Western Educational EQUITY Assistance Center

July 2020

Reopening High School:

Addressing Reopening Safely for Instruction after COVID-19

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Western Educational EQUITY Assistance Center

**Introduction to the
Western Educational Equity Assistance Center
(WEEAC)-Region IV:**

- **We are one of four Regional Equity Assistance Centers funded by the United States Department of Education under the Title IV of the Civil Rights Act of 1964.**
- **Offering professional development, technical assistance, and resources to ensure that equitable education opportunities are available and accessible for all children.**
- **Serving K-12 school districts in 13 states and three territories focusing on civil rights issues of race, gender, religion and national origin, as well as bullying.**
- **Services are free or low cost.**

Western Educational EQUITY Assistance Center

Dear Educator,

We are living in challenging times—times that will impact the future of our most precious resource—our students in schools. It will take years to realize the impact COVID-19 has had on our children and youth, but we must do everything we can to mitigate these circumstances so that schools can get a head start on the challenges that will face them when they open SY 2020-2021.

The purpose of this brief guide is to provide educators with tools to guide the reopening of districts and schools and ensure that all groups of students achieve at high levels. This document focuses on the reopening of high schools. This process will vary if planning for an elementary or middle school. Although, middle schools could possibly use this document for some of their planning, leaders will need to augment the components to address conditions specific to this level. You are encouraged to use this document in a worksheet or computerized format for developing your plan for reopening. Each section reminds us that we operate under a set of guiding principles. We may not always know what to do in a given situation, but with well-articulated principles, we will make the right decisions. Following are a set of standalone "worksheets" or "notebook entries" for you to use as you plan for the reopening of school. These are suggestions, they are not a prescriptive list of what needs to be done. Our intent is to help you by suggesting conditions that must be planned for mitigation prior to and while students and staff return safely for instruction. The list of selected targeted areas for developing strategies/procedures is not complete and is not necessarily in priority order. Please add and delete targeted areas unique to your school setting. These strategies/practices will be the responsibility of designated individual(s) in your school. This work will undoubtedly incur a cost for implementation. Responsible staff and cost will need to be considered when planning for the reopening of school safely for instruction. When reviewing this document, you will also see some targeted areas that must be addressed by the District administration in order to provide input for your school to operate safely for instruction.

The assumption is that the task of planning for the reopening will not solely be up to the principal and other administrators; but, will require the input of all staff working as virtual work groups to develop a plan. It's important to incorporate the voices of staff, students, parents/guardians, and community members to get a sense of what is expected to promote an atmosphere that all high school conditions of operations have been carefully planned for safely reopening school for instruction. **Students, parents/guardians, staff, and community must feel confident about the reopening of their school.**

Educators have a major task ahead of them in planning for the reopening of school during and after the COVID -19 Pandemic. Furthermore, districts should be thinking about what it will take to reopen schools this school year, and consider what the impact will be in the long term. We recognize that there are all sorts of "free" and "not-so-free" advice and materials out there. There is no shortage of vendors who see the COVID-19 Pandemic as a marketing opportunity. This is not our intent. The WEEAC experience over the last three months is that research-based advice is helpful, but it is the educators in schools, districts, and communities who know best, particularly under today's circumstances.

You know best! These are suggestions.

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Table of Contents

DISTRICT LEADERSHIP
Procedural Strategies Developed to Reopen School Safely for Instruction at the High School Level

District Leadership Guiding Principles:

1. District Communication - High School leaders do not make district policies. However, school leaders inform district leaders in making district decisions that impact reopening school safely for instruction.
2. Communication - High School leaders and district leaders must coordinate communication to the students, parents, staff, and the community at large. A system of consistent communication must be established in order to inform all affected parties of changes made to address reopening schools safely for instruction. All communication should be made in all home languages.
3. Timeline - A timeline must be established to communicate the strategies.

Virtual Work Group Discussion items:

Operating a school building is a complicated enterprise and consists of numerous moving parts. It becomes even more complicated when coming back to school under these unusual circumstances related to the COVID-19 Pandemic. A systematic approach to addressing concerns, broken down step-by-step, is a useful strategy to meet these challenges. A logical first step in the process is to convene a working group to engage in discussions about how to move forward in the best interest of all students. This group can be convened virtually if face-to-face meetings are not a practical strategy. Following is a list of suggested topics and a set of worksheets, organized by target areas, which should be discussed by the staff virtual work group as soon as is practical.

These targeted areas can be incorporated into a notebook or a virtual document for keeping track of recommendations, implementation strategies, and timelines. Again, there is no particular order in which these should be used, some target areas are not applicable to all schools or districts, and there may be new target areas that need to be addressed in a specific setting. A blank worksheet is provided for identification of new target areas.

TARGET AREAS:

A. Office	H. School Administration
B. Counselor/Guidance/Social Workers/Restorative Practices	I. Faculty/Staff Shared Areas
C. Security	J. Custodial
D. Health Services	K. Bus Transportation
E. Classroom	L. Student Activities
F. Library/Media Services	M. Other Student Congregation Zones & Areas
G. Cafeteria/Food Service	N. Blank Worksheet

These functions may also be accomplished by the creation of a staff/virtual work group best suited to develop strategies/practices that will affect school operations. Add student, parent, and community members as needed. Discuss and provide consensus/agreement on procedural strategy/practice to be used. Determine if strategies/practices developed at the district level will require policy changes for Board approval in order to make the necessary adjustments. Add additional areas not listed but deemed necessary for school sites to reopen school safely for instruction.

Schools must receive help and direction from District administration in order to plan effectively for safely reopening high schools for instruction. Resolution to these district targeted areas must be addressed in collaboration with staff virtual work groups when planning for the reopening.

DISTRICT FUNCTIONS – The following are some District functions that will require guidance and direction from the District leadership for reopening school safely for instruction.

District Targeted Area(s) for discussion and development of strategies and practices for safely reopening high schools for instruction are:

1. Equity in acquiring mitigation efforts: PPE, temperature checks, social distancing, testing (reporting results) across the district.
2. Admin/certified staff/support staff infection protection, mitigation efforts: PPE, temperature checks, social distancing, and testing (reporting results).
3. Substitutes infection protection, mitigation efforts: PPE, temperature checks, social distancing.
4. Itinerant staff - therapists (OT/PT), social workers, audiologist, etc., mitigation efforts: PPE, temperature checks, social distancing.
5. Mitigation efforts: PPE, temperature checks, disinfection/sanitizing efforts.
6. Diverse staff with multilingual skills reflecting student population served.
7. Teacher to student ratio (class size).
8. Instructional support staff to student ratio.
9. School day for students and staff to report to school and dismissal times.
10. Determine school site strategies practiced by all district-wide high schools or practices specific to a selected site.
11. Usage by outside groups of school facilities.
12. Warehouse functions: Mail distribution, pick-up and delivery, continuation of construction and building sites, etc.
13. Bus Transportation: Increase or decrease routes, entry and exit strategies, seating arrangements, monitoring.
14. Sanitizing all district vehicles.
15. Staff/substitute training on new procedures.
16. In person instruction or continue remote instruction or a hybrid model.
17. Evaluate effectiveness of remote learning; determine curriculum start point due to previous mandated closure.
18. Consider the impact of changes made at the high school level on elementary and middle schools.
19. Student absences: Define and communicate health signs to stay home to prevent contagion.
20. Staff: Define and communicate health signs to stay home to prevent contagion.

District Targeted Area(s) Continued:

21. Messaging/signage on school grounds and inside school sites to promote healthy practices.
22. Consider compensation measures; benefits for certified and support staff participating in virtual work groups.
23. Protocols for returning students and staff due to having contracted the virus (or direct exposure to the virus).
24. District security staff interactions with students, other staff, parents, and visitors.
25. Equity in budget revisions necessary for implementation of strategies/practices at all levels.
26. Printed materials in all languages of students and parents served to aid in the communication of new procedures to students, parents, staff, and community.
27. A District protocol and monitoring system for data collection related to COVID-19 cases.
28. Equity in affected policy changes and governing board adoption.

Reopening High School: Addressing Reopening Safely for Instruction- Procedural Strategies Developed to Reopen School Safely for Instruction at the High School Level

TARGET AREAS:

A. OFFICE –

- **Guiding Principle(s):**
  1. Minimize the risk of contracting/infecting/spreading of the COVID-19 Virus at your site _____.
  2. Follow **ALL** CDC/ NIH, State, State Department of Education, County, City, and School District guidelines.
  3. Mindful of inequities revealed during COVID-19 learning opportunities to include, but not limited to, student access to technology; unpreparedness of parents to become teachers; unavailable translation services for parents; substantial learning loss for children of color; and unpreparedness for teachers to be online teachers.
  4. Intentionally focus on social, emotional, and mental health needs of students, families, and staff.
  5. Continue to build deep and trusting relationships with students.

Staff/Virtual Work Group

- **Staff/Virtual Work Group** – Create a staff/virtual work group best suited to develop strategies /practices for addressing conditions as listed:

  1. Add student, parent, and community members as needed.
  2. Discuss and provide consensus/agreement on procedural strategy/practice to be used for the following conditions.
  3. Determine if strategies/practices developed are culturally responsive to a diverse student body applicable at your school site.
  4. Make the necessary adjustments unique to your school site.
  5. Indicate if the strategy/practice should be developed by the District leadership or at the school site level.
  6. Add additional conditions not listed but deemed necessary for your site to reopen school safely for instruction.

Suggestion: Select a Facilitator and a Recorder. Maintain strategies/practices in a notebook or computerized format arranged for your use and recall. In addition, you may survey parents to assist in the development of reopening school safely for instruction. This may be accomplished at either the school or district level.

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WORKSHEET OFFICE

Targeted Area(s)	Condition	District	School	Recommended Procedural Strategy/Practice for Safety and Instruction	Implementation of Strategy/Practice To Identify Responsible Staff and Cost	Timeline
OFFICE	Student Check in/out.					
	Parent Check in.					
	Staff Check in.					
	Visitor Check in.					
	New Student Registration.					
	Student Office Aides.					
	Student/Parent/Visitor Waiting Areas.					

B. COUNSELORS/GUIDANCE/SOCIAL WORKERS/RESTORATIVE PRACTICES-

- **Guiding Principle(s):**
1. Minimize the risk of contracting/infecting/spreading of the COVID-19 Virus at your site
   _____
2. Follow **ALL** CDC/ NIH, State, State Department of Education, County, City, and School District guidelines.
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WORKSHEET- COUNSELORS/GUIDANCE/SOCIAL WORKERS/ RESTORATIVE PRACTICES

Targeted Area(s)	Condition	District	School	Recommended Procedural Strategy/Practice for Safety and Instruction	Implementation of Strategy/Practice Identify Responsible Staff and Cost	Timeline
COUNSELORS/GUIDANCE/ SOCIAL WORKERS/ RESTORATIVE PRACTICES.	Counseling students.					
	Class schedules.					
	Well-Being/Social emotional learning.					
	Student healing from loss, trauma experienced, self-care.					
	Staff healing from loss, trauma experienced, self-care.					
	Parent healing from loss, trauma experienced.					
	Student discipline alternatives/interventions.					
	Student motivation to learn, adjust to school environment, etc.					

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WORKSHEET CONTINUED –
COUNSELORS/GUIDANCE/SOCIAL WORKERS/RESTORATIVE PRACTICES

Targeted Area(s)	Condition	District	School	Recommended Procedural Strategy/Practice for Safety and Instruction	Implementation of Strategy/Practice Identify Responsible Staff and Cost	Timeline
COUNSELOR GUIDANCE/ SOCIAL WORKERS/ RESTORATIVE PRACTICES	Managing and coping with stress brought on by: food, shelter, and sleep insecurity.					
	Bullying prevention: student to student; staff to staff; staff to student.					
	Staff anti-bias and diversity training.					
	Staff training (SEL).					
	Counseling (SEL).					

C. SECURITY:

- **Guiding Principle(s)**:
  1. Minimize the risk of contracting/infecting/spreading of the COVID-19 Virus at your site
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WORKSHEET – SECURITY

Targeted Area(s)	Condition	District	School	Recommended Procedural Strategy/Practice for Safety and Instruction	Implementation of Strategy/Practice Identify Responsible Staff and Cost	Timeline
SECURITY	Student entry.					
	SRO interaction w/ students and staff.					
	Parent/Guardian entry.					
	Visitor entry.					

D. HEALTH SERVICES:

- **Health Services Guiding Principle(s):**
  1. Minimize the risk of contracting/infecting/spreading of the COVID-19 Virus at your site _____.
  2. Follow **ALL** CDC/ NIH, State, State Department of Education, County, City, and School District guidelines.
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WORKSHEET – HEALTH SERVICES

Targeted Area(s)	Condition	District	School	Recommended Procedural Strategy/Practice for Safety and Instruction	Implementation of Strategy/Practice Who/When/Cost	Timeline
HEALTH SERVICES	Student entry.					
	Protocol for ill student or staff member.					
	Parent entry for pick-up of student.					
	Bathroom furniture.					
	Student office stay or criteria for pick-up of student.					

E. CLASSROOM:

- **Guiding Principle(s):**
  1. Minimize the risk of contracting/infecting/spreading of the COVID-19 Virus at your site
  _____
  2. Follow **ALL** CDC/NIH, State, State Department of Education, County, City, and School District guidelines.
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WORKSHEET – CLASSROOM SERVICES

Targeted Area(s)	Condition	District	School	Recommended Procedural Strategy/ Practice for Safety and Instruction	Implementation of Strategy/Practice Identify Responsible Staff and Cost	Timeline
CLASSROOM(S)	Seating arrangement based on physical size of room, subject, labs, and enrollment in class.					
	Classroom furniture, lockers.					
	Sharing/use of supplies/resources /textbooks.					
	Sharing lab stations (career tech, science, etc.).					
	Animal care/AG.					
	Technology use in the classroom, rolling computer stations, assigned tablets, classroom computers, headsets, carrying cases.					
	Weight rooms.					
	Gymnasiums.					
	Sanitary measures upon entry/ dismissal.					

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WORKSHEET – CLASSROOM SERVICES CONTINUED

Targeted Area(s)	Condition	D	S	Recommended Procedural Strategy/Practice for Safety and Instruction	Implementation of Strategy/Practice Identify Responsible Staff and Cost	Timeline
CLASSROOM	Studios-Photography, Media.					
	Wash stations/ showers.					
	Sanitary measures upon entry and dismissal.					
	Classroom discipline alternatives.					
	Hallways, Art (Electives), Computer Labs, Culinary, Auto, Building Trades, etc.					
	Special Education -equipment, materials, etc.					
	Auditoriums.					
	Theatres/backstage/ dressing rooms.					
	Aquatics (pools)/ dressing rooms.					
	Military /shooting ranges/simulators.					
	Classroom discipline rules.					

F. LIBRARY/MEDIA SERVICES:

- **Guiding Principle(s):**
  1. Minimize the risk of contracting/infecting/spreading of the COVID-19 Virus at your site _____.
  2. Follow **ALL** CDC/ NIH, State, State Department of Education, County, City, and School District guidelines.
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Suggestion: Select a Facilitator and a Recorder. Maintain strategies/practices in a notebook arranged for your use and recall. In addition. You may survey parents to assist in the development of strategies/practices for reopening school safely for instruction. This may be accomplished at either the school or district level.

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WORKSHEET – LIBRARY/MEDIA SERVICES

Targeted Area(s)	Condition	District	School	Recommended Procedural Strategy/Practice for Safety and Instruction	Implementation of Strategy/Practice Identify Responsible Staff and Cost	Timeline
LIBRARY/MEDIA SERVICES	Library entry/checkout for students and staff.					
	Library materials (books, periodicals, cd's, etc.).					
	Library furniture.					
	Computer stations.					
	Study rooms.					

G. CAFETERIA/FOOD SERVICE:

- **Guiding Principle(s):**
    1. Minimize the risk of contracting/infecting/spreading of the COVID-19 Virus at your site
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    3. Mindful of inequities revealed in effective learning opportunities to include, but not limited to, student access to technology; unpreparedness of parents to become teachers; unavailable translation services for parents; substantial learning loss for children of color; and unpreparedness for teachers to be online teachers.
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WORKSHEET – CAFETERIA/FOOD SERVICE

Targeted Area(s)	Condition	District	School	Recommended Procedural Strategy/Practice for Safety and Instruction	Implementation of Strategy/Practice Identify Responsible Staff and Cost	Timeline
CAFETERIA/FOOD SERVICE	Food service staff protection.					
	Food distribution to students, staff.					
	Breakfast schedule.					
	Lunch schedule.					
	Sanitary measures taken during and after meal servings.					
	Food service staff protection.					

H. SCHOOL ADMINISTRATION:

- **Guiding Principle(s):**
  1. Minimize the risk of contracting/infecting/spreading of the COVID-19 Virus at your site _____
  2. Follow **ALL** CDC/ NIH, State, State Department of Education, County, City, and School District guidelines.
  3. Mindful of inequities revealed in effective learning opportunities to include but not limited to student access to technology; unpreparedness of parents to become teachers; unavailable translation services for parents; substantial learning loss for children of color; and unpreparedness for teachers to be online teachers.
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WORKSHEET SCHOOL ADMINISTRATION

Targeted Area(s)	Condition	District	School	Recommended Procedural Strategy/Practice for Safety and Instruction	Implementation of Strategy/Practice Identify Responsible Staff and Cost	Timeline
SCHOOL ADMINISTRATION	Student entry.					
	Student re-entry after COVID-19 exposure.					
	Parent entry.					
	Staff entry.					
	Visitor/Substitutes and other adult entry.					
	Parent/Teacher conferences					
	Teacher/Staff/Admin meetings.					
	Staff PD.					
	Parent/Org meeting.					
	School assigned vehicles.					
	Tutoring/mentoring students –teacher to student ratio.					
	Volunteers w/students & staff.					
	Student registration (onsite, phone, digital, mail).					

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WORKSHEET SCHOOL ADMINISTRATION CONTINUED -

Targeted Area(s)	Condition	District	School	Recommended Procedural Strategy/Practice for Safety and Instruction	Implementation of Strategy/Practice Identify Responsible Staff and Cost	Timeline
SCHOOL ADMINISTRATION	Class schedule delivery (onsite, digital, mail).					
	School fee payments.					
	Event trips (sports, extracurricular, activity, etc.).					
	School discipline alternatives.					
	School administration.					
	Safety signage.					
	Teacher assignments.					
	Remote instruction, in class or hybrid.					
	Promote cultural responsiveness for all students.					

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I. FACULTY/STAFF SHARED AREAS:

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WORKSHEET FACULTY/STAFF SHARED AREAS

Targeted Area(s)	Condition	District	School	Recommended Procedural Strategy/Practice for Safety and Instruction	Implementation of Strategy/Practice Identify Responsible Staff and Cost	Timeline
FACULTY/STAFF SHARED AREAS	Lounge/workrooms.					
	Departmental/ specialized areas.					

J. CUSTODIAL/GROUNDS SERVICES:

- **Guiding Principle(s):**
  1. Minimize the risk of contracting/infecting/spreading of the COVID-19 Virus at your site
     _____
  2. Follow **ALL** CDC/ NIH, State, State Department of Education, County, City, and School District guidelines.
  3. Mindful of inequities revealed in effective learning opportunities to include but not limited to student access to technology; unpreparedness of parents to become teachers; unavailable translation services for parents; substantial learning loss for children of color; and unpreparedness for teachers to be online teachers.
  4. Intentional focus on social, emotional and mental health needs of students, families, and staff.
  5. Continue to build deep and trusting relationships with students.

Staff/Virtual Work Group

- **Staff/Virtual Work Group** - Create a staff/virtual work group best suited to develop strategies /practices for addressing conditions as listed:

  1. Add student, parent, and community members as needed.
  2. Discuss and provide consensus/agreement on procedural strategy/practice to be used for the following conditions.
  3. Determine if strategies/practices developed are culturally responsive to a diverse student body applicable at your school site.
  4. Make the necessary adjustments unique to your school site.
  5. Indicate if the strategy/practice should be developed by the District leadership or at the school site level.
  6. Add additional conditions not listed but deemed necessary for your site to reopen school safely for instruction.

Suggestion: Select a Facilitator and a Recorder. Maintain Strategies/practices in a notebook arranged for your use and recall. In addition, you may survey parents to assist in the development of strategies/practices for reopening school safely for instruction. This may be accomplished at either the school or district level.

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WORKSHEET CUSTODIAL GROUNDS

Targeted Area(s)	Condition	District	School	Recommended Procedural Strategy/Practice for Safety and Instruction	Implementation of Strategy/Practice Identify Responsible Staff and Cost	Timeline
CUSTODIAL/ GROUNDS	Hallways (if applicable).					
	Classrooms during and after school.					
	Bathrooms (all).					
	Exterior doors.					
	Athletic locker rooms.					
	Band room.					
	Theatre/auditorium/ dressing rooms.					
	Rifle range (if applicable).					
	Career and Tech ED areas.					
	Gymnasium/Multipurpose areas/shower areas.					
	Hall lockers.					
	Water fountains school wide.					
	Parent/visitor waiting areas.					
	Teacher lounge(s).					

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K. BUS TRANSPORTATION:

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Staff/Virtual Work Group

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  5. Indicate if the strategy/practice should be developed by the District leadership or at the school site level.
  6. Add additional conditions not listed but deemed necessary for your site to reopen school safely for Instruction.

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WORKSHEET BUS TRANSPORTATION

Targeted Area(s)	Condition	District	School	Recommended Procedural Strategy/Practice for Safety and Instruction	Implementation of Strategy/Practice Identify Responsible Staff and Cost	Timeline
BUS TRANSPORTATION	Seating arrangement.					
	Student entry and departures.					
	Bus rules.					
	Monitoring.					

L. STUDENT ACTIVITIES:

- **Guiding Principle(s):**
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WORKSHEET STUDENT ACTIVITIES

Targeted Area(s)	Condition	District	School	Recommended Procedural Strategy/Practice for Safety and Instruction	Implementation of Strategy/Practice Identify Responsible Staff and Cost	Timeline
STUDENT ACTIVITIES	Which sports & extra - curricular activities to be offered.					
	Protocol for each activity to promote a safe experience on school premises and out of town.					
	-Assemblies.					
	-Club/org meetings.					
	-Performances.					
	-Athletic events.					
	-Visitor attendance to school activities.					
	-Practice sessions.					
	Outside external supports (i.e. after school programs, coaching, mentoring programs, etc.).					

M. OTHER STUDENT CONGREGATION ZONES AND AREAS:

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WORKSHEET OTHER STUDENT CONGREGATION AREAS

Targeted Area(s)	Condition	District	School	Recommended Procedural Strategy/Practice for Safety and Instruction	Implementation of Strategy/Practice Identify Responsible Staff and Cost	Timeline
OTHER STUDENT CONGREGATION ZONES/AREAS	Student drop off and pick up areas.					
	Bus loading zone.					
	Hallways.					
	Outside athletic areas.					
	Student practice areas: athletic fields, weight room, etc.					

N. BLANK WORKSHEET AND TARGET AREA:

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    3. Mindful of inequities revealed in effective learning opportunities to include but not limited to student access to technology; unpreparedness of parents to become teachers; unavailable translation services for parents; substantial learning loss for children of color; and unpreparedness for teachers to be online teachers.
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BLANK WORKSHEET

Targeted Area(s)	Condition	District	School	Recommended Procedural Strategy/Practice for Safety and Instruction	Implementation of Strategy/Practice Identify Responsible Staff and Cost	Timeline

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RESOURCES – FEDERAL, NATIONAL, STATE AND LOCAL:

- **Resources:** Obtain Guidance from the following recognized governmental agencies, institutions, organizations, and other well researched articles:

- **Federal and National Contacts:**

  1. The Centers of Disease Control and Prevention (CDC); CDC Guidelines for Schools, www.cdc.gov
  2. American Federation of Teachers (AFT) www.aft.org
  3. National Education Association (NEA)   www.nea.org
  4. American Enterprise Institute (AEI)   www.aei.org
  5. World Health Organization (WHO)   www.who.org
  6. Occupational Safety and Health Administration (OSHA)   www.osha.gov
  7. American Academy of Pediatrics (AAP)   https://www.aap.org
  8. Federal Emergency Management Agency (FEMA)   www.fema.gov
  9. Readiness and Emergency Management for Schools (REMS) www.rems.ed.gov
  10. US Department of Education (DOE)   https://www.ed.gov/
  11. SAMHSA-HRSA Center for Integrated Health Solutions www.integration.samhsa.gov/clinical-practice/trama-informed
  12. Stop Bullying.Gov   www.stopbullying.gov
  13. Learning Policy Institute (LPI)   www.lpi.org
  14. Office of Educational Technology (OET)   https://tech.ed.gov/
  15. National Association of School Nurses (NASN) www.nasn.org
  16. EPA Guidance on Disinfectants (EPA)   www.epa.gov
  17. American Library Association (ALA)   www.ala.org
  18. National Association of Secondary School Principals (NASSP) www.nassp.org

- **Your Individual Statewide and Local Resources:**

  1. State Department of Education.
  2. State Interscholastic Associations/State Athletic Conference.
  3. State and County Departments of Public Health.
  4. City Council Ordinances, State, County, local law enforcement policies, laws and regulations.
  5. District Governing Board policies and regulations.