ROADMAP FOR SCHOOL SYSTEMS NAVIGATING THROUGH COVID-19:
OPERATIONS AND IT ✉ (access all Roadmaps at www.catalyst-ed.org/covid/roadmaps)

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ROADMAP SECTIONS	Technology	School Operations	Food	Student and Family Services	Enrollment: Current Student Retention	Enrollment: New Students	Procurement	Attendance/Data Systems	Facilities	Governance	Compliance and Authorizer Relations
ROADMAP KEY	♡ DEI 🖼 Finance 🕊 Instruction ⌂ Social and Emotional ✉ IT and Operations 👥 Talent ↻ Resilient Leadership

Phase 1 - Launch Remote Learning	Phase 2 - Finish the School Year Strong	Phase 3 - Implications for Summer & Beyond	Resources and Sample Technical Assistance Projects (request support here)
Technology			
🕊 Partner with the Instructional team to identify technical solutions for accessing academic content - Learning Management System, Google folders, etc. (See Academics Roadmap)

♡ Survey families (by phone if necessary) to determine who lacks a device and internet, and prioritize distribution to those families first. Remove as many barriers (signing forms, showing ID, etc.) as possible during distribution and pick-up.

Provision devices to include all necessary software for remote learning, antivirus software, and student friendly security protections.

Create a check out system and inventory tracker to account for all devices..

Send guidance to families on leveraging connectivity options (free or discounted services through phone and internet providers); lead time on hotspots is 3-6 weeks.

Perform a technology check on the network's IT infrastructure to determine potential vulnerabilities | Implement IT support for students/families and remote staff with tech challenges (broken devices, etc.)
- Where appropriate, cross-train staff with extra time (ops staff, para-professionals, etc) to provide Tier 1 tech support (log-ins, etc)
- Implement a hotline for family technological issues.
- Consider setting up drop off windows where families can swap broken laptops for fixed ones.

Confirm that the systems you are building - to track attendance, data, etc. - are technologically capable to work through the end of year, maintain appropriate privacy standards, and roll up required data to the right level for intervention and decision-making.

Create durable private network solutions. Ensure any modifications to firewalls or other security access has not exposed organization to digital threats. | Make assumptions for device breakage/loss (potentially as high as 100%) & budget for FY21 device replacement, etc.

Plan for how you will track and collect devices once school resumes (sanitize, quality assurance, etc.)

Assess whether it makes sense to continue providing devices and hotspots for students going forward.

Enter into licensing agreements for software and platforms you want to continue using in 2020-21

If virtual learning is likely to continue, create and deploy technical training (based on end of year survey) to ensure parents, students and teachers can effectively access and use the tools and technology for the upcoming school year | **Resources:**
Education for Change Distribution Guidelines

Guidance on FERPA and Virtual Learning

Sample Technical Assistance Projects:
Creating or refining your tech inventory processes, to include distribution and returns and assessing purchasing needs for 2020-21

Assessing capacity needs to support long-term virtual delivery, and building or updating the existing technology strategy accordingly

Developing protocols to facilitate rapid changeover from in-person to virtual |

due to increased demand

Where possible, work with vendors to outsource some of the IT support, expand device offerings, and create centralized offerings for hot spots, etc.

Train teachers on how to use technical solutions with an instructional focus. Provide follow up support for those who need extra help.

For safety - clarify what platforms you will use, and how students and staff should interact safely (use Zoom or Google Classroom, encourage students to attend office hours if they reach out to you on your phone, etc.) ([See Talent Roadmap](#))

Create and message to students, families, and staff members how to submit help tickets. Create or add to a technology help site with FAQs.

delivery as part of emergency preparedness planning

Performing a post school-year analysis to determine barriers to effectively accessing and using the technology, tools and software; and to learn what technical issues were most experienced by parents, students and teachers

School Operations

Central Office
Determine how the central office will help school-site ops staff prioritize during remote learning.

Create a page on an intranet or create a shared folder of all Ops COVID-19 related procedures for quick staff access.

Collaborate with IT and/or procurement to determine if ops staff have phones/computers to conduct remote work.

School Site
Forward all school mail to the Principal or Operations leader home as soon as possible.

If possible, remove all cash from campus and deposit. Ensure all monies are at least locked.

Central Office
Consider sending weekly work guidance to operations staff organized by function. Indicate what is recommended vs. essential.

Consider hosting a weekly call for all school operations staff to foster community, offer an opportunity to answer questions about the weekly guidance, and discuss shared challenges.

Create a FAQ live document that captures all common questions and answers for operations staff.

Research guidance for "soft re-open" procedures (small groups only, social distancing, increased sanitation routines.) With your academic leadership, determine what an open, socially distanced school would look like.

Central Office:
Create "re-entry" processes and recommendations for school operations staff

Identify best practices from shifts to remote phase, and develop a tool kit for rapid shut-down procedures in the event of rolling closures or other crises.

Sample Technical Assistance Projects:
Identifying best practices from shifts to remote phase, and developing a tool kit for rapid shut-down procedures in the event of rolling closures or other crises.

Food

Assess food service providers' ability to continue meal production. Explore options to provide frozen meals, multiple meals in a day and bundles for multiple days.

Assess if your organization should provide nutrition service. Weigh site set up, potential staff risks, time commitment, and org guiding principles.

If the organization decides not to provide service:
- Create or share a Google map identifying food pantries, district hubs, restaurants offering food, and open charter sites.
- Share free/low cost nutrition options within 1-2 miles of your school. Disseminate this widely (web, social, letter, text) with the map.

If the network decides to provide service:
- Determine locations, considering multi-school clusters, leveraging other charter or district sites, and ability to accommodate high-traffic.
- Assess manpower and equipment at your school sites (bags, gloves, hand sanitizer, approved cleaning supplies),. Ensure spacing conducive to drive-thru/walk-up pick up.
- Develop a nutrition distribution plan for each site. Outline service location & times, rainy day plans, FAQs for staff, safety protocols, and procedures for ordering and counting meals.

Submit a state emergency food waiver request if your meal service format will change. (The Seamless Summer Program is a good option - it allows service to all under-18yr children in a community.)

For each site, assign a site point of contact, servers, traffic control staff, and assembly line support. Consider providing hazard pay.

♡ With input from families or community leaders,

Monitor and adapt to changes in demand.

Leverage the nutrition hub site to highlight open seats for the upcoming year. Consider periodic flyer inserts.

Submit necessary meal counts to state reporting system for reimbursement

♡ Assess your nutritional plan to check for ways that families may be excluded or poorly served. Make adjustments as necessary.

Evaluate the program and if there are opportunities to consolidate or needs to open additional sites.

Resources: Sample Google map of food options

Sample Nutrition Distribution Plan

Sample Safety Protocols

Sample Technical Assistance Projects:
Exploring and recommending technology tools and local partner organizations that may support non-standard meal distribution management and processes

Creating modified lunch practices in a post-COVID environment to account for potentially modified physical distancing requirements

Creating or updating existing emergency preparedness plan for meal services in collaboration with the organization's food service provider

check your nutrition distribution plan for any barriers or exclusionary approaches.

Student and Family Services

Work closely with local agencies to compile a list of critical resources for families (food banks, housing, domestic violence shelters, legal support, stimulus information).

Determine supports for homeless students, including additional liaison needs.

Determine whether the organization will provide direct family support beyond extending resources and its nutritional solutions.

Work with fundraising to determine if raising emergency funds for families is an option.

With your family wellness task force, use information from calls to determine which families may benefit from additional support. (See Social and Emotional Student and Family Support Roadmap)

If private funds are able to be raised, develop a criteria for families to receive emergency aid and a distribution method.

As you consider a 2.0 support plan for the fall, identify what worked, what resources are available, and how your organization wants to sustain student and family support.

Sample Technical Assistance Projects:
Designing a plan to raise and distribute funds as emergency aid

Developing a long term education plan to support homeless and special populations students

Assisting schools in developing a transition plan and identifying additional supports and services needed to get students back to an in-school environment, especially if modified physical distancing requirements are in place

Enrollment: Current Student Retention

♡ Ultimately, the most important determinant for your re-enrollment of your families is how they experience care. Remember that touch points such as meal pick-up, tech distribution, and ongoing phone calls from teachers to connect with families. Use these opportunities to build authentic connections with families and keep a pulse on how they're doing.

(See the Social and Emotional Student and Family Support Roadmap)

Continue meaningful remote community building opportunities and ongoing communication. (See the Social and Emotional Roadmap) Use social media to highlight bright spots so your school community feels a sense of energy and progress.

♡ Based on attendance/engagement reports from your team members with direct access to students and families, identify families that are less engaged. Develop ways of connecting, helping, and ensuring ongoing commitment for enrolling next year.

Determine if your system has the capability of operating a digital re-enrollment process. Consider a simplified intent to return process for now instead of a full re-enrollment process

Consider revising any "inactive" policies that would withdraw absent/unresponsive students.

Adapt end-of-year check out for phone check out. Send transcripts electronically.

Consider whether any new/modified back-to-school activities will solidify enrollment and rebuild community.

Use social media to highlight back-to-school excitement (even if remote)

♡ Identify which families are most likely in need of 1:1 back-to-school support follow ups.

Sample Technical Assistance Projects:

Supporting schools in forecasting enrollment and setting revised enrollment targets

Developing and executing a social media plan.

Enrollment: New Students (For Charters / Choice Schools)

Register New Students
Identify any immediate events or deadlines for families in the pipeline. Create communication templates (email, letter, and text) to inform them of rescheduling information or postponement.

Modify any landing pages on your website for prospective families.

Continue application conversion process (i.e. make offers and register students) over the phone or through email if possible. Be sensitive to collecting personal documentation (birth certificates, IDs, etc.) over email unless security measures are put in place.

Consider if COVID-19 impacts may cause mobility of families into or out of your school system. Family connections, financial hardship, public transportation availability may impact geographic choices.

💵 With your CFO, revise FY21 enrollment assumptions (run different scenarios, look at returning student data, etc.) (See Finance & Development Roadmap)

Recruit New Students for 2020-21
Revise your recruitment strategy to eliminate in-person and events-based outreach. Consider strategies like:
● Mobilizing current families to get the word out

☆ If there are other steps that are typically a part of your spring and summer enrollment process, (e.g., orientations or Testing Days), consider remote or delayed offerings.

Keep families feeling connected to your school by maintaining contact with them, both through email and text, and in more personal ways like 1:1 calls or small group virtual huddles.

Monitor guidance from local district and/or authorizer around student records management and be prepared to adapt to a revised process for transferring student records. Consider FERPA when creating or revising policies around student records.

about open seats (most effective strategy)
- Digital marketing, including active social media highlighting successes and leveraging paid ads
- Sending out mailers (e.g., Every Door Direct Mail targeting certain zip codes)
- Giving digital school tours
- Host online events that deliver relevant content (i.e. stress management, tenant rights, etc.)
- Advertising open seats at any meal pick-up locations your organization is offering

Include new or prospective families in your outgoing family communication to keep them engaged.

Register New Students
If needed, shift to a digital and/or paper enrollment process. Build in some flexibility for families and have grace with deadlines, knowing that this is a difficult time for everyone.

If needed, hold a virtual lottery (ensuring your authorizer is in alignment and it is open to the public). Maintain records of how you conducted it fairly and publicly.

Procurement

Ensure all ongoing on-site services are paused and not paid (water delivery, sub services, bussing, custodial services, etc.) Consider making an exception in fiscal policy to allow purchased items to be delivered to personal homes if needed. Contact vendors to discuss cancellation policies/refund options for field trips, end of year events, dances, and graduations. Source masks through donation and purchase, gloves, and other critical PPE for on-site staff.	Develop a process to reimburse families for any pre-paid tickets to canceled trips and school events. Place critical orders for SY20-21 (curriculum, furniture, uniforms). Work with vendors to have items delivered to the school when it is reopened or at a time someone will be on site (e.g. Nutrition distribution). Assess if there are any saving opportunities with insurance providers given there is now less risk.	Assess what contracts need to be renewed/paused for the upcoming school year.	**Sample Technical Assistance Projects:** Reviewing school contracts to determine how to approach various vendors.

Student Data Systems/ Attendance

Attendance
Determine from the governing body, if attendance must be claimed for funding purposes during remote learning.

If not required, determine if it would be valuable to track daily attendance during remote learning to understand participation and identify engagement issues.

Develop attendance taking procedures for teachers. Consider a simple daily survey.

✦ Collaborate with the academic team on attendance procedures to ensure they align with remote learning teacher expectations.   Determine what constitutes as "present" (student sign in, student contact, parent contact, student survey, etc.), allowing for flexibility based on home needs. (See Academic Roadmap.)

Consider creating a remote learning present code that will allow tracking attendance, but will not impact ADA reporting.

Attendance
Utilize emergency contact information to attempt to get in touch with students if existing contact information is not available or working.

♡ Conduct attendance follow up checks in conjunction with your family wellness task force.

Student Information System (SIS)
✦ Adjust calendar in SIS to reflect any adjusted closure and instructional days. (See Academic Roadmap.)

✦ Adjust any grading scales that are needed to align with new grading weights and expectations Adjust any class schedules/rosters as needed to reflect the remote learning plan. (See Academic Roadmap.)

Conduct end-of-year close out procedures.

Student Information System (SIS)
Create new school year in SIS systems and roll students over to matriculating grade. Update any data policies for SY '20-21 to anticipate rolling closures or other potential COVID-19 disruptions.

Sample Technical Assistance Projects: Developing revised attendance policies and procedures adapted for the current environment while complying with state and local requirements

Facilities

Facilities Projects (new buildings, renovations, moves)
Where new construction or renovations are ongoing, ensure facilities projects are still on track. Determine if still essential.

Facilities Maintenance & Security
If all physical facilities are closed, press pause on janitorial services and trash/recycling pick-up.

If physical facilities remain open in any capacity, adjust the level of janitorial services and establish additional sanitation practices as appropriate.

Facilities Projects (new buildings, renovations, moves)
Revise your facilities project plans, with contingencies based on summer access to school and potential permitting delays.

💵 WIth finance team, confirm whether enrollment changes or funding access will influence school openings and facilities needs. Consider pausing cosmetic projects or anything that can be delayed. (See Finance Roadmap.)

Facilities Projects (new buildings, renovations, moves)
Implement revised facilities project plans.

Facilities Maintenance & Security
Maintain or adjust janitorial services, trash, and recycling pick-up as needed. Maintain additional sanitation practices as appropriate.

Develop sanitation strategy prior to reopening schools.

Assess the impact of any physical distancing
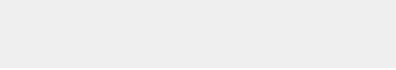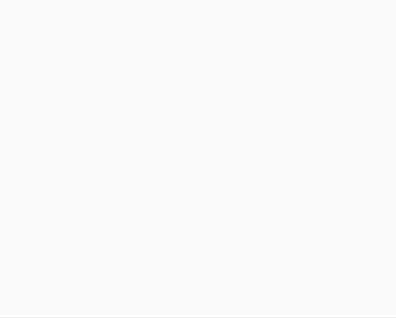
Determine school security needs at the moment and adjust if needed. Consider car patrol. If buildings will be closed to teacher access, provide guidance to teachers on how and when to access items from their classrooms and close up their classrooms	Facilities Maintenance & Security Maintain or adjust janitorial services, trash, and recycling pick-up as needed. Maintain additional sanitation practices as appropriate. Modify any school security needs, if needed.	policies in effect upon schools re-opening (e.g. revised max capacity, room set-up, more stringent cleaning requirements, etc.)	

Governance

Communicate early and often with your board about crisis response and plans for shifting to remote learning. Consider virtual board engagement and/or leveraging board members differently in this period of time. Operationalize virtual board meetings if permitted in your state. Comply with regulations (and note that in some cases, state authorities may have temporarily lifted some regulations around emergency meetings.) Determine who to go to for current, accurate governance advice, whether that is your legal counsel, your authorizer, your membership organization, or another expert.	Continue to maintain frequent virtual touchpoints with your board and communicate how they can be helpful. Continue to implement virtual board meetings and committee meetings as appropriate and in compliance with state regulations and your bylaws.	Reevaluate board committees and assignments and assess whether to make changes for 2020-21.	**Resources:** See BoardOnTrack's COVID-19 Resources **Sample Technical Assistance Projects:** Creating tools and sharing best practices related to effective virtual board meetings.

Compliance and Authorizer Relations (For Charters)

Compliance Assess your typical compliance reporting set of action items. Check for any early state/ authorizer / other guidance. Identify areas that make sense to take a more lax approach to compliance reporting. Align with your CEO/Superintendent and any other leaders on these educated bets.	Compliance Connect with your contacts at states, advocacy groups, or peers in the state to get a sense for ongoing shifts in compliance. Conduct your modified end-of-year wrap up - recognize that school leaders or other participants will have a disrupted schedule and may be poorly positioned to support traditional compliance activities.	Compliance Work with state contacts, authorizers, and other agencies to ensure compliance with the spirit of policies. Negotiate for adjusted timelines, reporting requirements or other concessions. Look ahead to potential 2020-21 reporting challenges. Begin to adjust your 2020-21 activities accordingly. Authorizer Relations	

Identify new internal timelines for pacing work given potential deference from state or external parties on traditional end-of-fiscal-year processes.

Authorizer Relations
Communicate early and often with your authorizer in order to get a sense for ongoing shifts in expectations for compliance.

Authorizer Relations
Stay in touch with your authorizer to monitor ongoing shifts in expectations for compliance and to inform re remote practices that diverge from your charter.

Confirm how authorizers will modify oversight this year, if at all   (And for charters up for renewal, check on a modified renewal process.)

⚡ If you decide to change your school year (e.g. change the length of the summer, add/remove pupil-free days), communicate with your authorizer (and seek approval, if needed)

Stay in touch with your authorizer to continue monitoring ongoing shifts in expectations for compliance.