



COVID-19 Planning Assumptions

During his press conference on April 14, 2020, Gov. Gavin Newsom unveiled [California's Roadmap to Modify the Stay-at-Home Order](#), which describes six indicators that must be met before the order can be modified. In his presentation the governor described the need after the stay-at-home order is lifted to "toggle back and forth" on social restrictions in response to changing conditions until "herd immunity" is achieved in the state.

Based on available information, it is reasonable and prudent for the K-12 schools in San Diego County to create contingency plans based on the following assumptions.

1. It will be safe for schools to return to normal operations when all the following have occurred:
 - a. The California stay-at-home order has been lifted
 - b. The number of confirmed COVID-19 cases in the county has remained constant or declined for 28 consecutive days
 - c. The directive to physically distance has been removed
 - d. Limits on group gatherings have been lifted
2. The virus that causes COVID-19 will remain in circulation until a vaccine is developed and widely used.
 - a. A vaccine is not likely to be in broad use during the next 18 months.
 - b. During this time, improvements in understanding of the virus and in testing will allow public health officials to act with greater precision when taking steps to slow the rate of infection. Broad stay-at-home orders and long-term school closures are not likely to be needed in the future.
 - c. A second wave of infections is expected, possibly coinciding with flu season in October or November. This wave will not be as significant as the first but could result in site, district, regional, or countywide school closures for up to four weeks.
 - d. Short-term closures of single or multiple schools will remain a possibility until a vaccine is widely used.
 - e. Children and staff with significant health conditions will continue to be especially vulnerable during this time.
 - f. Teaching and reinforcing prevention behaviors (handwashing and cough/sneeze etiquette) and promoting flu vaccinations will continue to be important strategies in slowing the spread of this and other infectious diseases.
 - g. Frequent cleaning and disinfection of high-touch surfaces will also be needed throughout this period.

3. Conditions are unlikely to improve quickly enough to allow schools to resume normal operations in the 2019-20 school year.
 - a. When the stay-at-home order is lifted, limits on group size may still be necessary and are likely to be stepped down in phases.
 - b. It is unlikely that traditional graduation ceremonies and promotion assemblies will be allowed in early June. Even if permissible, convening groups large during this time frame may still be inadvisable.
4. Deaths from COVID-19 are possible while the virus is in circulation.
 - a. While the stay-at-home order and/or restrictions on group size are in place, normal community support mechanisms will not be available to assist with grieving.
 - b. When schools can resume operations, deaths within the school community from COVID-19 will still be possible, especially for children and adults in high-risk categories.
5. The economic impacts of the pandemic will have significant and lasting impacts on schools.
 - a. State tax revenues will fall well below those of previous years with reductions in school funding likely.
 - b. Job layoffs and business closures will result in higher levels of unemployment, which will contribute to enrollment decline as families move out of San Diego County to more affordable areas of the country.
 - c. School nutrition programs will be needed by more students and will become a more significant portion of their access to food. Accommodations to provide continued access to meals for children who are ill or required to self-isolate may be necessary until COVID-19 is controlled.
6. School district enrollment will decline at a faster rate than we've seen in many areas of the country.
 - a. Parent demand for enrollment in distance learning programs will increase as many will perceive them as a safer and more stable alternative to classroom-based instruction while COVID-19 is in circulation.
 - i. Charter schools with well-established distance learning programs may see increased enrollment.
 - ii. Demand for enrollment in district and charter distance learning programs will also increase each time health officials impose social controls in response to upticks and hotspots.
 - b. The high cost of housing in the county, coupled with high rates of unemployment will lead to movement out of the county.
7. Student and employee attendance rates will decline in 2020-21.
 - a. Students and staff with COVID-19, and those who are directly exposed, may miss two or more weeks of school. In larger households, children may be required to miss school for an extended period if the disease affects other members of their family.
 - b. School staff will become more concerned about COVID-19 symptoms and encourage students and staff with symptoms to stay home.
 - c. Fear and rumors will also negatively impact student and employee attendance rates.

- d. Temporary employees/substitutes may be in more demand as employee absences rise.
8. Student learning outcomes going into the 2020-21 year will be uneven and vary broadly.
- a. Almost all students will begin the next year with learning deficits.
 - b. The most able and advantaged are likely to be better off.
 - c. The most disadvantaged are likely to suffer learning regression.

General Recommendations

1. Carefully consider when to return schools to normal operations.

Even if all requirements on social distancing are lifted, districts and charter schools should weigh the potential risks and benefits of returning to full operations during the current school year.

- Many parents will resist the idea that it is safe to return their children to school so soon after the apex of this crisis. Many others will be angry that they are being required to make this choice. Many staff members will share these concerns.
- What are the district's or charter's goals for the remainder of the school year? Are the intended outcomes substantial enough to warrant returning to full operations for a short period of time?
- Are we prepared to open with coronavirus in circulation? What special accommodations do we need to protect vulnerable students and employees? Do we have the supplies we need to maintain heightened prevention measures (hand sanitizer, cleaning, and disinfection products)?
- Do we have the physical capacity to reopen schools in the time remaining? What are the impacts the prolonged closure has had on our readiness to return? What supplies and equipment must be returned or replaced? What activities must occur first? What staffing issues have occurred while we've been out?
- Have we prepared our employees to return? Have we identified all their concerns and are we prepared with responses?
- Could the time be put to better use? The 2020-21 school year will pose unique challenges. COVID-19 will remain an active threat. Would using this time to work with our staffs to develop plans to meet those challenges be of greater benefit?

2. Create contingency plans to hold graduation and promotion ceremonies when it is safe to do so.

While there is a small chance that graduation ceremonies may be permissible in mid-June, doing so will be perceived as a risk by many in the school community. Many parents will refuse to allow their children to participate and many more will be angered by the fact that they are being required to make that choice.

- Develop the capability to webcast these events to allow family members who cannot or should not attend to view the event.
- Develop plans to protect medically fragile students who are graduating.
- Create contingency plans but hold off on scheduling events until there is greater clarity on when and if these events will be allowable.
- Develop plans to hold virtual graduation ceremonies if limits on group size prohibit larger gatherings.

3. Adapt all processes and timelines necessary to prepare for the new school year.

- Use job-alike groups to examine all routines used to prepare for the next school year and develop alternative means for accomplishing the needed outcomes.
- Include adaptations that incorporate social distancing and online alternatives.
- Include special accommodations for people who are at higher risk, and those who may be sick or who must self-isolate, and those who lack internet access.

4. Prepare for the possibility that the start of the 2020-21 school year may need to be delayed.

Calendars with start dates earlier in the summer are more likely to be impacted than those that start in September.

5. Create plans to restore operations in phases.

Returning to full operations will require careful identification of the activities needed for return and the order in which they should be implemented. Create timelines and communication plans to support each phase.

6. Consider the precautions necessary to protect students with special needs relative to the threat posed by COVID-19.

- What does a free and appropriate education look like for students who are immunosuppressed or who have significant health challenges?
- What special procedures will be necessary to protect students in classrooms that serve severely handicapped students?

7. Create plans to assess and respond to the uneven outcomes created by school closures.

- What formative assessment tools can we use to understand the individual and collective needs of our students?
- What is our plan to accelerate learning and close gaps?

8. Develop a continuum of distance learning options.

- Develop robust independent study programs as an alternative for parents who want this option. Include a variety of options that allow students in independent study programs to participate in campus life (electives, sports, dances, etc.).
- Consider the use of learning centers to support student learning with weekly in-person and virtual appointments for support.
- Develop the capacity to provide synchronous interactive distance learning (via classroom webcast) as a means of providing instruction for students who cannot physically participate in classroom instruction.
- Develop the capacity to provide home and hospital instruction (Education Code Section 48206.3) via the internet (Zoom or other means) to assist students who are ill, under quarantine, or in self-isolation.
- During closures, use a virtual learning center approach to provide individual and small-group instruction to all students at least once per week by appointment.

- Provide in-person appointments using social distancing and prevention measures as an option if connectivity is not available.

9. Develop a continuum of strategies for implementation if social distancing is required.

Identify all locations and times where students are in close contact with each other and create strategies to restructure those locations and activities. Consider altering bell schedules, staggering start times, creating multiple recess and lunch periods, and creating multiple meal distribution points. In secondary schools, consider implementing a block schedule to reduce student movement during the day and cross contamination of classrooms.

10. Develop plans to blend classroom and distance learning as an alternative to school closures.

Option 1: Limit the number of students on campus to 50% of normal.

- Divide all classes into two equal groups: one would come to school on Monday and Wednesday, the other on Tuesday and Thursday.
- All teachers provide each group with two days of direct instruction and support, and three days of assignments to complete at home each week.
 - Secondary schools could also implement a block schedule to reduce passing periods and lower the frequency of touches in each classroom.
- Provide take-home meals for each eligible student before they leave each day.

Option 2: Limit the number of students on campus to 20% of normal.

- All classes are divided into five equal groups: one for each day of the week.
- All teachers provide each group with one day of direct instruction and support, and four days of assignments to complete at home.
- Provide take-home meals for each eligible student before they leave each day.
- Use Friday for teachers to provide individual or small-group support by appointment or to prepare packets for the next week.

Option 3: For districts that can provide universal internet access, pair Option 1 or 2 with a classroom webcast to provide direct instruction five-days per week.

11. Consider making work assignments and/or accommodations to protect employees in high-risk groups.

- When possible and appropriate, assign teachers in high-risk groups to independent study programs.
- When possible and appropriate, assign classified employees in high-risk groups to roles and environments where social distancing can be maintained.
- Consider the installation of physical barriers in reception areas and workspaces where the environment cannot accommodate social distancing.

12. Develop and implement strategies to prevent the transmission of COVID-19 and other infectious diseases.

- Teach handwashing and cough and sneeze etiquette at all grade levels and reinforce on an ongoing basis.

- Schedule time and structure routines for handwashing at the start of each class period.
- Schedule frequent disinfection of high-touch surfaces.

13. Advocate with state legislators to provide funding to make summer acceleration programs available to all students.

14. Collaborate with employee associations when developing plans that impact the work of their members.