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7/6/2020
Version 2

2020-21 Academic Framework

Salida has figured out how to navigate more than one crisis. We will just have to do it again. In some ways this is premature to publish, in other ways it may already be late. There is little information that is stable, and only one constant—we have to move forward.

Several thin, curved lines in shades of blue and grey originate from the bottom left and curve upwards and to the right, creating a sense of movement and flow.

Blackburn, David

SALIDA SCHOOLS SUPERINTENDENT—SPARTAN PROUD

Salida School's 2020 Academic Framework

Design Problem

In March of 2020 the novel virus known as the “corona” virus or COVID19 created a global pandemic due to high infection rates and a high death rate. The Governor of Colorado closed schools to in-person instruction to mitigate the spread of this disease. If not for this pandemic the changes being considered would not be applicable in entirety.

The design problem was, “How do we all get sick, without overwhelming our local hospital capacity?” The design problem is not, “How do we all stay safe?” The latter is a subjective and unattainable standard. We can take preventative measures to reduce and avoid infection scenarios with higher probability of transmission. We cannot promise 100% safety, nor does ‘safe’ have a universal and objective understanding. To be clear, the COVID19 virus is a known and valid threat. The remaining question is a subjective one of risk management depending on scenarios. Our work is to develop systems and protocols to mitigate risk. Salida Schools must expand on the simple design problem, and add elements of supporting community development, to include: quality instruction, day care capacity, youth activities and whole child development. With plans being put into place, each individual and family must evaluate their personal risk and respond accordingly.

In addition, we know the following:

- Our financial system supporting public education is broken, before and after the COVID19 pandemic.
- Our local system has been successful.
- One size fits all does not actually fit each individual child equally.
- Our biggest assets are our people—community wide (creativity, expertise, competence, and student relationships).
- Our community has supported innovations and entrepreneurship initiatives of the district in the past.

Values and Priorities

The Education Community

Salida School District is known as The Education Community with shared community values and visions. We strive to develop and achieve a success plan for every student.



Roles

Board of Education:

- Establish a vision that reflects community values, educational best practices and a plan for resiliency when navigating change.
- Ensure District has a Superintendent that is effectively developing and implementing strategies and building a team to achieve this vision.
- Provide oversight and governance to ensure the district has adequate human, physical, and financial resources to accomplish goals.

Superintendent:

- Provide a clear and actionable plan that students, families, and staff can implement.
- Ensure all applicable rules, regulations, and protocols are in place and monitored to stay compliant.
- Provide necessary support structures for staff to meet expectations of high quality instruction.
- Provide monitoring systems to provide the Board of Education with the level of quality being attained.
- Provide consistent and effective communication with stakeholders on planning and implementation.

Guiding Design Strategies

- The best instructional context for the majority of students is through face to face instruction.
- Fight for as much in person instruction as possible at every step
- Look for strategies to handle illness without having to shutdown in person operations.
- Our model must be flexible enough to shift systemically with dynamic health and wellness factors.
- Utilize preventative structures where feasible and reasonable. (i.e. spacing, masks, temperatures, cohorts, etc.)
- Some student needs are higher risk, requiring more direct in-person instruction.
- Our community needs the school system to provide structures for the workforce to cue off of.
- Sustain daycare capacity

Design Categories to Be Considered

- | | |
|---------------------------------------|-----------------------|
| 1. Clear Framework and Decision tree | 7. Daycare |
| 2. Public Health and Medical Guidance | 8. Distance Learning |
| 3. Different Modes | 9. Specials/Electives |
| 4. Calendar | 10. Whole Child |
| 5. Daily Schedule | 11. Activities |
| 6. Cohort Development | 12. Other |

Sources of Authority

- Salida School Board retains full authority and responsibility for decisions
- Chaffee County Public Health is the primary source for COVID19 response guidance, which Salida Schools will honor
- Chaffee County Commissioners, Salida City Council, Poncha Springs Trustees provide guidance in how the community at large will respond to COVID19 threats, which Salida Schools will honor.
- The Colorado Department of Education provides interpretation on COVID19 response in all areas, and is the place for interpretation of the Federal, Governor and Legislature, and State Public Health, and other health care professionals (i.e. epidemiologists), which Salida Schools will consider.

Condition Descriptors, Metrics and Variables for Decision Making

Our local public health will be the final determination on interpreting conditions and metrics. If any change in modalities occurs, the District may be required to take a short break in instruction to begin again on the following Monday (more below on COVID days). The COVID days will allow medical and crisis teams to guide us through a case by case response, as well as planning time to implement potential changes. Teachers will have preparation or remote instruction duties during any break. The school calendar may be extended to adjust for corresponding lost days of instruction. Our county has been leading the state (and pushing the state) to clarify the metrics that would guide us in reducing our interactions. No single factor will require us to change, rather they will be the factors that together guide us to respond to trends rather than incidents. The metrics have been drafted by public health, and are awaiting approval to be published to the public.

If the virus metric is related to community wide conditions, then we will follow the plan outlined. If the trigger (ie single positive case) is in an academic program/building then that program/building will move to full distance modality for a minimum of 48 hours for evaluation and disinfection. Program/Building level decisions will be made in a case by case scenario. We have a team of medical professionals joining our school leaders to consider each incident. If the problem is localized, then the response will be targeted. If the problem is community wide, the response will be system wide.

COVID Days—Remote Days—Snow Days

The new school calendar being considered adds an additional four weeks of potential days. The Center for Disease Control (CDC), Colorado Department of Education (CDE) require a minimum of a 48 hour break if a student or staff member is positively tested for COVID19. That is the first potential scenario whereby families could be required to not come to school. We have increased our capacity to offer remote learning as well as the quality of remote learning (see more under 1;1 Initiative and Online School). Our first intent will be continue instruction for these breaks by offering remote learning until we can return to school for in-person instruction. If “Remote days” are not possible, then we will call a “COVID day”, which will function as a “Snow day”. “COVID days” will have no instruction or staff engagement. We have the capacity to absorb two “snow days” or “COVID days” next year. If we go beyond those two days, then we will have to add days to the calendar. These potential days to be added will be noted on the new calendar, which is forthcoming. If we face that scenario, we will evaluate if days in June are the best way to recoup lost instruction or some other solution may be implemented.

A second scenario that could cause us to call “COVID days” or “Remote days” is if we have to switch modalities due to changing virus conditions within the community. There is a large set of possible “what-ifs” inside this consideration. We cannot plan for them all, yet we can add capacity in the calendar to respond as needed. Thus, “COVID days” in June are possible.

The Plan

The following graphic is an attempt to show the continuum of programming options the District is attempting to offer families. We have control over very little in this pandemic. So, the conditions will drive our programming delivery. We expect and are filled with hope to spend most of our time in the green or “olde school” zone. However, we realize that we must have a plan for viral conditions worsening in our local community. If that happens we will shift to the Yellow mode, which would allow us to support students with in-person instruction at 50% capacity. We will utilize a two days in-person — two days distant approach. We do expect to utilize this mode at least once next year. We do not expect to enter into the Orange or Red mode, but have basic plans in place to respond if the virus becomes the dominant actor in our community. If we go into the crisis modes, it will require all of us, community wide, to respond together as fast as possible so that we can return to at least 50% capacity. Again, at this moment, we believe that we will be in an Olde School, or Green Mode, in August.

The Plan

| | |
|---|---|
| <p>GREEN - Full Capacity In-Person Learning</p> <ol style="list-style-type: none"> 1. In person learning with extra precautions including. <ul style="list-style-type: none"> • Facilities restructured to promote social distancing. • Facemasks required for all • Extra hand washing • Basic health-checks for all • View the Full List of Precautionary Measures 2. All activities and classes supported in some capacity 3. Occasional COVID days required to investigate individual cases as they develop 4. The goal is to spend most of the year in the Green | <p>Conditions & Indicators</p> <p>See Metrics on Following Page in order to understand the baseline that determines the school's decision to be in the Green Zone</p> |
| <p>YELLOW – Limited Capacity In-Person Learning</p> <ol style="list-style-type: none"> 1. Additional precautions introduced to reduce spread 2. More Rigid Cohorting and Social Distancing Strategies <ul style="list-style-type: none"> • School may be split in 2 cohorts • Each cohort is two days in person--two days remote • Where feasible students stay put, teachers move • Use shared spaces—with distancing strategies 3. Specials Included with significant limitations 4. Sped and other specialized needs all in one cohort 5. Some activities may not be supported 6. Occasional COVID days required to investigate individual cases as they develop | <p>Conditions & Indicators</p> <p>Should any of the metrics in the Green zone be challenged in our community the district crisis team, including local public health, doctors and school officials will discuss the trends to determine next steps. Each situation would be unique. Increased controls for social distancing and cohorting could be implemented. The district would remain in yellow until capacity was determined sufficient to handle a new surge. There is a wide range of strategies that could be used in this phase based upon the spread of the virus, but in general the goal is to get more rigid where possible in our layers of protection.</p> |
| <p>RED - Stay at Home—CRISIS</p> <ol style="list-style-type: none"> 1. Fully remote for the majority of Students 2. Not likely, temporary crisis 3. Staff are all reassigned-furloughs and layoffs possible 4. This will be a dynamic situation with reactive plans developing to match community conditions | <p>Conditions & Indicators</p> <p>Executive Orders or Local Public Health Orders</p> |

Distance School Option

Green Mode Metrics

| Metric | How It's Measured |
|---|--|
| Treatment (Metrics 1 & 2) | |
| Sufficient hospital bed capacity | Hospitals in the county or region (as defined by LPHA) have sufficient bed capacity to manage a 20 percent surge in hospital admissions or patient transfers (hospital attestation of patient transfer agreements required. Please include attestations in the Protect Our Neighbors certification form). |
| Sufficient PPE Supply | Local hospitals must have two weeks of PPE available based on current PPE use standards |
| Transmission (Metrics 3 & 4) | |
| Stable or declining COVID-19 hospitalizations | Stable (no greater than 25% increase) or declining counts of new confirmed COVID-19 hospitalizations in the county's referral hospitals (LPHA defines) in the last 14 days compared to previous 14 day period OR no more than two new hospital admissions of county residents with confirmed COVID-19 on a single day in the last 14 days. |
| Fewer new cases | 25 or fewer new cases/100,000 people in the past two weeks (two-week cumulative incidence), excluding cases among residents of congregate facilities (senior care, other residential care, youth corrections, corrections) experiencing outbreaks. OR For a county/jurisdiction with a population of less than 30,000, no more than 7 cases, excluding cases among residents of congregate facilities (senior care, other residential care, youth corrections, corrections) experiencing outbreaks, in a two-week period. OR Two-week average molecular test positivity rate of less than 5% AND county is meeting minimum testing rate (0.75 per 1,000 population) AND two-week cumulative incidence is no greater than 50 cases/100,000 people in the past two weeks. |
| Test & Trace (Metrics 5-8) | |
| Sufficient testing capacity | County or region has the capacity to test (collect samples and testing partnerships) 15 people per 10,000 residents per day. |
| Ability to implement case investigation and contact tracing protocol | LPHA is able to implement Colorado's case investigation and contact tracing protocol for at least 85 percent of assigned cases within 24 hours. |
| Documented surge-capacity plan for case investigation and contact tracing | LPHA has a documented surge-capacity plan that they can investigate and contact trace their share, based on population, of our state's overall 500 cases per day goal. This means they need a plan to be able to investigate and contact trace up to 8.7 cases per 100,000 population per day. |
| Documented strategies to offer testing to close contacts | LPHA has documented strategies in place to offer testing, in conjunction with health care systems and other testing locations, to close contacts of outbreak-associated cases. |

Remote or Online Capacity

This spring the globe shut down and required us to retreat into Stay at Home orders. Regardless of how community conditions play out this school year, we know from the spring that our digital capacity was insufficient to deliver the kind of quality we expect. So, we have increased our capacity to offer distance learning to families that require that type of service.

First, we have applied to the Department of Education to start a new online school by local teachers for local families. We know that our best asset is our staff. We can offer the needed personal touch to navigate the struggles of online learning. We do not know if the application will be approved or if we will make a final commitment to open the new school. However, the pursuit of this goal will ensure that we have the capacity in all programs to offer this service. This effort is moving us forward, with many details still to be navigated.

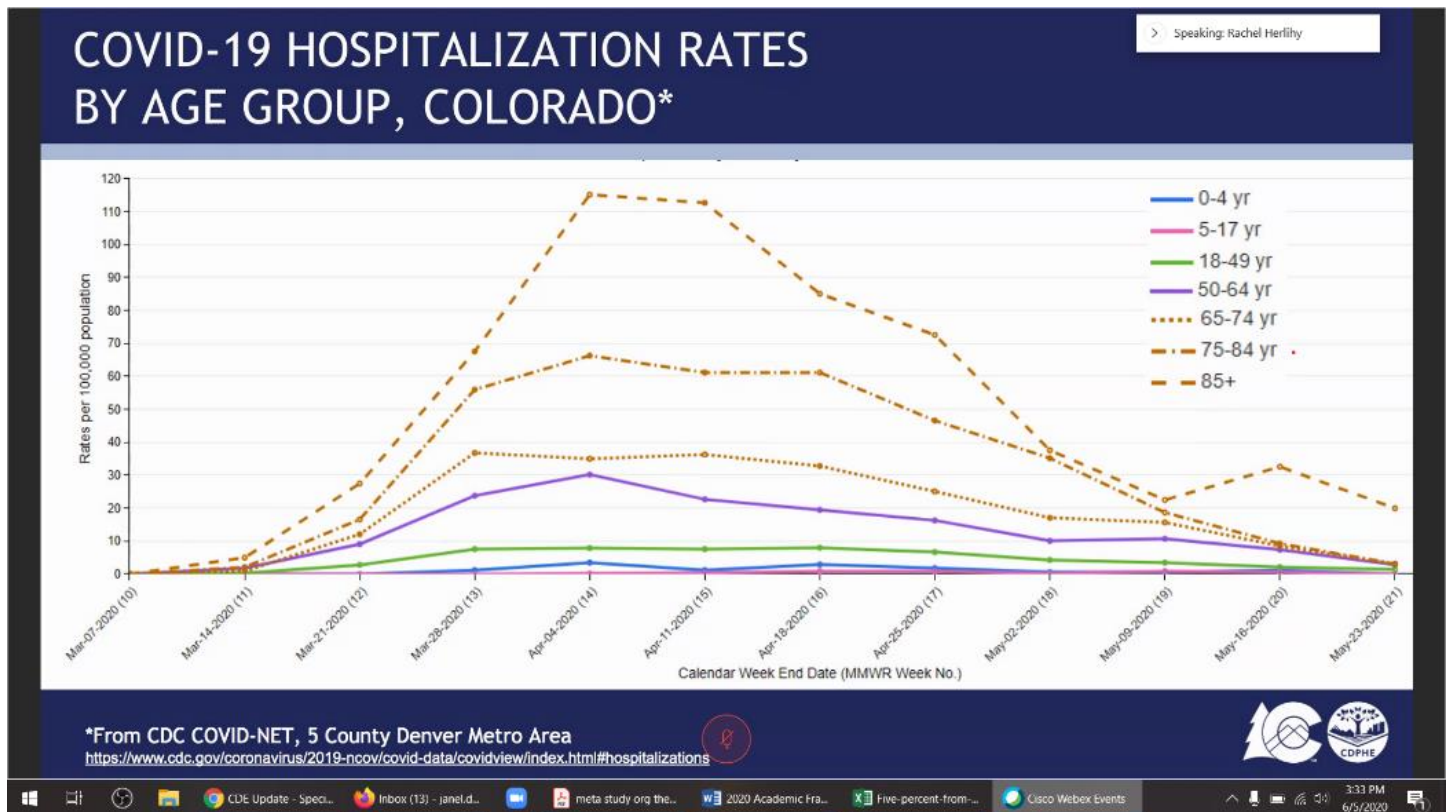
If the new school moves forward, we conceive it as a separate school, with separate enrollment windows for families to make a commitment to that type of learning. It is not for everyone, but some of our families must have this option.

We have also begun the process commonly called a 1:1 Initiative. This means that the district will check out a computer device to every k-12 student for the year. We know that COVID days are a possibility, and this will allow us to implement Remote Days if we have to take a break due to COVID. There are a lot of details still to be navigated, but the devices are ordered. This effort will require families to continue explicitly teaching their children how to manage technology. The district will develop supports for you. Other districts have done this earlier. If not for COVID19 we would not have made the decision at this time. Screen time is not always best for kids, and we are trying to figure out ways to limit that. However, we want to ensure we have the sufficient capacity in every student's hands if needed to manage our local COVID19 story.

As we pursue greater digital capacity the district is reviewing a new Learning Management System (LMS). This product is a comprehensive digital interface that allows staff, students, and parents to easily and seamlessly access their learning. It will not replace our Infinite Campus interface, which is a Student Data Management System. We will still need that, however, this new LMS will allow parents to access classrooms in one format. All of the learning opportunities will be accessed through this one platform. It will support our younger children in ensuring families only have to learn one program. Our older students will need this skill as all higher education utilizes an LMS for students to navigate college.

Lastly, the district has been investigating any and all possible solutions to assist families in gaining Internet access. We have also been joining other organizations in advocating for governmental initiatives to ensure that all families in rural America have access to Internet, just as government was able to do for phones and electricity. Regardless, there will be added capacity for all families to access Internet this upcoming year.

Medical Safety Risk Mitigation Response



The best place to start for this section is to clearly state that our children are at an extremely low risk to face hospitalization due to a COVID19 infection. According to the Colorado Department of Public Health's inserted graph there is a relative low risk to children. However, we do know that 60% of our community is in the high risk age category, and our students can be carriers of the virus. Many of our families have adult members with higher risks. In addition, many of our staff face higher risk scenarios than our students. Lastly, some of our students are at higher risk and medically fragile. Even with all that in mind your child's risk is extremely low.

The most important risk mitigation action is to stay home when you are sick. This may seem obvious; however, it is quite normal for parents to send a sick kid to school and see how the day goes, or give Advil at the breakfast table to see if the child can push through the sickness. Do NOT send your child to school if they have any sickness. Currently, the district is required to close down for a minimum of 48 hours if a positive COVID19 case is found.

If a student presents symptoms of an illness it will be treated as a COVID19 possibility. Nurses will isolate the student in a separate room designated for this purpose until parents can immediately come and pick up their student. The student will not be allowed to return to school until they have had medical clearance from a doctor. In most cases a COVID19 test will be required to support that medical clearance.

If a positive case is verified, then the school and possibly the district, will shut down for disinfectant protocols and trace contacting. In each case a response team, with school and medical staff, will review the circumstances to determine the risks presented and the best response possible at the time. The district will not publish student or staff names that may be presenting symptoms or tested positive. The district, in conjunction with public health, will directly notify any families of close contact exposure. The district will post a community message of a verified positive case in one of the schools, identifying the school as soon as possible. Being at a school with a positive case does not mean every individual has experienced close contact exposure. It will again be taken in a case by case approach. The school or district will return to in-person instruction as soon as it can be determined the risk is reduced or mitigated.

The school is currently developing three strategies to increase our system capacity to respond medically. First, the district has posted a position to add one more additional person to the nursing team, allowing us to have a full time person at each of the four large programs (ECC, LES, SMS, SHS). We want to be sure we have a person dedicated in

each building to respond and isolate sick students or staff as quickly as possible. Secondly, the district is working to secure its own testing capacity dedicated to the school's investigation needs. We want to be sure we can get our students and staff tested as soon as possible. Lastly, we are working on increasing our partnerships with our local doctors to ensure that students and staff can get the diagnosis they need as fast as possible. Our doctors understand that symptomatic students need attention immediately to determine if there is a COVID19 risk to others.

Our staff will conduct health checks on every student each morning. As conditions deteriorate in the community the health checks, including temperature checks will become more rigorous. In addition, high frequency hand washing and hand sanitizer use will be required. Our custodial team will be increasing cleaning, particularly of high touch surfaces. We will continue to use electrostatic wands to disinfect all surfaces.

We understand that mask wearing is a difficult topic for many. We have not found a single person that reports wearing a mask is enjoyable. It may not be enjoyable, but it is an active step we can take to mitigate risks. We are not going to take our final stand on any mask wearing policy until closer to the start of school in August. We believe that there are larger federal and state level conversations about this that may guide us into our final approach. Staff will wear face masks or face shields in all phases at this time. Students/families will self-select at this time. There are also additional age appropriateness factors to be considered. A 2 year old's expectation will not be the same as a 17 year old. If the only way we can get our schools open for in-person instruction is to wear a mask, then we will all wear masks. More to come on this in August.

Another strategy to mitigate risks is some measure of physical distancing, noted as 6' apart. In the Olde School, Green Mode, we will not be able to meet the 6' distance, but will add distance wherever it is feasible. If we move to 50% capacity we will be able to find the needed space in almost all cases. In the Orange Crisis mode we will be able to maintain the distance in all cases. We expect to have recess and specials/electives in the Green and Yellow mode with some modifications.

Our continuum of programming provides the opportunity for us to reduce cohort interactions and exposure as community conditions deteriorate. This is a key strategy in our design thinking. We will not break up family units if cohorts must separate. We encourage the larger community to take a cue from the schools and break up their workforce to match the schools cohorts. If only the schools create cohorts, but parents and employers do not, the strategy will be less effective, forcing us as a community and school to spend more time within restrictions.

As we are all aware, the guidance for our communities and our schools is very much still being developed. This is our starting point as we continue to work with our medical community to improve our strategies.

Resources to link:

One key source for the school planning effort comes from the Colorado Department of Education (CDE)
<https://www.cde.state.co.us/planning20-21/schooldecisiontree>

Another source is the American Academy of Pediatrics <https://services.aap.org/en/pages/2019-novel-coronavirus-covid-19-infections/clinical-guidance/covid-19-planning-considerations-return-to-in-person-education-in-schools/>

There are many regulatory bodies that the schools must respond to, including: Public Health, CDC, CDE, Governor's Office, Colorado Legislatures, Colorado State School Board, US Department of Agriculture (nutrition), US Department of Transportation (buses), et. al.

Communication Plan & Staff Feedback Timeline

| | |
|---|--|
| Friday June 5th | Monday June 15th |
| Go over plan with Admin and send to Board. We talk to music department and PE department | Launch staff design committees |
| Monday June 8th | Wednesday June 16th |
| Talk individually with principals | Present committee plans and pull it all together |
| Tuesday June 9th | Thursday June 17th |
| Go over with BOE | Send out staff feedback surveys |
| Looking for blessing for online school | Friday June 18th |
| Looking for blessing for 1-1 initiative | Close surveys |
| Looking for blessing on 4 modes of doing school, the plan | Weekend |
| Wednesday June 10th | David puts together final draft |
| Go over with staff the 'plan' through video and tell what the places for feedback are. | Monday June 22nd two weeks to adjust plan |
| Talk to County Roundtable | Send to BOE and Public Health |
| Thursday June 11th | Press conference with Public Health and Doctors |
| Office hours with teaching staff, buildings | Tuesday June 23rd |
| Friday June 12th | Board "approves plan" |
| Office hours with support staff | Board approve budget |
| CBT | 'Approve' PD Plan |
| Committee sign up sent out | Wednesday the 24th till July 6th, |
| | Work on cleaning up details w/ staff |
| | HR response window |
| | CBT meetings |

Communication Plan & Community Feedback Timeline

July 6th→

- Release draft plan to community & parents
- Discuss at District Accountability Committee (DAC)
- Discuss on Radio Program (92.3, 104.1, Facebook Live)
- Open up survey's for initial feedback

July 7th – 13th →

- Monitor feedback and adjust accordingly the plan
- Work directly with County Leadership
- Work with community partners to launch their planning
- Discuss on Radio Program (92.3, 104.1, Facebook Live)

July 14th→

- Board of Education (BOE) Meeting—finalize direction of plan to date

July 15th/16th →

- Principal Office Hours for Parents
- Community Office Hours with Superintendent

Launch Timezone

July 17th – August 10th →

- Four weeks to finish detail planning
- Prep staff
- Solve HR issues
- Respond to updated guidance
- Monitor virus trends to determine conditions.