



Mountain View
Whisman
School District

Planning for Reopening

2019-20



Goal

To develop a robust reopening plan that addresses:

1. How to reopen schools under various circumstances
2. Keep employees and students safe
3. Prepare for sudden closures
4. Create an equitable learning environment for all students

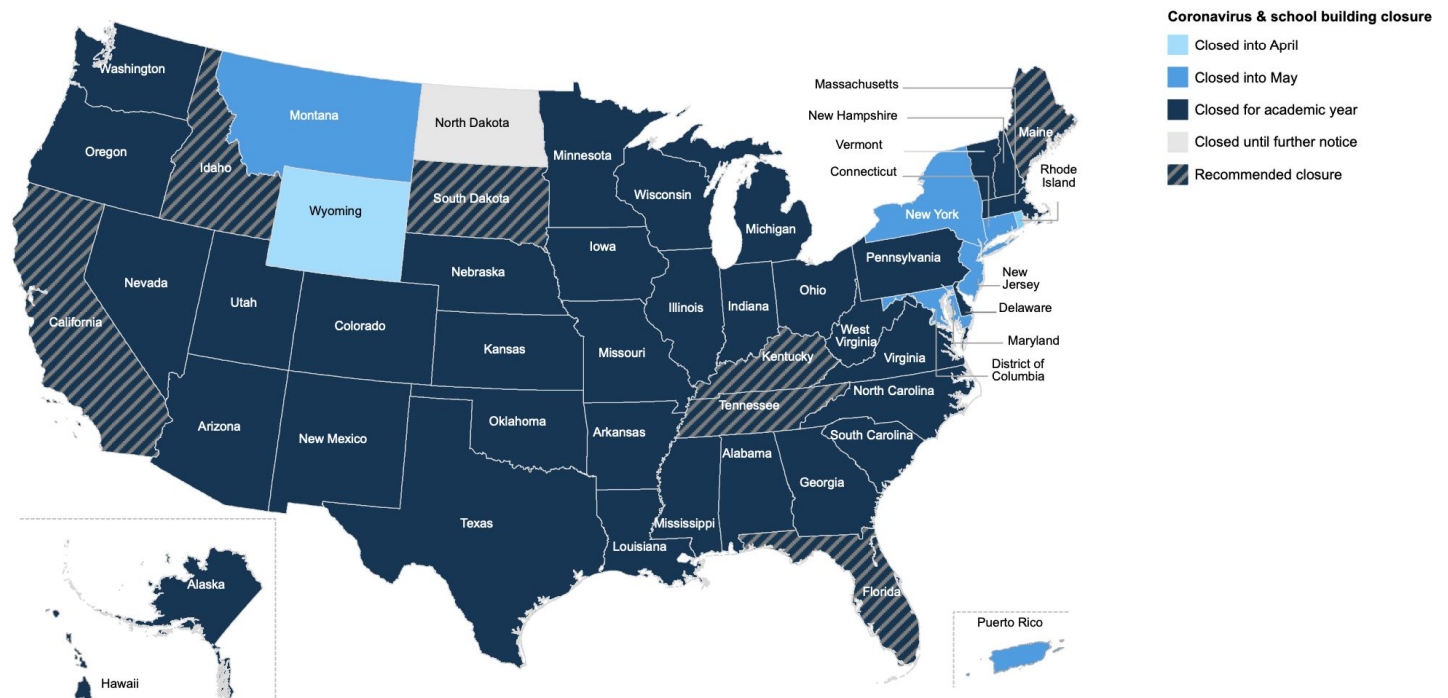


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How to Adjust to Reopen Under COVID-19

Impact of COVID-19

Most of the states in the US are closed for the academic year and are planning for reopening in Fall 2020 if situation improves



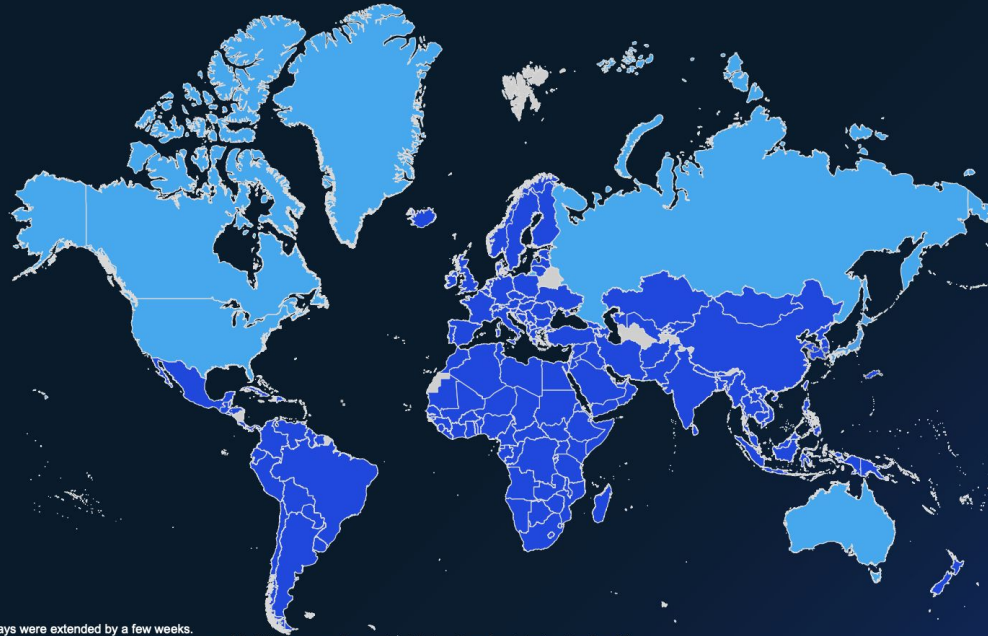
International perspective

Current as of April 22, 2020

Countries are at different stages when it comes to deciding whether schools should be closed / opened

Non-exhaustive list of examples

■ Country-wide initial school closure for at least one level ■ Local initial school closure for at least one level



191 Country-wide school closures affecting ~1.6 billion students

Schools that stayed open

- 🇹🇼 Taiwan¹
- 🇨🇺 Cuba
- 🇸🇪 Sweden²
- 🇹🇲 Turkmenistan
- 🇹🇯 Tajikistan
- 🇧🇪 Belarus

Schools³ that recently opened

- 🇩🇰 Denmark
- 🇳🇴 Norway
- 🇯🇵 Japan
- 🇨🇳 China (e.g., Zhejiang)
- 🇮🇱 Israel⁴

Plan for schools to be reopened⁵

- 🇩🇪 Germany
- 🇫🇷 France
- 🇳🇿 New-Zealand

1. Holidays were extended by a few weeks.
2. Primary and secondary schools were open as of April 16; however, the country did close them for students older than 16.
3. At least one level at the national scale.
4. Special education schools reopened on April 21.
5. Some deep-dives available in Appendix.

Source: UNESCO; press search.

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3

Creating more predictability

- MVWSD, as well as other districts, need to take the lead on developing a plan of action
 - Waiting for Public Health and/or Governor will continue to create unpredictability
 - Schools provide a daily sense of normalcy; needed even more now
- Schools are mission-critical to salvaging the economy
- Our goal should be to create various scenarios by which we can operate.

What factors should be considered?

Current as of April 22, 2020

A Deciding on reopening requires weighing public health risks against economic activity, student impact and ability to safeguard

Extent and weight of risks will vary across countries and regions

Not Exhaustive

Factors

Key questions

Public health risks

To what extent can the health of students, families, staff and the general population be safeguarded while opening schools?

Criticality for economic activity

To what extent does school closure contribute to GDP loss and unemployment by preventing reopening the economy?

Impact on student learning & thriving

To what extent is student learning falling behind when schools are closed?
To what extent are inequities exacerbated during school closures?

Ability to safeguard schools

To what extent are school systems ready to reopen with the right health & safety measures in place?



Considering the inputs of 3 key stakeholders

- Parents
- Teachers
- Students

Understanding the inherent risks...

Current as of April 22, 2020

A School systems will need to gauge the risks and identify trade-offs to determine the approach for school reopening

Not Exhaustive and Preliminary Insights

Schools among the first of sectors to open

Schools among the last of sectors to open

What do you have to believe to make a decision for school reopening?

	Schools among the first of sectors to open		Schools among the last of sectors to open
Public health risk	Risks for children and teachers themselves as well as for asymptomatic transmission through children considered limited	Risks for children themselves considered moderate; reopening schools still seen as a risk due to likelihood of asymptomatic transmissions	Reopening of the schools can pose a significant risk to both children and others
Criticality for economic activity	Schools are a critical prerequisite to allowing parents to return to work; significant portion of workers rely on childcare	Economic activity can return through slow, systematic / staged reopening of schools	Most parents can continue to work from home or most households can arrange for caregivers (including through government-provided care)
Impact on student learning and thriving	Significant learning loss with remote learning especially for vulnerable students Broader risks to students in staying home (nutrition, domestic violence)	Blended learning works for some subjects and grade levels; in-person lessons required for others	Remote learning allows students to continue learning at acceptable levels
Ability to safeguard schools	Health & Safety measures can adequately mitigate the risk of infection in schools	Health & Safety measures are insufficient to prevent the spread of the disease if schools return to full capacity	Very difficult to safeguard schools given inherent characteristics of children, plus shortages of supplies and budgets

Source: Danish ministry of education guidelines, Danish prime minister press conference (April 6), Norwegian ministry of education guidelines, Austrian ministry of education press conference (April 8)

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Reopening is not a switch, we really have a continuum of options

Current as of April 22, 2020

A There is a continuum of approaches and timelines to reopen schools across different countries

Preliminary insights

Schools among the first of sectors to open

Schools reopening considered critical to continue student learning and reopening economy and precedes all or most other sectors on reopening

Schools among the last of sectors to open

Schools reopening considered too risky for controlling transmission and not core to reopening economy; schools opened only after most/all of non-essential sectors

Schools could reopen in parallel with other sectors; most countries following a phased approach to gradually bring selected student groups back on campus (e.g. vulnerable students, students in low-risk areas, younger students and high school students, children of "essential workers")



Japan and China have reopened most schools in low-risk areas¹ (after more than a month of closure)



Denmark and Norway are reopening kindergarten (and primary schools) ahead of other sectors (after ~3 weeks of closure)



German regions might reopen schools on May 4, initially for students in their final years of primary or secondary school (after ~5 weeks of closure)



France and Switzerland will gradually reopen starting with kindergarten and primary schools followed by secondary schools, on May 11 (after ~6-8 weeks of closure)



Spain, Italy and Greece might not reopen schools before the start of the school year in September. Other sectors of the economy will be (partially) reopened before



Colorado, Florida and Texas are not expected to reopen schools for the rest of the academic year whereas they have reopened hair salons, beaches and retail stores respectively

1. Japan and China are opening schools on a rolling basis – in low risk areas schools are reopened with safety protocols in place but they remain closed in high risk areas in Tokyo and Wuhan

Source: Press search - e.g., The Guardian, "Merkel announces plans to reopen schools and shops in Germany", April 15, 2020; USA Today, "US reopening: What states are relaxing social distancing restrictions and moving away from lockdowns?", April 22, 2020; Le Monde, "Comment le gouvernement envisage la réouverture des écoles : un étalement sur trois semaines, des classes de 15 élèves et un « protocole sanitaire », April 21, 2020; Washington Post, « In glimpse of life after lockdown, some countries begin to reopen schools », April 18, 2020; Financial Times, « Denmark plans to reopen primary schools », April 6, 2020.



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Getting to Reopening

Having a plan for any circumstance

- MVWSD Trustees provided direction
 - We need to be prepared for any scenario.
 - We are to use monies from the District's reserves to ensure that this plan would work within a moment's notice
 - Work with all stakeholders to vet the viability of any options

The stages of reopening...

Preliminary insights , outcomes are evolving as situation changes

A Example – What a potential path could look like

Illustrative

	Stage 4 (all schools closed)	Stage 3	Stage 2	Stage 1 (all schools open)
School closure type and instruction delivery	<ul style="list-style-type: none"> All school types likely closed except (potentially) for certain narrow segments (e.g. children of critical workers) Remote learning more likely to be provided based on local guidelines Policies around assessments and grades to be defined 	<ul style="list-style-type: none"> Primary schools may reopen Secondary schools likely closed Blended learning could be provided, large portion of curriculum taught through remote learning 	<ul style="list-style-type: none"> Both primary and secondary schools could be open Blended learning to be provided, majority of the delivery could potentially be conducted in person 	<ul style="list-style-type: none"> All schools open Learning resumes in the classrooms Best practices to be retained from remote learning phase
Activities conducted	<ul style="list-style-type: none"> Strict closure could potentially reduce spread No activities may be conducted in school except transition to remote learning 	<ul style="list-style-type: none"> Potentially reduced school days Possible focus on core-curriculum classes (e.g., no gym, arts class) 	<ul style="list-style-type: none"> Full school days Limited extra-curricular activities may be allowed 	<ul style="list-style-type: none"> Full school days Educational activities return to normal Based on national protocols, events to be conducted e.g. graduation, field trips
Safety & Health	<ul style="list-style-type: none"> Social distancing and lockdown measures set by government 	<ul style="list-style-type: none"> Strict safety protocols likely to be implemented Policies for staff, teachers and infrastructure to be put in place 	<ul style="list-style-type: none"> There might be a switch to less strict safety protocols Dynamic plan likely to be required to have the agility for closedown if virus resurges 	<ul style="list-style-type: none"> Basic hygiene and health and safety protocols to be implemented

How other countries have handled reopening

Current as of April 22, 2020

A While considering for whom do you reopen, four archetypes can be identified based on global examples

■ Opening ■ Partial opening

Preliminary insights

Archetype	1. No reopening	2. Targeted groups	3. Targeted levels	4. Targeted years
Rationale	Considerable pressure on health care system and risks of resurgence calls for schools to remain closed till the end of school year (July)	Schools to open or remain open for specific segments that are disproportionately impacted by school closures (e.g. special education schools, vulnerable population)	Schools to open as a means to provide childcare for parents, enabling them to go back to work and open other sectors	Prioritized opening for students in grades that have high stake exams to allow progression to next level
Examples¹	 Spain Italy	 Estonia United Kingdom Israel	 Denmark Norway	 Germany Portugal France

1. Examples based on public reports, and includes likely scenarios announced in the press

MVWSD has determined that there are 13 dimensions to address to adequately execute a new approach

- Governance
- Health and Wellness
- Equity
- Curriculum
- Human Capital
 - (working conditions and professional development)
- Nutrition
- Facilities
- Operations
- Instruction
 - (remediation and differentiation)
- Resurgence plan of action
- Enrollment
- Communication
- Technology

Investigating dimension 13 - Technology

- Starting in the 2020-21 school year, MVWSD will be an at-home 1:1 environment for every student
 - This approach is already deployed in our middle schools
 - Total cost from reserves ~\$1.8 million
 - Includes tech support, internet for at-risk populations, styluses for students, etc...

Investigating dimension 13 - Technology, con't ...

- Going to this model will enable us to provide virtual learning at any moment
- Inherent questions
 - Will it meet the needs of all kids?
 - What PD is needed to make this fully operational?
 - How do we make sure the curriculum that we select reflects the diversity of our community?
 - What is the impact on teacher and staff working conditions?
 - What policies do MVWSD Trustees need to adopt to support this approach?

Investigating dimension 7 - Facilities

- There are more questions than answers at the moment
 - Do we install perimeter controls to limit access to schools?
 - If so do we install Thermal Cameras at entrance points as a way to screen for student(s), parent(s), community or staff members with elevated temperatures
 - Is this process amenable to our community who are used to an open campus?



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There is only one way to eat an Elephant...

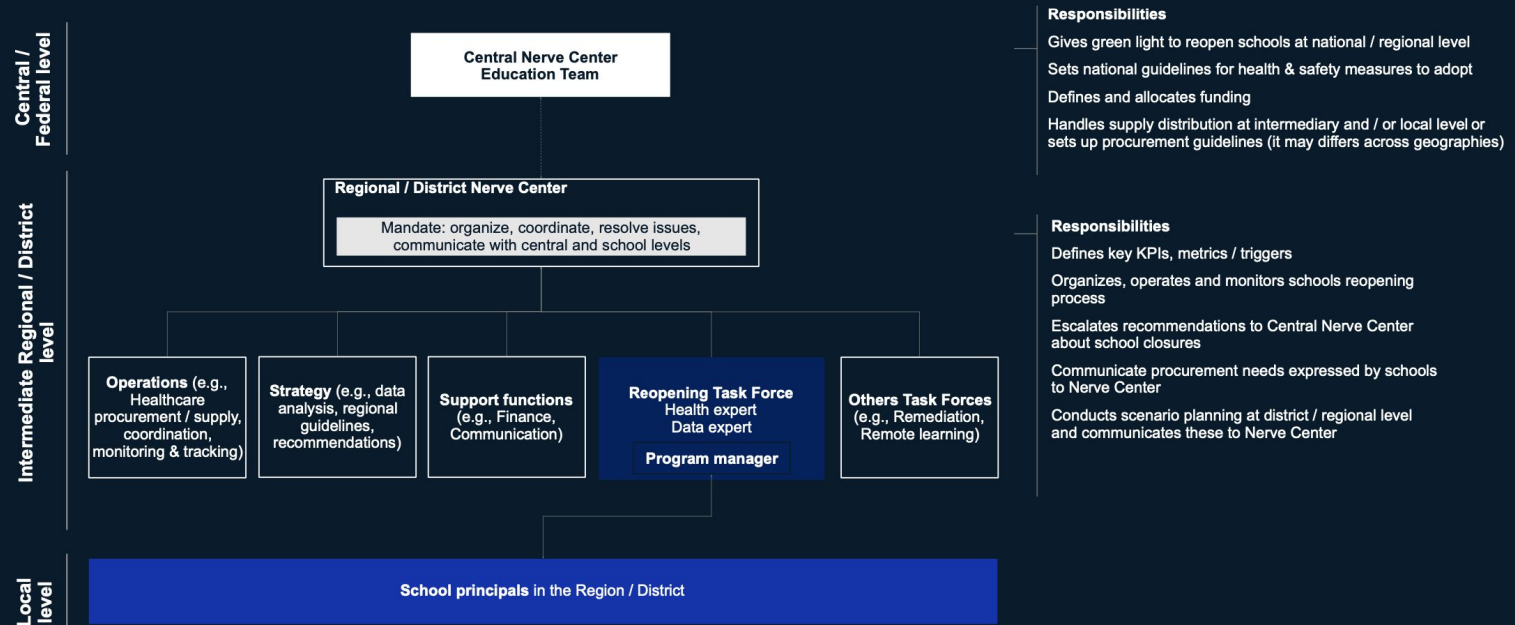
Who is assigned to each dimension

- Governance - Supt
- Technology - Dir of Tech
- Equity - Supt
- Curriculum - CAO
- Human Capital - CHRO
 - (working conditions and professional development)
- Nutrition - Dir of CN
- Facilities - CBO, Supt
- Operations - Dir of MOT
- Instruction - Dir of Curriculum
 - (remediation and differentiation)
- Resurgence plan of action - District Nerve Center Team
- Enrollment - CHRO
- Communication - PIO
- Health and Wellness - Nurse, Supt

What is a District Nerve Center Team

C1 Regional / District Nerve Centers could enable effective monitoring and decision-making during the reopening process

Levels and report lines may vary depending on geographies



Source: McKinsey analysis.

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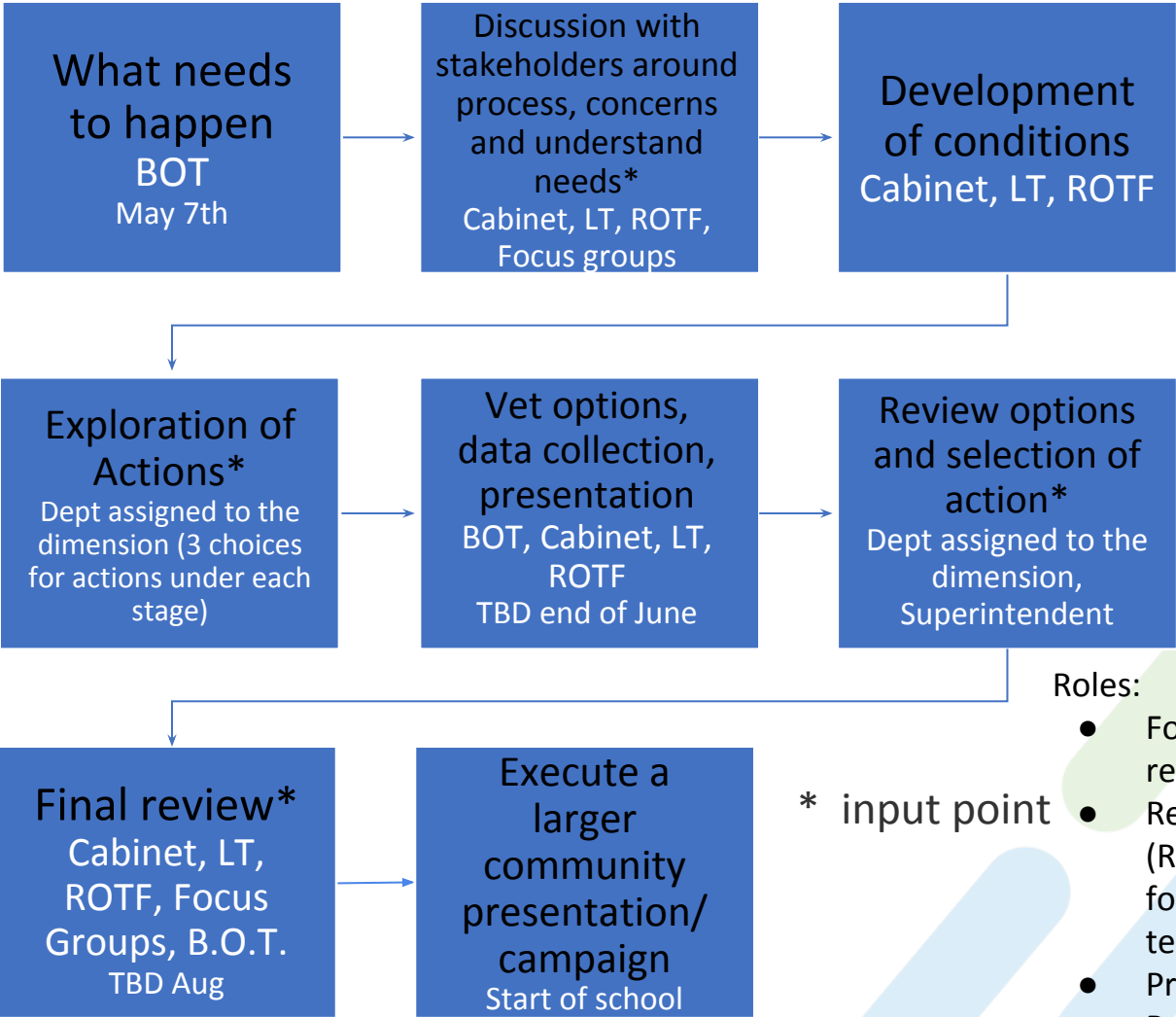
The makeup of various groups

- Focus groups - meets twice
 - 10 parents, community members, students
 - Total of 40 people
 - One focus group for each stage
 - Schools Closed
 - Targeted opening
 - Open with Restrictions
 - Full opening

Make up of various groups, con't...

- Reopening Task Force
 - Two members from each representative group
 - 2 teachers, 2 classified, 2 administrators, 1 senior team member
- District Nerve Center Team
 - Nurse, 1 teacher, 1 classified, 1 admin, CBO, CAO, CHRO, PIO, Supt

COVID-19 Planning - Multiple stakeholders algorithm



- Roles:**
- Focus group: Hear and record their concerns
 - Reopening Task Force (ROTF): Group of reps for logistics (includes teachers and CSEA)
 - Principals/Directors: Responsible for actions in their dimension

* input point



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**Reopening is about
continuing education,
safety, and the
community
compromising**

We will have a learning plan for each stage...

Preliminary insights , outcomes are evolving as situation changes

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Planning is key

- Flexibility is key
 - We need options for each situation
 - i.e., Possible to shut a school down as opposed to the District
- We need to be prepared for any scenario, but we need to be realistic about our options
 - \$8,000 - \$22,000 for one thermal scanner
 - Money is a finite commodity
 - Over the past 2 years, we have begun to execute our recession plan
- This will take time and creativity
 - It takes Pixar 6 years to make a movie
 - During the making of the movie A Bug's Life, Pixar reminded their team that they needed to be "Inspired by the Limitations."

Planning is key (continued)

- This is a community crisis; thus we need community feedback
 - We cannot fall in love with ideas of a small group of people believe a school should look like
- We need to develop the plan and make purchases sooner rather than later
 - We ordered supplies and equipment at the start of the Pandemic (January) and successfully avoided the paper towel/toilet paper rush



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Next Steps

Making this a reality

- Create focus groups
- Collect feedback and vet possibilities
- Order supplies
 - Chromebooks are already on order
 - PPE for staff, and possibly students, are being selected
 - Cleaning supplies
- Create a Reopening Task Force
- Continue to adapt our Distance Learning Plan
- Define operations under each stage of reopening
- Create a District Nerve Center Education Team



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Thoughts and Questions?