RIGHT AT
SCHOOL

INTRODUCTION

Every year, millions of children spend close to 1,000 hours in out-of-school time (OST) programs. But how are they spending that precious time?

Our founder, Dr. Mark Rothschild, first thought of the idea for Right At School after picking up his daughter from an after school program. She had been safe and supervised, but all she'd done was eat chips and watch a movie.

He considered the impact of all those hours slipping by without purpose. How much better off would his daughter be if those 1,000 hours had supported her personal and academic growth?

Also, how much more supported would teachers feel if OST programs raised children's academic

and social performance, helped close academic achievement gaps, and imbued a love of learning?

Dr. Rothschild made it his mission to create an organization that delivered excellence in childcare and enrichment. Today, Right At School brings exceptional and affordable OST programs to more than 195 school districts across the United States.

Our programs meet students in the mornings before school starts, during breaks, after the final bell, and even through summer break. While meeting OST needs, our programs provide a fun, safe space where kids learn, play, and grow.

As we've expanded from a handful of sites in Illinois to more than 1,000 schools nationwide, **we've identified 10 components that generate and sustain excellence in OST programs.**



THIS E-BOOK EXAMINES THOSE 10 COMPONENTS, HOW RIGHT AT SCHOOL DELIVERS ON THEM, AND THE PEOPLE AT THE HEART OF OUR SUCCESS.



The 10 Components of OST Excellence: **HOW RIGHT AT SCHOOL DELIVERS**

Dr. Rothschild created our organization to provide schools with OST solutions that deliver excellent school-age childcare and enrichment. We hold ourselves to that standard of excellence by focusing on 10 OST program components:

1 ORGANIZATIONAL MISSION

3 SAFETY

5 FAMILY SUPPORT

7 STAFFING

9 SCHOOL PARTNERSHIPS

2 PROGRAM QUALITY

4 CURRICULUM

6 STUDENT SUCCESS

8 DISTRICT ALIGNMENT

10 IMPACT

Our experience amplifies our ability to deliver on all 10 components. We've stress-tested our standard operating procedures across over 1,000 diverse communities and contexts, enabling us to improve at a pace that smaller providers cannot match. When you partner with us, you benefit from solutions we've already perfected.

At the same time, we understand that local context matters. That's why we hire educators who live in the neighborhoods they serve. They understand the children, the families, the community's social fabric, and other details of the locale. Our area managers, regional managers, and regional vice presidents all adhere to that same principle: local roots, local knowledge. Those local insights allow us to deliver excellence with precision.

That combination of nationwide scale and local customization is one of Right At School's distinguishing characteristics. Small, localized organizations lack the infrastructure and data to drive continuous improvement at the pace we set. Large national operators typically impose

one-size-fits-all models that are convenient for them but ignore community realities.

Our people are what makes that unique combination possible — they are the heart of Right At School. Every member of our team keeps our pursuit of excellence in mind as they fulfill their role in providing OST services.

THE RESULT:

95%

of the more than **60,000** students we serve report feeling joy in Right At School programs.

95%

of parents and guardians say that Right At School educators and staff **meet or exceed expectations.**





Here's how we do it:

Component 1:

THE ORGANIZATIONAL MISSION

At Right At School, our mission is simple but powerful: to inspire a love of learning in students, support schools, and give parents peace of mind.

That mission forms the basis for our pursuit of excellence. It's the thread that connects our nationwide best practices. While our programs across the country operate within diverse communities — each with unique needs, challenges, and opportunities — they all pursue those same core outcomes. A program in New Jersey and a

program in California may have different daily activities. However, both are designed to spark curiosity, strengthen school partnerships, and reassure parents that their children are thriving.

Right At School leaders consistently refer to our organizational mission when making decisions, solving problems, or coaching their teams. This mission-led approach ensures that excellence is the lens through which we evaluate every program decision, from curriculum choices to professional development.

THE **GUIDING** FORCE BEHIND OUR MISSION: CEO LETTA SIMON

One of the ways in which Letta steers the company and its people is by sitting in on every onboarding call.

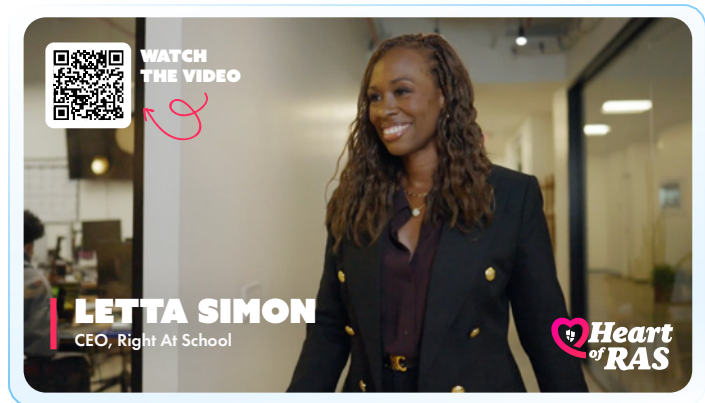
She makes a point of speaking to new employees about our organizational mission and core values. One of the things she continuously emphasizes is that any Right At School staff member, no matter what their position, can make a difference in a child's life.

"We're known for our curriculum, our safety, our family engagement, our program quality — all of the things school districts expect from a great partner," said Letta.



"WHAT TRULY SETS US APART ISN'T JUST WHAT WE DO. IT'S WHO WE ARE. WE BRING HEART TO EVERY DECISION, EVERY CLASSROOM, AND EVERY CONNECTION."

— Letta Simon, CEO of Right At School



"It's the reason districts trust us. It's why families stay with us, and it's why every child we serve feels seen, supported, and inspired to grow."

Letta has spent a long and storied career serving in both private and public sector educational leadership roles. Those positions include serving as senior vice president of operations and youth development at the Y in Central Maryland as well as in COO roles at different edtech companies.

According to Letta, taking the helm of Right At School is the culmination of her experiences. "Right At School is my heart's work," she said. "It's where my passion, my expertise, and my purpose come together in service of children and families."



Component 2:

PROGRAM QUALITY

At Right At School, we define program quality as meeting our mission goals. And achieving that level of quality requires a culture of continuous improvement.

OST providers generally adopt a “no news is good news” philosophy, assuming silence means satisfaction. We take the opposite approach. We actively seek out what’s working, what isn’t, and what could be better.

Our commitment to continuous improvement rests on a foundation of feedback. We regularly survey and speak with students, parents, school principals, site staff, and regional teams. We see ourselves as learners, and feedback is what helps us grow.

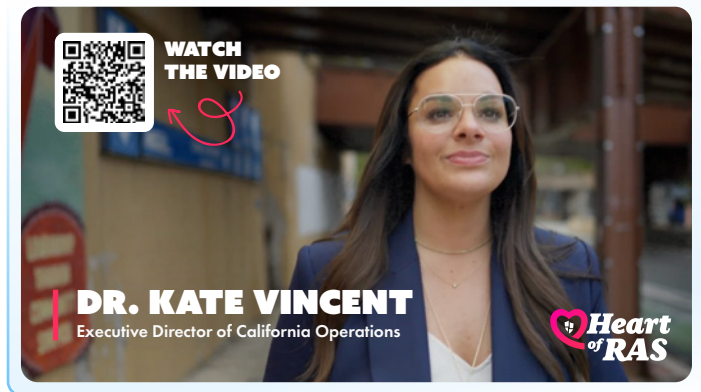
The result is educators who deliver meaningful instruction, students who are excited to participate in our programs, and families that are eager to re-enroll.



BUILDING AND MEASURING QUALITY:

For Kate, program quality is systemic. Her extraordinary journey to leading OST programs that serve over 13,000 Californian students began when she was a school social worker. Eventually, she moved into leadership roles as an assistant principal, special education coordinator, and then director of special education. This background has given her an intimate understanding of what students need to succeed and how the right environment can unlock possibilities.

The catalyst for Kate's perspective on programming is an instance that occurred a few years ago, when she was still a special education director. One of her elementary students, a young girl on the autism spectrum, attended her IEP meeting with the goal of being invited to a birthday party. Because of learning and sensory needs, the child spent most of her school day in a self-contained classroom where most of her peers were boys. As a result, she had limited opportunities to build friendships with female peers. Kate's team decided to enroll her in their after school program three days a week.



Months later, the girl's mother contacted Kate in tears. Kate braced herself for bad news. Instead, the mother shared that her daughter had been invited to a birthday party by a friend made in the after school program. "That moment changed her life. It changed her mom's life. And it definitely changed my life," Kate recalled. She found herself wondering: what was it about after school that allowed this type of inclusion and relationship-building to flourish in ways the school day hadn't?

Drawing on research and years in the field, Kate has now built a comprehensive approach to ensuring quality. The approach is centered around six pillars: safety, student engagement, staff engagement, connection to academics, student outcomes, and relationships.



"PROGRAM QUALITY IS THE CENTER OF THE CIRCLE AND EVERYTHING ELSE TIES BACK TO IT."

— Dr. Kate Vincent,
Executive Director of California Operations



Measurement matters, too. Kate has helped shape a monthly Safety & Joy assessment where field leaders in each program observe those research-based quality components, which also align with California's Expanded Learning Opportunities Program (ELO-P) standards. When the data reveal areas for growth, education support specialists provide job-embedded coaching to program staff.

Another distinguishing feature of Right At School is

the involvement of district partners in this quality journey. Kate invites California ELO-P coordinators to visit programs together. Recent walkthroughs in different parts of the state have sparked collaborative brainstorming about embedding school day initiatives into OST programming.

When trained staff show up on day one, ready to deliver, measure what matters, act on feedback, and build genuine relationships, quality becomes the foundation for transforming children's lives.





Component 3: **SAFETY**

Families entrust us with their most precious responsibility. When they can't be with their children, they need absolute confidence that their children are protected, cared for, and secure.

Schools understand this at an even deeper level: children cannot learn if they don't feel safe or trust the adults around them.

For young children still learning to navigate stress, disappointment, conflict, and the everyday challenges of growing up, this matters profoundly. They learn to handle life's difficulties best from people they trust. OST programs offer unique opportunities to develop those trusting relationships outside the more structured environment of the school day.

Schools and districts need an OST partner that consistently upholds national safety standards while remaining attuned to the specific needs and concerns of each school community. Our approach balances both.

We implement best-in-class safety protocols across all our sites. Our staff must pass comprehensive fingerprint background checks and participate in extensive safety-focused training. At the same time, local staffers apply their understanding of the nuances of their communities, from traffic patterns during pickup to the unique safety considerations of their facilities.

Right At School also has a "Good Catch" program that empowers every team member to act when something isn't right. Through a dedicated hotline, any employee can anonymously report safety concerns or situations that need attention. The program sends a clear message throughout our organization: what you observe matters, what you say is important, and silence is never an option when safety is at stake. Keeping children safe requires all of us to watch out for one another and for the students we serve.

PEACE OF MIND AND SAFETY **FIRST:**

Mike has spent over 11 years building a safety framework that's both rigorous and adaptable.

"I refer to our mission and core values, and one of them is peace of mind for families. We have families' number one prized possession in the world in our care," he said.



"WE NEED TO MAKE SURE THAT KIDS IN OUR CARE ARE IN A WELCOMING AND NURTURING ENVIRONMENT, AND THAT THEY ARE SAFE."

— Mike Perrin,
Senior Director of Learning and Development

When Mike first joined Right At School, the organization served just 45 sites in Illinois. Now he scales safety protocols across more than 1,000 locations nationwide, ensuring those protocols are responsive enough to work in diverse communities.

Right At School teams receive comprehensive training that starts at onboarding. "They're assigned online training modules, which start with safety," Mike explained. "We have a whole suite of safety courses."

Training continues throughout the year, with Mike's team providing trauma-informed care training as well as Safety Shields — daily expectations for active supervision and child safety across scenarios from bathroom breaks to playground time to



dismissal. Additionally, Right At School field staff are equipped with a 130-page Impact Resource Guide containing protocols for even simple things like using walkie-talkies. "Small things like that can make a big difference," Mike explained. "When you forget to charge your walkie-talkie, you have a safety issue because you can't communicate."

Mike also established the "Good Catch" initiative, which empowers staff to speak up about concerns without fear. "If you see something that's not right, make it right. We want staff to feel ownership," he said. "No matter who they are, they can raise their hand and say, 'Hey, this doesn't look right' or 'This wasn't what the training said,' without worrying about getting in trouble."

Mike's attention to detail goes back to his roots. As the eldest of four siblings, he naturally stepped into a leadership and caretaker role early. "I've always loved growing and developing others, and seeing them surprise themselves and realize they can do this," he said.

That background also helped Mike recognize that safety can be emotional as well as physical. It could be an educator who listened to a child talk about a bad day or did something extra to keep a child safe. "Our staff make a real impact on kids, whether or not that staffer even realizes it," he said.

"Safety touches every department," Mike concluded. "If safety is our priority, then it's the job no matter whether a staff member is in finance or marketing, sales, or training. We're always looking and always assessing what we can do better."



Component 4: **CURRICULUM**

When families choose an OST program, they want those hours to matter. They want the program to build academic and durable skills, and help their children grow into confident, capable learners.

That's where quality curriculum design makes all the difference, transforming OST programs into genuine learning experiences that complement the school day.

At Right At School, we understand that curriculum serves a dual purpose: it enriches learning and ensures safety. When students are absorbed in hands-on projects, excited about what they're discovering, and laughing with friends as they work, they show up consistently. And when students are present at the program site, we can keep them safe and thriving.

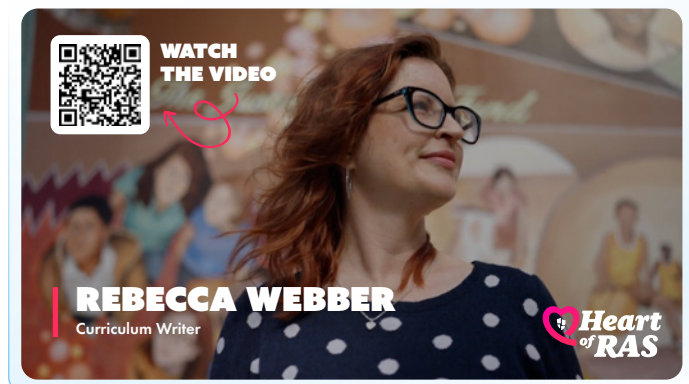


DESIGNING CURRICULUM FOR **JOYFUL** LEARNING:

Ask Rebecca what lights her up about curriculum, and she'll talk about joy — the kind that shows up when a child's curiosity is sparked, when they see their interests reflected, and when learning feels like play.

Rebecca and her curriculum team design two-week thematic units that balance structure and freedom. There's a rhythm families and school leaders can count on as well as room for students' interests.

"We're very open to students adding their voice," Rebecca explained. A child's fascination with paper airplanes becomes the gateway to exploring aerodynamics. A catapult build integrates fulcrums, trial-and-error thinking, and the kind of tinkering that turns mistakes into momentum. Even dung beetles can spark a game-based exploration of ecosystems.



That balance — prepared yet flexible — is a through-line across the program. Each cycle intentionally rotates art, STEM, language, and active games so children try new things without losing voice and choice. "We're not so structured that you're not able to do something you're into during the day," Rebecca said.

The curriculum also embeds durable skills such as leadership, communication, and problem-solving into every unit. An example is the Junior Educator program where older students plan activities and lead younger peers. Students complete applications for the position, receive recognition, and learn that leaders take many forms beyond the loudest or funniest kids.





Another hallmark of the curriculum is its evolution. It grows with feedback from the field, district partners, families, and kids. Teams pilot new ideas, learn from what works, and adapt for different regions and communities.

Rebecca's willingness to listen to Right At School partners is what truly sets the curriculum apart.

For example, when a Wisconsin district partner mentioned their students needed more fine arts and music opportunities, Rebecca and her team quickly adapted to meet that need. And when demand for social-emotional learning surged, the team pivoted to integrate those competencies throughout their programming.

Rebecca's own story at Right At School mirrors that culture of care and support. She relates how the organization has rallied around her family during tough times, with different leaders extending grace and clarity. That experience informs how she writes: with empathy for educators and an insistence on clarity for kids.

In the end, Rebecca's north star is simple: joyful learning that is thoughtfully designed, always evolving, and serves the whole child.



"WE WORK WITH A REGULAR FEEDBACK LOOP, WHETHER THAT'S TALKING WITH PROGRAM MANAGERS, FIELD LEADERS, OR DISTRICT PARTNERS. THE CURRICULUM IS NEVER STAGNANT."

— Rebecca Webber, Curriculum Writer



Component 5: **FAMILY SUPPORT**

How well an OST program supports families often determines whether a program runs smoothly or spurs calls to the central office.

We remind our site staff constantly that every interaction is an opportunity. A warm greeting at drop-off or a thoughtful answer to a question can make someone's day. That applies not only to students, but also students' family members.

Our goal is simple and unwavering: make their day, don't break it.

When communication is clear, when families feel heard, when they trust that we understand their children's individual needs, everything else falls into place. Enrollment stays strong. Word-of-mouth recommendations flow naturally. And most importantly, children thrive because the adults in their lives are working together.

A “FAMILIES FIRST” STANDARD:

Amanda has created a department that sits at the heart of everything Right At School does. Her customer operations team handles three critical areas:

- Direct family support through phone, email, and chat
- Subsidy assistance for families receiving state aid
- New business implementation to ensure strong launches

But what sets the team apart is their philosophy.



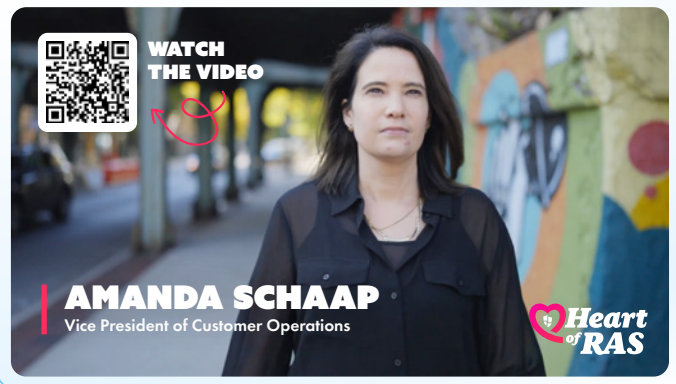
“OUR MISSION IS FAMILY FIRST. WE WANT TO NOT ONLY SOLVE THEIR PROBLEMS BUT ALSO MAKE SURE THEY’RE HAVING THE EXPERIENCE THEY SIGNED UP FOR.”

— Amanda Schaap,
Vice President of Customer Operations

That philosophy translates into a customer operations ecosystem built for real life — with phone, email, and live chat support 11 hours a day, and a deep self-service library with step-by-step guides. Every district also receives a customized landing page with their own branding.

One area where customer operations truly shines is in removing financial barriers. Right At School offers multiple discount programs such as district employee discounts that allow teachers to afford the programs themselves, and affordable access discounts for families receiving free or reduced lunch, SNAP, or TAMP benefits.

One example is Seeds of Health, a Wisconsin charter school that shifted from fully school-paid to fully parent-paid OST programs almost overnight.



Many participating families were low-income, and Right At School wasn’t yet licensed to accept subsidies in the state. Rather than walk away, Amanda’s team partnered with leaders to create a substantial affordable access discount. “It’s understanding the communities and the obstacles they face,” Amanda said. “We’re not just cookie-cutter. We will customize to every district and what their needs are.”

For subsidy-eligible families in other states, Right At School goes further than any competitor. Based on family feedback, the organization’s website now includes dedicated state-specific pages that drill down to county-level information, including local phone numbers, provider IDs, and step-by-step enrollment instructions. “We’re interpreting government bureaucracy to make it easy for low-income families who might not have the wherewithal to navigate bureaucratic systems,” Amanda said.



The customer operations team actively seeks feedback to drive improvement. They deploy surveys twice a year to measure customer satisfaction, Partner Pulse surveys two weeks after programs start, and follow-up surveys to measure improvement. When constructive feedback appears on Google, Yelp, or Facebook, they track down the family and have their local area manager call them personally.

"I don't know how many companies are calling every single person who leaves a Google review," Amanda said. "We take feedback very seriously."

But creating equitable access is Amanda's favorite part of her role. "We don't want any family to feel left out because of financial barriers," she said. "And I think that is where we really, truly go above and beyond."



Component 6: **STUDENT SUCCESS**

For Right At School staff, student support means creating an environment where every child knows they have a place at the table.

Some students face barriers to participation. A child with autism may struggle with the sensory environment of a busy program space. A student with ADHD might find transitions overwhelming. Others may have learning differences that require different approaches to activities. We see such differences as calls to adapt.

Our commitment to equity means we modify how we implement curriculum and adjust learning environments as needed so every student can

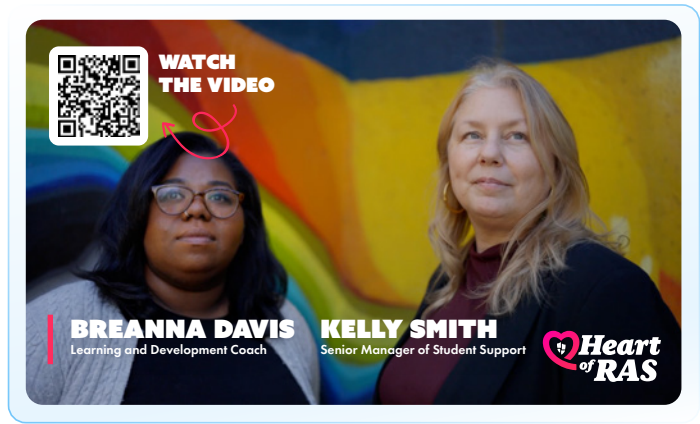
engage meaningfully. Through individualized plans, trained staff, clear communication with families and schools, and flexible programming, we ensure that every child can thrive in an environment designed for both joy and growth.

Many students still carry trauma from the upheavals of 2020. Well-designed OST programs offer stability, connection, and the chance to rebuild social confidence in supportive settings. (Poorly implemented programs, however, can inadvertently reinforce trauma through chaos, inconsistency, or lack of emotional support.) That's why all our site staff are trained in trauma-informed practices.

DESIGNING FOR BELONGING:

In August 2025, Right At School welcomed Kelly and Breanna to the organization's student support infrastructure. Despite being relatively new to the organization, both women have already made significant impacts across Right At School sites.

Together, they lead a support approach that starts universal and becomes deeply personal so every child can thrive.



HOW BREANNA WORKS

Breanna primarily works with Right At School educators on the East Coast, but she's there for any other sites that need additional support. As a learning and development coach, she models best practices in relationship building and activity leadership for educators and managers. Then she coaches teams on how to sustain those practices, ensuring that programs maintain both structure and joy.

HOW KELLY WORKS

As senior manager of student support, Kelly focuses on creating comprehensive support systems for students who need more interventions. She provides professional development to educators, develops intervention plans, and translates existing school-based supports (like IEPs, 504 plans, and behavior intervention plans) to the OST setting.

Kelly's approach is built on a tiered support system. Tier one is for everyone and includes a curriculum

with universal design principles, choice boards that give agency, and visual schedules for students struggling with English. In addition, children learn calming strategies like breathing and stretching. "When we design for all," Kelly said, "we reduce the number of kids who ever need a tier two intervention." Tier two is tailored to each student's need for additional support. For example, if a child needs to fidget, the team provides a fidget toy or another calming tool.

IMPACT IN ACTION

Breanna's favorite Right At School success story is about a kindergartner who needed support developing social skills like sharing. The team worked with the child's parents to provide individual materials and discovered that he was deeply interested in tornadoes and the solar system. By building on those interests, the team created pathways for this student to practice challenging skills in contexts that motivated him and built his confidence.

One of Kelly's favorite Right At School memories is helping a student who struggled with transitioning

between school and after school as well as between program activities. She had him do modified yoga poses during each transition, which helped to calm him. She also tapped into the child's passion for cars by placing him at a car-themed learning center that transformed his resistance into engagement.

Both Kelly's and Breanna's work exemplify what inclusive, responsive programming looks like in practice. Support and the honoring of their interests signal to kids, "You belong here." And when belonging comes first, growth follows.



Component 7: **STAFFING**

How an OST provider approaches staffing reveals everything about their commitment to excellence.

At Right At School, we build our culture of excellence from the ground up by hiring people who share our core values.

We look for individuals who genuinely care about children's growth, who see themselves as learners, who understand that their daily interactions carry weight, and who are committed to making every child feel like they belong.

Background checks and standard screening processes are non-negotiable, but they're also just

the beginning. They represent the floor, not the ceiling, of what it means to be a Right At School staff member. We invest continuously in our staff through comprehensive professional development that builds skills, deepens understanding, and reinforces the mission-driven work we do.

We also make sure our team members never lose sight of why their work matters. We keep our purpose front and center. Because when people understand the profound influence they have on children's lives, they bring their best selves to the role every single day.

HUMAN-FIRST HIRING:

Kylea's career path at Right At School began with the role of program manager. She rose to the position of senior program manager and then area manager before transitioning into talent acquisition.

That field experience has given Kylea invaluable insight into what hiring managers need and the daily challenges they face. She even coaches her team to regularly check in with hiring managers beyond just filling roles, asking: "How can we support you in different ways?"

And while many organizations have leaned heavily into chatbots and automated screening tools, Kylea's team has intentionally pulled away.



"I AM SUCH A BIG BELIEVER IN THE PEOPLE-TO-PEOPLE CONNECTION."

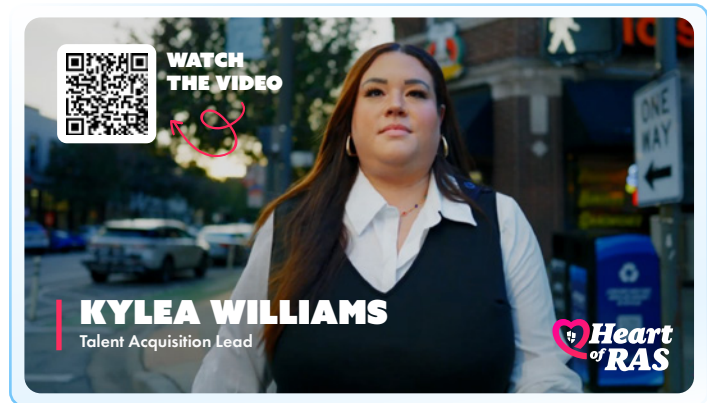
— Kylea Williams,
West Coast Talent Acquisition Lead

That connection is especially important when candidates have questions about the nuances of licensing and regulations.

Now Kylea's team focuses on phone calls and screenings, taking the time to truly understand both candidates and the unique needs of each program.

Kylea often tells the story of choosing between two strong candidates for area manager. One had a master's degree and impressive high-level management experience. The other, a younger candidate named Alex, had less impressive credentials but demonstrated an eagerness to learn and grow.

The hiring managers initially gravitated toward the more traditionally qualified candidate. But Kylea



noticed that Alex had fluid thinking and a people-centric spirit. She advocated for Alex, encouraging the managers to consider culture fit alongside qualifications. With coaching and trust, Alex flourished and now anchors a high-performing team. The hiring managers still talk about how happy they were that they chose her.

Kylea's approach is also about respect. She believes every candidate deserves clarity and feedback, whether or not they advance in the selection process. She sees that care reflected throughout Right At School through celebrations of internal promotions, the free flow of feedback, and the way teams rally around each other.

In a mature market where services can look similar, Kylea's team differentiates itself by being unmistakably human. The result is a workforce intentionally selected for heart, coachability, and community alignment — qualities that students and families feel the minute they walk into a Right At School program.

Component 8:

DISTRICT ALIGNMENT

Many OST providers position themselves as vendors. They perform a service and send an invoice. **At Right At School, we see our role differently. We're districts' partners, and we aim to understand their pressures and anticipate their needs.**

The right OST partner enhances a district's educational mission rather than operating parallel to it. When genuine alignment exists, OST programming becomes much more than just another budget line item. The programs actively contribute to broader district goals for student development and family engagement.

Right At School's turnkey solutions allow districts to focus on their core work. We manage the complexities of staffing (recruiting, training, supervising, and supporting program instructors and support personnel). We manage the daily operations that keep programs running smoothly. Districts gain high-quality programming without adding operational headaches.

Additionally, between staffing costs, materials, and facility overhead, many districts often find themselves running OST programs at a loss. Our partnership model changes this equation. Because Right At School pays districts for facility use, our partners often can offset operational costs. Some break even. Others generate modest revenue. Either way, districts gain financial breathing room while maintaining quality programming for families.

Furthermore, Right At School offers substantial discounts to district employees, making OST programs affordable for the very people who make schools run. Teachers, administrators, bus drivers, and cafeteria staff are parents, too. And like families everywhere, those district staffers frequently struggle with expensive childcare. Our program discounts have proven to be a powerful tool for employee recruitment and retention.



EASING DISTRICTS' LOAD:

At a professional development conference in Orlando, a superintendent asked Steffany “Why do you work at Right At School?”

Steffany answered, “I feel like I have the best gig in the sense that I get to do what’s right for kids.”

That mission-driven approach guides the way Steffany evaluates every decision, every district request, and every partnership opportunity. Before bringing any new idea to Right At School leadership, she asks herself: Does this help kids? Does this support our mission? If the answer is no, it’s a no — regardless of how lucrative it might be.

With nearly 15 years supporting districts from Chicago Public Schools to single-building communities, Right At School has learned that effective partnerships start with listening. Steffany embodies this approach in every conversation she has with district leaders.

When she sits down with superintendents and other leaders, Steffany often starts with a question most don’t expect: “Tell me what keeps you up at night.”

Sometimes the answer is directly about OST programming (e.g., wait lists, staffing shortages, or bell time changes that create new morning care needs). But often, district leaders share broader challenges such as absenteeism rates, equity concerns, or communication barriers with multilingual families.



Steffany listens for ways Right At School can genuinely help. When one district mentioned chronic absenteeism, Steffany worked with them to leverage Right At School’s reputation as a destination program, making the OST experience so engaging that it actually increased students’ enthusiasm for showing up to school.

Steffany’s team aligns with districts of all sizes by holding to two principles. The first involves keeping the core consistent: non-negotiables in curriculum quality, safety, and program design so families everywhere get the same standard of care. The second principle is being locally inspired: adapt to the unique culture of each building and community so programs feel like they belong.

“The best part of the work we do is that we work really hard with districts in creating equitable access,” Steffany said. That work involves addressing affordability issues and communicating in two dozen languages, so information reaches everyone. She positions Right At School as a solution-oriented partner for staffing issues as well.

Many districts treat their existing program as “their baby,” and rightly so. Steffany’s approach respects that history: listen, understand the pain points, and then build a path forward that protects relationships and elevates quality without disruption.

“OUR JOB IS TO MAKE OUR DISTRICT LEADERS LOOK LIKE THE HEROES THEY ARE.”

— Steffany Holloway,
Vice President of School Partnerships



Component 9:

SCHOOL PARTNERSHIPS

When school and district leaders are evaluating OST service providers, they often pose technical questions about staffing, curriculum, and safety protocols. But questions about the prospective partnership also matter: Can the provider communicate openly when challenges arise? Can they build positive relationships across the entire school community? And will they lighten administrators' load or add to it?

Partnerships don't last because of a contract; they last because of trust. When families trust the program, enrollment stays strong. When communication is open and proactive, minor issues don't escalate into crisis

calls to the superintendent's office. And when the provider operates as a true partner, everyone from principals to front office personnel to custodians feels supported rather than burdened by its presence.

Schools have diverse OST needs, and Right At School has created an array of plans to address those differing circumstances. It may be a program for middle school or a way to navigate subsidy programs with sensitivity so families in need can access OST services without stigma or unnecessary barriers. Plus, we can provide childcare during school staff's professional development time.

TRUST, BUILT DAILY:

Andrew has a particular philosophy about family engagement and district relationships.



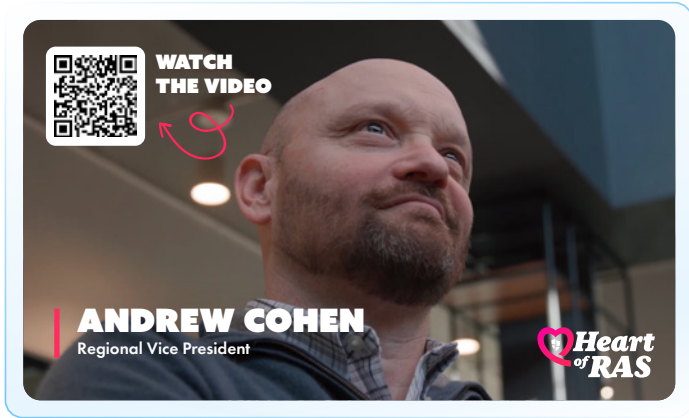
“KIDS AREN’T PERFECT. WE’RE NOT PERFECT. SO, WE HAVE TO BE VERY OPEN AND TRANSPARENT WHEN WE HAVE ANY TYPE OF OBSTACLE.”

— Andrew Cohen, Regional Vice President

This philosophy extends to every level of the school community. Andrew talks about building “deep and wide” relationships — not just with the superintendent, but with the office staff who greet families, the facilities team that keeps buildings humming, and the principals who set the tone.

“If our program manager comes in every day and asks, ‘Hey, how many kids were absent today?’ that adds work to that front office manager,” Andrew acknowledged. “We may think it’s just a quick couple of seconds, but that is still more work.” Building genuine relationships with everyone who keeps schools running helps Right At School feel like part of schools’ rhythm rather than extra workload.

There’s also a turnkey side to the work. Districts with self-operated programs often realize they need help. Andrew’s team manages family engagement and communications end-to-end, from parent forums to program tours to ongoing updates. That visibility builds trust quickly, especially during transitions.



Personal touches matter, too. Andrew recounted how he helped build rapport with a district leader by acknowledging his support and sending a gift bag — complete with Right At School socks — for him to enjoy and share with his daughter, who had just left for college. Andrew opened their next call by asking about Parent Weekend and whether he'd worn the socks. He immediately sent family photos — with his socks on display. That small gesture broke the ice and opened the door to a warm, positive connection.

"I got to know who he was as a human, not just the business side," Andrew said. That connection earned her the credibility required to navigate hard conversations later.

This relationship-first approach shapes everything Right At School does. When family concerns escalate, instead of expecting district partners to handle them, Right At School staff own the communication loop. They follow up with families and keep district administrators informed every step of the way.

In the end, the differentiator is simple: Right At School shows up as an extension of the district's goals, not just a vendor. Successful strategic partnerships are built on trust, transparency, and people like Andrew who understand that sometimes, it all comes down to remembering to ask about the socks.



Component 10: **IMPACT**

In the end, one question reigns supreme:
Are we making a difference?

At Right At School, measuring and maximizing our programs' impact is one of our top priorities. Impact in OST programming means ensuring that every hour a child spends with us contributes to their growth as learners, individuals, and community members.

Right At School's impact shows up in enrollment numbers that remain strong year after year, in family satisfaction ratings that show their expectations being consistently exceeded, and in

feedback from principals who report that our students arrive at school more confident and socially capable. When children feel secure and engaged, they're ready to learn and grow.

And when 95% of students say they feel joy and safety at Right At School, that isn't just a feel-good metric. It's evidence that we're creating environments where children want to be, where learning feels natural, and where growth happens organically through meaningful engagement.



JOY IS THE PLAN:

Bonnie was a child of poverty and a “latchkey kid.” She knows firsthand that unsupervised OST hours can be lonely. The one exception for her was summer camp, which she describes as life changing. That personal history now fuels her work to make OST programs places where connection is the spark and play is the engine of learning.

Bonnie’s journey to Right At School took her through an array of roles in the education and nonprofit worlds. She has worked with children of poverty in inner-city Baltimore and other underserved communities. Through it all, she was driven by one mission: raising student outcomes, any which way she could.

When a recruiter approached Bonnie about Right At School, she hadn’t been planning to move into a new job. But the conversation showed her the untapped potential of out-of-school time.

Now Bonnie’s team brings four disciplines together — curriculum, professional development, supporting struggling students, and licensing — and aligns them to one principle: human connection first. Safety is non-negotiable and constantly refined, and it includes a rigorous name-to-face attendance system to ensure every child is accounted for. Curriculum is developed by professional curriculum writers and intentionally aligned with learning theory, state standards, and the science of reading.

Joy is deliberately designed into the OST experience. Station rotations move students through nine content areas, so each child has a chance to engage with what interests them the most. And kids have voice and choice, even within each learning station. If the rest of the class is creating mosaics at the art station but one child wants to draw, that child can draw.

What sets Bonnie’s approach apart is her insistence on rigor and intentionality. “Play-based learning” is research-backed design with clear objectives because, as she says, kids learn more when they know what they’re learning. Twice a year, surveys ask children if they feel safe, if they like coming to the program, and if they learned something new. The goal is not just to measure impact, but to center children’s voices in improvement efforts.

Ask Bonnie about outcomes and she points to kids’ faces at pickup and to the vast majority of “yeses” the survey questions elicit. **She’ll also point to activity results, like little statues of liberty created from every art material imaginable. These are signs of durable skills taking root — executive functioning, problem-solving, and creative thinking. Skills that last. Joy you can see.**



EXCELLENCE IS OUR COMMITMENT

The hours between school dismissal and when families reconnect are precious opportunities to shape young lives. However, when even one of the 10 components of OST excellence is missing, the bar for enrichment and care is lowered.

When given the choice between average and excellent, which would parents want for their children?

Right At School's sole focus is creating exceptional OST programs that transform how children learn, grow, and see themselves. **This singular focus allows us to be deliberate in our decisions, intentional in our approach, and uncompromising in our commitment to the 10 components.**

Excellence in OST matters because we're not just supervising students. We're changing their lives. Visit any Right At School site and watch the children. You'll understand immediately why this work matters. We're providing up to 1,000 hours of additional learning time each year. We're laying the groundwork for future leaders, inventors, community builders, and engaged citizens.

As educational models diversify (e.g., voucher programs, charter schools, homeschooling, and online learning), the landscape of how children receive education continues to shift and fragment. This evolution creates gaps in consistency, socialization, and the daily rhythms that children need.

Quality OST programming becomes even more critical in filling those gaps, offering stability, community, and developmental support that complement whatever educational path families choose.

Anyone who works in schools understands that the students in your care become your children and your responsibility. OST programming extends that mission into hours that might otherwise be lost.

Right At School stands ready to partner with districts and schools that share our commitment to excellence. Together, we can ensure that every child experiences programming that's safe, joyful, enriching, and designed with their success in mind.

Because the children in our care deserve nothing less.

CONTACT US TODAY

Please call **855-AT-SCHOOL (855-287-2466)** or fill out the **online contact form** to discuss your district's childcare needs with a Right At School team member and discover how to expand access to high-quality enrichment for all students.

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