Overview:

This is meant to represent the major operational and programmatic tasks that would need to be completed prior to reopening our NYC buildings for in-person hybrid instruction. This is a guide and each campus will need to make a copy that is adjusted/personalized to reflect their specific vision, resources and limitations. PD topics might be altered, combined or condensed. Operational tasks might be completed way in advance of this timeline. School leaders will need to work with their teams and with network partners to ensure their school is on track for a safe and successful reopening that makes the best sense for their school.

Additional Notes

- Additional (smaller and more detailed) Operations Re-opening Actions are linked here.
- Program tasks are blue, operations tasks are green. While many items will overlap between the two departments, the ones that most explicitly do were left black.
- Staff & Family communication are linked below:
    - 2.24.21 Message to NY Staff re: Spring Reopening
    - 2.24.21 Message to HLA Families re: Spring Reopening
    - 2.24.21 Message to HLA2 Families re: Spring Reopening
    - 2.24.21 Message to HHLA Families re: Spring Reopening

Updated Protocols

- Staff Testing & Quarantining: Staff must return to NYC with time to quarantine and test on-site in our schools in advance of full reopening. This will be communicated in the staff letter and session. All staff will continue to get tested regularly once school reopens, regardless of vaccination status. Dates of staff testing prior to reopening are listed below along with the first dates for testing students. As a note, we realize student testing on the first day of hybrid will be a disruption to the school schedule but we imagine staff and families will want to ensure students are tested as early as possible after rejoining the larger community. If schools have specific concerns about this they should raise them with Emily & Jonathan to determine an adjusted path.
    - Wednesday 3/10: HLA K-4 & supporting staff on-site, regular Wednesday schedule for students
    - Monday 3/15: HLA K-4 students
    - Monday 4/5: HLA, HHLA, HLA2 all staff on-site, asynchronous day for students
    - Monday 4/12: HLA, HHLA, HLA2 all students
    - Thursday 4/15: HLA, HHLA, HLA2 all students
    - Week of 4/19: resume regular testing schedule in which each cohort gets tested biweekly
        - Week 1: Tuesday testing of Cohort A
        - Week 2: Thursday testing of Cohort B
        - Repeat

- <u>Powerschool & Quarter 4</u>: We are going to shift the end of quarter 3 in NYC to Friday, April 9th. DOs will ensure Powerschool rosters reflect the new rosters for Monday, April 12th and the start of quarter 4 and in-person instruction. Full internal planning document for the rostering process can be found [here](). An updated report card timeline is in process and will be shared. Family conferences will remain on the same date.
- <u>Support for Responding to Family Questions</u>: We know that families will have many questions and we've created a brief guidance document for operations and leadership teams to reference as they navigate them. That can be found [here]().
- <u>Updated Safety & Health Guidance</u>: We have updated our health and safety guidance based on new CDC guidelines. These can be found [here](). These include but are not limited to explicit guidance on staff safety during PD and meetings, updated exposure scenarios accounting for vaccinated staff, and updated building closure guidance since we are moving away from the DOE protocol of closing the building for 2 unrelated cases.
- <u>Staff Vaccination Status</u>: We are continuing to collect information via the vaccine form. With guidance from counsel, we are also working on a system for categorizing each staff's vaccination status that is shared with HOSs, DOs, and HR. This would mean a requirement that they share their status for health/safety protocol purposes.
- <u>Work From Home Accommodation Request</u>s: We are standardizing this process with a [form]() that all staff must complete if they are seeking an accommodation. We will follow the timeline listed below:
    a. Wednesday 2/24: Reshare guidelines & process to request in all NYC staff message. All staff seeking accommodation must request through the new system even if they had an accommodation previously.
    b. Wednesday 3/3: All requests are due to HR through the form
    c. Friday 3/5: Sherri & Jonathan share a summary of all requests recommendations with HOSs via email & spreadsheet
    d. Monday 3/8: Sherri, Jonathan, Emily F. & HOS meet to review recommendations
    e. Wednesday 3/10: Sherri & Jonathan communicate approvals or denials to individual staff members via email copying HOS

Central Timeline
- Wednesday 2/24: 10am letter to all NYC school & network staff (Jon shares with boards as well)
- Wednesday 2/24: 3pm HLA staff session with Jon, Jonathan & Emily
- Wednesday 2/24: 6pm family letter shared to all NYC families (includes hybrid/remote survey, testing, all info)
- Thursday 2/25: 3:15pm HLA2 staff session with Jonathan & Emily
- Wednesday 3/3: 3pm HHLA staff session with Jon, Jonathan & Emily (join at 2:45)
- Wednesday 3/1: WFH requests from staff are due
- Thursday 2/25: HLA2 staff session with Jonathan & Emily
- Wednesday 3/3: all NYC family surveys are due (fully final for HLA)
- Friday 3/5: Sherri & Jonathan share a summary of all requests recommendations with HOSs via email & spreadsheet

- Monday 3/8: Sherri, Jonathan, Emily F. & HOSs meet to review recommendations
- Monday 3/8: HLA rosters are final & shared with staff and families (with schedules)
- Wednesday 3/10: Sherri & Jonathan communicate WFH approvals or denials to individual staff members via email copying HOS
- Wednesday 3/10: fully final family survey cut off for Harlem & HLA2 (any families who have not responded are shifted to remote cohorts)
- Friday 3/12: HLA2 & HHLA rosters are final
- Monday 3/15: HLA & PHP K-4 starts in person
- Friday 3/19: HLA2 & HHLA finalize any adjustments to sections/staff assignments based on student numbers and staff WFH numbers
- Monday 3/22: Student program placement & schedules are shared with families along with guidance for April 5th
- Monday 4/12: HHLA, HLA2, HLA 5-8 start in person

Prior to announcing reopening date 3 weeks in advance
- Staff PD virtually re: in-person health and safety protocols refresher (masks, social distancing, etc., emphasized within new context of variant and vaccines), preview of in-person PD weeks and expectations, etc.   - Leadership team adjusts upcoming PD calendar to account for re-opening PDs once reopening date is final   - Leadership team review and adjust arrival dismissal plans based on 1) updated WFH status and 2) increasing efficiency where possible   - Teacher assignment: create/revamp lessons on Interactive Modeling of in-building procedures   - Leaders create adjusted pacing guides to reflect hybrid/remote learning with Kate & Jeremy   - Leaders check in with staff as desired (1:1/grade teams) to hear input/concerns/hopes for reopening, virtually

T-3 Weeks (March 15-19)*
- Audit PPE/Hygiene kits/sanitation stations; restock as needed   - Verify HVAC fully functioning   - Check floor stickers, posters, etc. and reorder/replace as needed   - Notify OPT (HH - and Bronx busing) of reopening date, submit rosters when available   - Resend testing consent request to those families that have still not consented   - Adjusted pacing guides built with teachers for planning

Monday	Tuesday	Wednesday	Thursday	Friday

* These are the dates for most NYC HP students, for HLA K-4 it is shifted earlier (Feb 22-26).

T-2 Weeks (March 22-26)*

- Notify all service vendors (security, food service, custodial) of reopening date/return to full staffing
- Schedule deep cleaning for week prior to reopening
- Re-rostering complete and entered into power school and all systems
- All class assignments shared with families
- PD in building: Class Rosters shared with Teachers w/ tasks (classroom refresh, call new students, classroom letter) & small group practice session: lunch procedures (school discretion if this is virtual or building)
- Leader redo schedules to reflect hybrid programming & review with HOS, other relevant staff (mental health, CA, Ops, etc.) do the same with supervisors

Monday	Tuesday	Wednesday	Thursday	Friday
	Re-rostering complete and entered into power school and all systems (at the latest, ideally much earlier0	PD - Class Rosters shared with Teachers w/ tasks (classroom refresh, call new students, classroom letter) (15 min) - Small group/grade team practice session: lunch procedures (60 min)		All class assignments shared with families

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T-1 Week (April 5-April 9)*

- Medicine Re-Collection: student medication should be collected with the student's name and contact information.
- Conduct final pre-opening sanitation and cleaning
- DO update school website
- update voicemail message to reflect open
- Remove/replace any closure signage, replace
- Schedule Ruvna for first day of on site
- All staff testing on-site in schools
- PD in building: final call of arrival/dismissal/lunch, refresh of in-building support-text procedures, practice session of welcome back lesson practice and/or classroom procedures
- Leader walk through of classrooms with feedback (Monday or Tuesday so it is actionable for teachers over the course of the week)

School discretion - intro session with new class for students
School discretion - Schedule 1:1's or small group with students who have low attendance (60% or lower)

Monday	Tuesday	Wednesday	Thursday	Friday
		- Whole group refresh practice session of any key parts of arrival/dismissal & refresh of in-building support-text procedures (45 min) - Small group/grade team practice session: Welcome back Morning Meeting/AD and/or classroom procedures (60 min)		

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Post opening
- Leadership team walk through & coaching of school-wide procedures - Consider eliminating/decreasing meetings/observations in the first week to ensure leaders are present and coaching during arrival, dismissal, hallways, monitoring bathroom use etc.) - Whole staff PD w/feedback and practice of school-wide procedures

Continuum of Priorities Implementation

Reopening our buildings this winter/spring is going to take a significant amount of time and energy. Providing in-person schooling is a priority and must be treated as one in order to do it safely and well. Given that, we need to look at the various other priorities schools have and adjust our implementation of them to reflect decreased time and energy available.

Below is a continuum of implementation for each priority.

Priority	Minimum implementation	Medium Implementation	Maximum implementation
Monthly Quizzes (KC)	- Administer quizzes - Share analysis and instructional planning resources with teachers - Allow teachers to analyze as they choose to independently with rationale	- Administer quizzes - Lead teachers through abbreviated materials for analysis and instructional planning in grade team meetings or during Wed PD for Quiz #1 - For quizzes 2-4 teachers analyze on their own - Use grade team meeting to review data at a broad level (e.g. review most missed question)	- Administer quizzes - Use Wed PD and/or grade team time to complete abbreviated or full analysis and instructional planning protocols for all quizzes 1-4 - Use grade team time to co-plan response to data lessons for priority standards - As a coach, track progress for students of focus for the teachers you coach - As a school LT, identify common instructional needs across the school and 1) provide professional development associated with the topic and 2) conduct observations and provide feedback with this instructional lens -
Data Driven Instruction (KC)	- Continue coaching and reference DDI priority document when determining feedback/action steps	- As an SLT, conduct a full self-reflection of the 5 DDI practices. Choose 1-2 that most need to be addressed and complete action planning for those	- As an SLT, conduct a full self-reflection of the 5 DDI practices. Choose 1-2 that most need to be addressed and complete

		areas. - During weekly SLT meeting, track progress on action steps related to priority DDI areas identified above.	action planning for those areas. - During weekly SLT meeting, track progress on action steps related to priority DDI areas identified above. - Conduct LT walkthroughs with a DDI lens related to the DDI priority areas to norm and provide feedback to teachers focused on the school-identified goals - Share DDI priorities with staff, share observation feedback and progress tied to DDI priorities with staff (e.g. weekly email) - Plan professional development sessions tied to the DDI focus areas (e.g. video analysis, peer feedback on videos, lesson plan review, monthly quiz data, small group conferencing, how to do a mid workshop teach, etc.)
Increasing Attendance	- Maintain weekly attendance meetings - Maintain tier 3 support for acute attendance - Eliminate any new joy initiatives		
Executing Evaluations	- Extend deadline to execute all evaluations to May 31 - Execute renewals / non-renewals in advance with rationale		
External Interviewing	- Delegate interviewing to leadership team - Join for 30 minutes to assess the		

	candidate only for those your team recommends you hire		
Renewals / Non-Renewals	- Distribute renewal letters via email with heartfelt note of gratitude / appreciation and invite them to a group input session in May - Distribute non-renewal letters via individual zoom meetings		

Additional areas of work to consider adjusting:

- HOS/Leader weekly coaching meetings: decrease in time (60 min -> 40 min), decrease in frequence (every week to every other week), differentiated
- Leader/Teacher observations: differentiate and decrease in frequency for most, maintain for struggling staff with potential to grow
- Decrease staff PD or delegate certain topics to grade team leaders for informal teacher based sessions
- Select high stakes weeks to cancel all/most observations & meetings and communicate in advance such as:
  - week before and week of reopening
  - Two weeks of renewal/non-renewal meetings
  - Two weeks of evaluation meetings
  - Week of monthly quiz launch (so that leaders are only spending time supporting that rather than regular meetings & observations and follow up)
  - Week of 1st monthly quiz analysis
- HEADLINE: Our staff has received a significant amount of support, observation and coaching this year. Stepping back strategically now may be necessary.

<u>Timing:</u>
- *Feb 8*
- *Feb 15: NO SCHOOL, MOST SCHOOL STAFF OFF*
- Feb 22
  - Monthly quizzes launch
- March 1
- March 8
- March 15: T-3 Weeks, reopen HLA k-4 & PHP
- March 22: T-2 Weeks
- *March 29: NO SCHOOL, MOST SCHOOL STAFF OFF*

- April 5th: T-1 Week
- April 12th: reopen all NYC buildings

NYC Reopening Spring 2021 Planning