



# *Suffield Public Schools*

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COVID-19

Strategic School Reopening and  
Pandemic Response Operating Plan

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- Suffield Public Schools Pandemic Response Plan
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# Introduction

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**“Let our advance worrying become advance thinking and planning.”**

- Winston Churchill

The purpose of this COVID-19 Strategic School Reopening and Pandemic Response Operating Plan is to provide a clear and concise pathway for logistical planning as it relates to the reopening and sustained operations of the Suffield Public Schools during the COVID-19 pandemic. This plan has been designed through the collaborative efforts of district and school personnel in conjunction with the guidance provided by the Office of the Governor, Connecticut State Department of Education, Department of Public Health, Centers for Disease Control and Prevention, North Central District Health Department, and the Town of Suffield First Selectwoman and Emergency Management Director.

It is important to note that this strategic plan will remain a working document throughout the COVID-19 pandemic response period. Due to the unknown and evolving nature of the pandemic, it is important that this document remain open and flexible as new trends and guidance emerge. In developing the following plan, the district has defined eight Core Functions that will guide our planning efforts. These Core Functions are comprised of a subset of Sustainability Initiatives that the district will develop short and long-range plans for reopening and sustaining school functions in the months ahead. The Core Functions are as follows:

Core Function 1:	Health Services
Core Function 2:	Finance & Facilities
Core Function 3:	Technology
Core Function 4:	Human Resources
Core Function 5:	School Operations
Core Function 6:	Curriculum & Instruction
Core Function 7:	Special Services
Core Function 8:	Communication






















While we recognize the important role that the Suffield Public Schools serve in the reopening of our community and state, we will continue to follow the executive orders of the Governor and the direction of the Department of Public Health to ensure the safety and well-being of our students, staff, and the community of Suffield. I thank everyone for their patience, understanding, and support throughout this unprecedented time in public education.

Sincerely,

Timothy M. Van Tasel  
Superintendent of Schools

## Summary of Core Functions & Sustainment Initiatives

Core Function 1	Health Services	Core Function 2	Finance and Facilities
Sustainment Initiatives <ul style="list-style-type: none"> <li>✚ Interagency Coordination               <ul style="list-style-type: none"> <li>○ Town of Suffield Emergency Management</li> <li>○ North Central Department Health District</li> <li>○ Department of Public Health</li> </ul> </li> <li>✚ Student and Staff Monitoring</li> <li>✚ Medical Supplies Inventory and Acquisition</li> <li>✚ Health Needs Assessments &amp; Accommodations               <ul style="list-style-type: none"> <li>○ Staff</li> <li>○ Students</li> </ul> </li> <li>✚ Nursing Coverage and Substitute Support</li> </ul>		Sustainment Initiatives <ul style="list-style-type: none"> <li>✚ Financial Reporting</li> <li>✚ Budget Monitoring &amp; FY22 Planning</li> <li>✚ Grants Management</li> <li>✚ Accounts Payables/Ordering</li> <li>✚ Payroll Management</li> <li>✚ Food Services</li> <li>✚ Transportation</li> <li>✚ Facilities Access</li> <li>✚ Facilities Maintenance (Summer and School Year)</li> <li>✚ Facilities Inspections</li> <li>✚ Safety Planning</li> <li>✚ Long-range Facilities Projects</li> </ul>	
Core Function 3	Technology	Core Function 4	Human Resources
Sustainment Initiatives <ul style="list-style-type: none"> <li>✚ Device Management</li> <li>✚ Distance Access</li> <li>✚ Infrastructure Management</li> <li>✚ State Reporting</li> </ul>		Sustainment Initiatives <ul style="list-style-type: none"> <li>✚ Recruitment/Hiring</li> <li>✚ Attendance/Absence Coverage</li> <li>✚ Wellness Planning</li> <li>✚ Contract Negotiations</li> <li>✚ Contractual Matters</li> <li>✚ FMLA &amp; FFCA Processing</li> <li>✚ State Reporting</li> </ul>	

Core Function 5	School Operations	Core Function 6	Curriculum and Instruction
Sustainment Initiatives <ul style="list-style-type: none"> <li> Scheduling</li> <li> Facilities Utilization               <ul style="list-style-type: none"> <li>○ Classroom</li> <li>○ Hallway</li> <li>○ Cafeteria</li> <li>○ Bathroom</li> </ul> </li> <li> Safety and Security</li> <li> Staff Coverage and Substitute Support</li> <li> Program Monitoring</li> <li> Communication</li> </ul>		Sustainment Initiatives <ul style="list-style-type: none"> <li> Continuity of Learning               <ul style="list-style-type: none"> <li>○ Distance</li> <li>○ Classroom</li> <li>○ Hybrid</li> </ul> </li> <li> Student Assessment</li> <li> Curriculum Compacting</li> <li> Student Interventions</li> <li> Student Grading</li> <li> Instructional Materials</li> <li> Professional Development</li> </ul>	
Core Function 7	Special Services	Core Function 8	Communication
Sustainment Initiatives <ul style="list-style-type: none"> <li> Continuity of Learning (Special Populations)</li> <li> Student Transition Planning</li> <li> Planning and Placement Team Processes</li> <li> Individualized Education Plan Implementation and Monitoring</li> <li> Related Services</li> </ul>		Sustainment Initiatives <ul style="list-style-type: none"> <li> Board Communications</li> <li> District Communications</li> <li> School Communications</li> </ul>	

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## Core Function 1 – Health Services Sustainability Plan

Sustainment Initiative	Description	Collaborators	Metrics
Interagency Coordination <ul style="list-style-type: none"> <li>○ Town of Suffield Emergency Management</li> <li>○ North Central Department Health District</li> <li>○ Department of Public Health</li> </ul>	To foster communication between state and local agencies	<ul style="list-style-type: none"> <li>• Superintendent</li> <li>• Town Leaders</li> <li>• Director of North Central Health District</li> <li>• DPH</li> </ul>	<ul style="list-style-type: none"> <li>• Designate Accountability Liaison</li> <li>• Weekly/Bi-weekly Meetings or Conference Calls</li> <li>• Daily/Weekly Student Surveillance Reports</li> <li>• Updates on Guidelines and/or Protocols w/administrative review</li> <li>• Health Inspections</li> <li>• Contact Tracing Communications</li> </ul>
Student and Staff Monitoring	To develop protocols for monitoring symptoms in students and staff	<ul style="list-style-type: none"> <li>• Superintendent</li> <li>• Director of Special Services</li> <li>• NCDHD</li> <li>• Head Nurse</li> <li>• Business Manager</li> <li>• Building Administrators</li> </ul>	<ul style="list-style-type: none"> <li>• Review of potential for part-time (am and pm) health aide to monitor temperatures</li> <li>• Following the Guidance of the DPH and NCDHD</li> <li>• Protocol Communication to staff and parents               <ul style="list-style-type: none"> <li>○ Done in classroom settings</li> <li>○ Temperature Monitoring by non-certified staff</li> </ul> </li> <li>• Protocol for removing and relocating ill students that do not violate individual privacy</li> <li>• Protocols for Staff Self-Assessment</li> </ul>
Medical Supplies Inventory and Acquisition and Facilities	To monitor and retain an adequate inventory of medical supplies	<ul style="list-style-type: none"> <li>• Superintendent</li> <li>• Business Manager</li> <li>• Director of Special Services</li> <li>• Nurses</li> </ul>	<ul style="list-style-type: none"> <li>• Development of Google Form Inventory List and Monitoring by Nursing Supervisor               <ul style="list-style-type: none"> <li>○ Thermometers</li> <li>○ Face covering guidelines</li> <li>○ Shields</li> <li>○ Gowns</li> <li>○ Gloves</li> <li>○ Disinfectant/Sterilizer</li> </ul> </li> <li>• Alternate location for potentially ill students</li> </ul>
Health Needs Assessments & Accommodations <ul style="list-style-type: none"> <li>○ Staff</li> <li>○ Students</li> </ul>	To conduct health needs assessments and determine accommodations that may be necessary for students and staff	<ul style="list-style-type: none"> <li>• Director of Special Services</li> <li>• Nurses</li> <li>• Business Manager</li> <li>• HR Manager</li> <li>• Building Administrators</li> </ul>	<ul style="list-style-type: none"> <li>• Follow all HIPPA Guidelines</li> <li>• Coordinate immune-compromised rosters</li> </ul>
Nursing Coverage and Substitute Support	To develop a process for maintaining adequate substitute coverage for all school nurses	<ul style="list-style-type: none"> <li>• Director of Special Services</li> <li>• Business Manager</li> <li>• HR Manager</li> <li>• Head Nurse</li> </ul>	<ul style="list-style-type: none"> <li>• Contact local nursing homes and pools to identify backup support</li> <li>• Post positions for substitute nurses</li> </ul>



			<ul style="list-style-type: none"> <li>• Coordinate with neighboring districts and private schools regarding nursing pools</li> </ul>
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## Core Function 2 – Finance & Facilities Sustainability Plan

Sustainment Initiative	Description	Collaborators	Metrics
Sustainment Initiative	Description	Collaborators	Metrics
Financial Reporting	Close out FY20 budget and implement FY 21 budget. Complete FY20 state reporting and audit. Produce monthly financial reports. Adjust budget line items as needed to reflect changing conditions.	<ul style="list-style-type: none"> <li>• Business Manager</li> <li>• AP Coordinator</li> <li>• Superintendent</li> </ul>	<ul style="list-style-type: none"> <li>• Close out all FY 19 POs</li> <li>• Review all FY 20 POs. Close and adjust as needed.</li> <li>• Enter all POs for FY20 and complete Choice transfers prior to June 30</li> <li>• Complete EFS by Sept 1</li> <li>• Provide all needed documentation to auditor</li> <li>• Complete monthly financial reports and review projections.</li> </ul>
Budget Monitoring & FY22 Planning	Create and implement budget calendar for FY22. Target to complete draft budget by 11/15/20.	<ul style="list-style-type: none"> <li>• Business Manager</li> <li>• Superintendent</li> <li>• All Administrators and Central Office Staff</li> </ul>	<ul style="list-style-type: none"> <li>• Development of FY22 Planning Calendar</li> <li>• Providing spreadsheets to administration for budget preparation</li> <li>• Completing initial proposal w/budget book and transmittal for December</li> </ul>
Grants Management	Monitor compliance with current grants and any adjustments allowed due to conditions. Complete applications for all new regular grants and any additional grants which might become available.	<ul style="list-style-type: none"> <li>• Business Manager</li> <li>• AP Coordinator</li> <li>• Assistant Superintendent</li> <li>• Director of Special Services</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor deadlines for grant applications</li> <li>• Monitoring allocation disbursement</li> <li>• Grant reports are completed as per requirements</li> </ul>
Accounts Payables/Ordering	Process supply orders for 2020-21 school year. Continue timely payments of bills. Properly process all requisitions and receipts.	<ul style="list-style-type: none"> <li>• Business Manager</li> <li>• AP Coordinator</li> <li>• Building Secretaries</li> </ul>	<ul style="list-style-type: none"> <li>• Review all orders based on needs depending on school opening plan. Guidelines issued by May 22.</li> <li>• Secretaries to enter FY21 orders by June 18.</li> <li>• Orders to be reviewed and approved or returned by July 10.</li> <li>• Develop process for receiving items whether in or out of school</li> <li>• Process invoices as usual</li> </ul>
Payroll Management	Process bi-weekly payroll including annualized and hourly staff as well as	<ul style="list-style-type: none"> <li>• Business Manager</li> <li>• Payroll Coordinator</li> <li>• HR Specialist</li> </ul>	<ul style="list-style-type: none"> <li>• ESS Automation <ul style="list-style-type: none"> <li>○ Access for all</li> </ul> </li> </ul>

	stipends, overtime, etc. Includes enrolling new employees for payroll and insurance.		<ul style="list-style-type: none"> <li>○ Protocols for tracking attendance</li> <li>○ Electronic Time Card Process/Paperless</li> <li>○ Move all employees to Direct Deposit</li> <li>● Remote VPN Access</li> </ul>
Food Services	Provide food services in safe, sustainable, and cost-effective manner. Maintain compliance with all state requirements including FRL.	<ul style="list-style-type: none"> <li>● Director of Food Service</li> <li>● Business Manager</li> <li>● Registrar / Technology Secretary</li> </ul>	<ul style="list-style-type: none"> <li>● Complete all required CSDE documentation</li> <li>● Evaluate options for lunch service based on school scheduling options being considered <ul style="list-style-type: none"> <li>○ Additional lunch waves</li> <li>○ Lunch in classrooms</li> <li>○ Reduced lunch options</li> </ul> </li> </ul>
Transportation	Provide required regular and SPED transportation for all students.	<ul style="list-style-type: none"> <li>● Business Manager</li> <li>● Special Services Secretary</li> <li>● M&amp;J</li> </ul>	<ul style="list-style-type: none"> <li>● Establish protocols with transportation providers for staff health protocols and monitoring</li> <li>● Review Bus to School communication protocol for reporting ill students</li> <li>● Review the potential for lessening busses with high rider volume</li> <li>● Bus seating arrangements</li> <li>● Management protocols for significant numbers of drop-offs and pick-ups (am and pm)</li> <li>● Tiered bussing for each school</li> <li>● Bus disinfection protocols</li> </ul>
Facilities Access	Develop plan for staff, student, contractor, and visitor access including health monitoring and safety.	<ul style="list-style-type: none"> <li>● Director of Facilities</li> <li>● Business Manager</li> <li>● Superintendent</li> </ul>	<ul style="list-style-type: none"> <li>● Contractor protocols for school entry <ul style="list-style-type: none"> <li>○ Temperature checks</li> <li>○ Masks and gloves</li> <li>○ Distance from students</li> </ul> </li> <li>● SchoolGate/Redbox disinfecting</li> <li>● Parent/Visitor monitoring protocols</li> </ul>
Facilities Inspections and Maintenance (Summer and School Year)	Monitor all buildings for safety, mechanical issues, and cleanliness. Compliance with all required inspections.	<ul style="list-style-type: none"> <li>● Director of Facilities</li> <li>● Head Custodians</li> </ul>	<ul style="list-style-type: none"> <li>● Determine schedule of inspections for all mechanical systems. <ul style="list-style-type: none"> <li>○ Contractor or internal</li> </ul> </li> <li>● Determine cleaning schedule based on school schedule</li> </ul>
Safety Planning	Review of current safety plans for updates due to new conditions. Monitor compliance and implement all required drills.	<ul style="list-style-type: none"> <li>● Director of Facilities</li> <li>● Superintendent</li> <li>● Principals</li> </ul>	<ul style="list-style-type: none"> <li>● Review of School Safety Plans – ensure protocols in place for phased reopening</li> <li>● Monitor drill logs</li> <li>● Volunteer and Visitor Planning</li> </ul>

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			<ul style="list-style-type: none"><li>• Health supplies</li><li>• Emergency classroom supplies</li></ul>
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## Core Function 3 – Technology Sustainability Plan

Sustainment Initiative	Description	Collaborators	Metrics
Device Management	Ensure all district devices are accounted for and repaired, replaced, and ready for re-deployment.	<ul style="list-style-type: none"> <li>Registrar / Technology Secretary</li> <li>Technology Specialist</li> <li>Data Specialist</li> <li>School Administrators</li> </ul>	<ul style="list-style-type: none"> <li>Inventory <ul style="list-style-type: none"> <li>Confirming</li> <li>Purchasing</li> </ul> </li> <li>Collection and Distribution Planning</li> <li>Repair Planning and Costs</li> <li>Proving proper equipment to particular grade levels</li> <li>Device Insurance</li> <li>Break and Fix Invoicing</li> </ul>
Distance Access	Organize and centralize online resources that were created and distributed to teachers and students during the closure period.	<ul style="list-style-type: none"> <li>Webmaster</li> <li>Registrar / Technology Secretary</li> <li>Assistant Superintendent</li> </ul>	<ul style="list-style-type: none"> <li>Privacy Policy monitoring</li> <li>Monitoring licenses and budgeting for online programs that are no longer “free”</li> </ul>
Infrastructure Management	WiFi access points and wired network devices will be tested to ensure operability.	<ul style="list-style-type: none"> <li>Network Administrator</li> <li>Systems Administrator</li> </ul>	<ul style="list-style-type: none"> <li>Alternate site planning access (possibility)</li> <li>Verifying access points in school provide adequate coverage for all spaces</li> </ul>
State Reporting	Ensure data for state reporting is accurate and up to date	<ul style="list-style-type: none"> <li>Registrar / Technology Secretary</li> <li>Data Specialist</li> <li>School Administrators</li> </ul>	<ul style="list-style-type: none"> <li>Ensure all reports are completed in a timely fashion</li> <li>Establishing a backup for each of the following reports: <ul style="list-style-type: none"> <li>Civil Rights</li> <li>TCS</li> <li>PSIS</li> <li>ED166</li> <li>SEDAC</li> <li>EDS</li> <li>EFS</li> </ul> </li> </ul>

## Core Function 4 – Human Resources Sustainability Plan

Sustainment Initiative	Description	Collaborators	Metrics
Recruitment/ Hiring	Utilize web based recruitment sources and track hiring process with electronic onboarding system.	<ul style="list-style-type: none"> <li>• Superintendent</li> <li>• Administrators</li> <li>• Business Office</li> </ul>	<ul style="list-style-type: none"> <li>• Prepare for post-budget approval postings</li> <li>• Enable Zoom platform for position interviews</li> <li>• Develop performance task for teachers on distance learning</li> </ul>
Attendance/ Absence Coverage	Track staff attendance and coverage through our electronic portal	<ul style="list-style-type: none"> <li>• Administrators</li> <li>• Staff</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinate with Kelly Services regarding Phased Reopening and staffing availability</li> <li>• Recruit for substitutes</li> <li>• Permanent Building Substitutes will be prepared to provide distance learning</li> <li>• FMLA and FFCA protocols need to be developed</li> <li>• Review staff health needs and assign based on availability               <ul style="list-style-type: none"> <li>○ Distance Learning Teams</li> <li>○ Direct Instruction Teams</li> <li>○ Hybrid Teams (both)</li> </ul> </li> </ul>
Wellness Planning	Continue behavior health and wellness support to staff	<ul style="list-style-type: none"> <li>• Business Office</li> <li>• Staff</li> </ul>	<ul style="list-style-type: none"> <li>• Utilization of Cigna wellness funding</li> <li>• Develop a potential “virtual wellness fair”</li> <li>• Implement the walking challenge (fall)</li> <li>• Utilization of Deer Oaks EAP programming for staff support</li> </ul>
Contract Negotiations	Discuss and compromise on union contract terms. Teamsters Union only pending negotiations.	<ul style="list-style-type: none"> <li>• Union</li> <li>• Superintendent</li> <li>• BOE</li> <li>• Business Office</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinate with Teamsters regarding continuation of collective bargaining</li> <li>• Plan for virtual monthly meetings with stewards (summer and fall)</li> </ul>
Contractual Matters	Initiate Salary contracts, maintain staff supports and updates through our HR Frontline Central Portal	<ul style="list-style-type: none"> <li>• Superintendent</li> <li>• Business Office</li> <li>• Staff</li> </ul>	<ul style="list-style-type: none"> <li>• Follow all contractual processes</li> </ul>
FMLA & FFCA Processing	Maintain communication with staff regarding medical leave and provide coverage during absences	<ul style="list-style-type: none"> <li>• Superintendent</li> <li>• Business Office</li> <li>• Administrator</li> <li>• Staff</li> </ul>	<ul style="list-style-type: none"> <li>• Follow federal guidance on FFCA and FMLA procedures               <ul style="list-style-type: none"> <li>○ Emergency sick leave period expires December 31<sup>st</sup></li> <li>○ Update staff guidelines for FMLA and FFCA applications</li> </ul> </li> <li>• Review job descriptions to determine if remote efforts are acceptable</li> <li>• FMLA Request Form added to Frontline Central</li> </ul>

			<ul style="list-style-type: none"> <li>• FFCA Request Form added to Frontline Central</li> </ul>
State Reporting	Submit annual and ongoing State reports via the state portal	<ul style="list-style-type: none"> <li>• HR Specialist</li> <li>• Superintendent</li> <li>• Secretary to the Technology Director</li> <li>• Secretary to the Superintendent</li> <li>• Secretary to the Assistant Superintendent</li> </ul>	<ul style="list-style-type: none"> <li>• EDS (certified staff file)</li> <li>• ED165 (school data report)</li> <li>• ED162 (non-certified staff file)</li> <li>• Teacher/Administrator Evaluation</li> <li>• TEAM</li> </ul>

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## Core Function 5 – Elementary School Operations Sustainability Plan

Sustainment Initiative	Description	Collaborators	Metrics
Scheduling	To develop a variety of schedules that meet the academic and social emotional needs of our students while providing for social distancing as needed.	<ul style="list-style-type: none"> <li>• Building Admin.</li> <li>• Special Ed Supervisor</li> <li>• Team Leaders</li> <li>• Coaches</li> <li>• Transportation Coordinator</li> <li>• Food Service Director</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and implement parent survey with school schedule options</li> <li>• Develop variety of schedules to address potential needs (in school, hybrid, distance learning)</li> <li>• Develop in-school schedules that address social distancing, maintaining cohorts and various safety needs (i.e., specials classes, related services, intervention, lunch, recess)</li> <li>• Weekly meeting with admin, custodial staff, nurse, team leaders to review plan and revise as needed</li> </ul>
Facilities Utilization <ul style="list-style-type: none"> <li>○ Classroom</li> <li>○ Hallway</li> <li>○ Cafeteria</li> <li>○ Bathroom</li> </ul>	Establish protocols and processes for safe use of all areas within and outside the school as well as safe movement throughout the school to meet social distancing needs/guidelines.	<ul style="list-style-type: none"> <li>• Building Admin.</li> <li>• Special Ed Supervisor</li> <li>• Facilities Director</li> <li>• Custodial Staff</li> <li>• Duty Clerks</li> <li>• Teachers</li> </ul>	<ul style="list-style-type: none"> <li>• Identify classroom furniture needs (desks vs. tables) and reconfigure classrooms for social distancing</li> <li>• Develop protocols for in class safety (i.e. sharing materials, partner work)</li> <li>• Identify alternate areas to be utilized for social distancing needs</li> <li>• Develop protocols for hallway movement, bathroom use, lunch service, recess, and safety drills.</li> </ul>
Safety and Security	To develop and implement protocols that will promote a safe and secure environment for all members of the school community.	<ul style="list-style-type: none"> <li>• Building Admin.</li> <li>• Special Ed Supervisor</li> <li>• School Secretaries</li> <li>• Custodial Staff</li> <li>• Local Police/Fire/Emergency Services</li> <li>• NCDHD</li> <li>• Town Leaders</li> </ul>	<ul style="list-style-type: none"> <li>• Develop protocols for maintaining a virus-free environment (i.e., temperature checks, sanitizing protocols)</li> <li>• Develop guidelines for building access (i.e., substitutes, parents, volunteers, deliveries, repairs)</li> <li>• Develop and communicate protocols for safety drills that address social</li> </ul>

			<p>distancing and provide practice for all students and staff in all scenarios</p> <ul style="list-style-type: none"> <li>• Weekly meetings with admin, custodial staff, school nurse</li> </ul>
Staff Coverage and Substitute Support	<p>To identify coverage options for a variety of instructional arrangements of students and staff absences as well as to meet social distancing and contact tracing requirements.</p>	<ul style="list-style-type: none"> <li>• Building Admin.</li> <li>• Special Ed Supervisor</li> <li>• School Secretaries</li> <li>• Team Leaders</li> <li>• Sub Service</li> </ul>	<ul style="list-style-type: none"> <li>• Develop Buddy Teachers to provide and implement substitute plans as needed</li> <li>• Develop Prepared Alternate substitute plans (i.e. classroom and online) for emergency situations</li> <li>• Train Building Substitutes to use online platforms; provide them with appropriate technology</li> <li>• Split class schedules assigned to support staff</li> <li>• Hire two building substitutes per building</li> </ul>
Program Monitoring	<p>Develop procedures and processes to monitor and address student needs (i.e., SRBI, SEL)</p> <p>Ensure development and implementation efficacy and fidelity of teaching and learning of intended curriculum, including best practice instruction resulting in expected student outcomes.</p>	<ul style="list-style-type: none"> <li>• Building Admin.</li> <li>• Special Ed Supervisor</li> <li>• Coaches</li> <li>• Interventionists</li> <li>• Assistant Superintendent</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing technology professional development</li> <li>• PLC emphasis on technology integration</li> <li>• Review weekly lesson plans for remote learning</li> <li>• Weekly meetings with teams, coaches, admin</li> <li>• Develop procedures for program monitoring during a school closing (i.e., SRBI, Attendance)</li> <li>• Technology platforms and software to support remote learning</li> <li>• Professional development options for remote learning</li> <li>• Determine online learning platform (CF3) and monitor the implementation</li> <li>• (CF4) Determine teacher evaluation and non certified staff procedures and timelines for alternate situations</li> </ul>
Communication	<p>To establish ongoing communication between staff, families, and the larger Suffield community.</p>	<ul style="list-style-type: none"> <li>• Building Admin</li> <li>• Special Ed Supervisor</li> <li>• School Secretaries</li> <li>• Team Leaders</li> </ul>	<ul style="list-style-type: none"> <li>• Daily staff updates</li> <li>• Weekly family updates to provide ongoing information related to school operation</li> <li>• Submissions to Suffield Observer</li> </ul>



			<ul style="list-style-type: none"> <li>• Website, Marquee, District FaceBook page, School Messenger,</li> <li>• Determine appropriate video conferencing platform for communicating with families that is reliable for live lessons and parent meetings(CF3)</li> </ul>
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## Core Function 5 – Middle School Operations Sustainability Plan

Sustainment Initiative	Description	Collaborators	Metrics
Scheduling	Complete the master schedule for the middle school – including flexible components to address social distancing requirements.	<ul style="list-style-type: none"> <li>Principal</li> <li>Asst. Principal</li> <li>Guidance Staff</li> <li>SMS Team Leaders</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement parent survey with school schedule options.</li> <li>Develop flexible scheduling components (classroom arrangements, student movement, class assignments) that can adjust to the current school setting (virtual, typical model, hybrid) in alignment with prescribed state guidelines.</li> </ul>
Facilities Utilization <ul style="list-style-type: none"> <li>Classroom</li> <li>Hallway</li> <li>Cafeteria</li> <li>Bathroom</li> </ul>	To adapt the movement (and stationing) of students and staff throughout the building during the school day to address social distancing and safety requirements.	<ul style="list-style-type: none"> <li>Principal</li> <li>Asst. Principal</li> <li>SMS Team Leaders</li> <li>Office Staff</li> <li>Building and Grounds Director</li> <li>Head Custodian</li> <li>Director of Food Services</li> </ul>	<ul style="list-style-type: none"> <li>Develop a plan for students' and staff entry and exit into (out of) the building at the beginning and end of the day.</li> <li>Develop a process for student limits in bathrooms during the day.</li> <li>Formulate a classroom and cafeteria seating plan that achieves provided guidelines.</li> <li>Develop and communicate plan for traffic flow of hallways throughout the school day</li> <li>Identified areas of the building for quarantining staff and students.</li> <li>Develop an access and operational plan for office areas.</li> <li>Regular periodic meetings with administrators, Head Custodian, Nurse, and team leaders to review plan and revise as needed</li> </ul>
Safety and Security	To manage the resources required to monitor and implement social distancing and safety requirements.	<ul style="list-style-type: none"> <li>Principal</li> <li>Asst. Principal</li> <li>SMS Team Leaders</li> <li>Office Staff</li> <li>Building and Grounds Director</li> <li>Head Custodian</li> <li>Technology Director</li> <li>School Nurse</li> <li>Local Police/Fire/Emergency Services</li> <li>NCDHD</li> <li>Town Leaders</li> </ul>	<ul style="list-style-type: none"> <li>Provide professional development to staff that allows for compliance of safety protocols while still supporting students' needs.</li> <li>Determine a protocol for addressing symptomatic students or staff.</li> <li>Develop a sanitizing process for all school areas.</li> <li>Develop plan for visitors to the building (parent meetings, service technicians, mail delivery, etc.).</li> <li>Develop and communicate adaptive protocols for required safety drills.</li> </ul>

			<ul style="list-style-type: none"> <li>Regular periodic meetings with administrators, Head Custodian, Nurse, and team leaders to review plan and revise as needed</li> </ul>
Staff Coverage and Substitute Support	To facilitate a process that ensures all classes being held are supported by an appropriate adult throughout the school day.	<ul style="list-style-type: none"> <li>Principal</li> <li>Asst. Principal</li> <li>Office Staff</li> <li>District Business Manager</li> </ul>	<ul style="list-style-type: none"> <li>Development of a staffing plan that aligns to the implemented school schedule.</li> <li>Assign staff to ensure safety protocols and metrics being achieved.</li> <li>Provide professional development opportunities for building substitutes regarding virtual classroom platforms.</li> <li>Develop “Emergency Plans” protocols for various school formats (virtual, typical model, hybrid) and engage certified staff in their preparation of plans.</li> </ul>
Program Monitoring	To detail the resources required to implement, monitor, and assess the grade-level curricula.	<ul style="list-style-type: none"> <li>Principal</li> <li>Asst. Principal</li> <li>Curricular Coaches</li> <li>Certified Staff</li> <li>Asst. Superintendent</li> </ul>	<ul style="list-style-type: none"> <li>Review of curricular units of study to ensure activities do not conflict with safety protocols (ex. PE, foods, etc.)</li> <li>Create assessments to monitor to document the efficacy of safety protocols.</li> <li>Utilize PLC meeting format to assess curricular planning alignment within and across departments and grade-levels (vertical/horizontal).</li> <li>Utilize staff professional development opportunities (identified PD Days, afterschool meeting times) to support staff growth in their fluency of various pedagogical approaches for all learning platforms.</li> <li>Engage the SMS S.A.M. Team to monitor and support students (SRBI Process) in engagement in and achievement of identified curricular standards.</li> </ul>
Communication	To ensure clear and concise communication with all school stakeholders.	<ul style="list-style-type: none"> <li>Principal</li> <li>Asst. Principal</li> <li>Office Staff</li> <li>Certified Staff</li> <li>Technology Director</li> <li>School Nurse</li> </ul>	<ul style="list-style-type: none"> <li>Regular staff meetings (teams, departments) to update staff regarding school operational and curricular adaptations.</li> <li>Periodic family electronic communications (weekly/bi-weekly) to update various stakeholders regarding school operational and curricular adaptations.</li> <li>Establish the means to maintain typical school events (Open</li> </ul>

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			House, Transition Meetings, etc.) through a virtual format.
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## Core Function 5 – High School Operations Sustainability Plan

Sustainment Initiative	Description	Collaborators	Metrics
Scheduling	To create a schedule that allows for flexibility for teachers, students, and families.	<ul style="list-style-type: none"> <li>Administration</li> <li>Team Leaders</li> <li>School Counseling Staff</li> <li>Families</li> <li>Students</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement parent and student survey with school schedule options</li> <li>Typical schedule A, schedule B with limited number of students, schedule C maintaining the full continuity of learning plan</li> </ul>
Facilities Utilization <ul style="list-style-type: none"> <li>Classroom</li> <li>Hallway</li> <li>Cafeteria</li> <li>Bathroom</li> </ul>	To create systems to allow for social distancing and reduces the number of students congregating in various spaces of the building.	<ul style="list-style-type: none"> <li>Administration</li> <li>Agriscience Director</li> <li>Facilities Personnel</li> <li>Team Leaders</li> <li>Hall Monitors</li> </ul>	<ul style="list-style-type: none"> <li>Clear protocols for bathroom utilization</li> <li>clear protocols for passing time</li> <li>new locations for lunch and breakfast</li> <li>classroom maps for setup</li> </ul>
Safety and Security	To maintain appropriate safety and security protocols within modified structures.	<ul style="list-style-type: none"> <li>Administration</li> <li>Facilities Personnel</li> <li>Main Office Staff</li> <li>School Nurse</li> <li>Local Police/Fire/Emergency Services</li> <li>NCDHD</li> <li>Town Leaders</li> </ul>	<ul style="list-style-type: none"> <li>Updated safety and security plan applicable to schedule B</li> <li>Updated documents for teachers outlining the plan updates</li> </ul>
Staff Coverage and Substitute Support	To develop a plan for staff coverage and support within an alternate schedule.	<ul style="list-style-type: none"> <li>Administration</li> <li>Business Office</li> <li>Human Resources</li> <li>Main Office Staff</li> <li>Team Leaders</li> </ul>	<ul style="list-style-type: none"> <li>Flow chart outlining the process for assigning substitutes applicable to schedule B</li> </ul>
Program Monitoring	To create systems to review established programs within an alternate schedule.	<ul style="list-style-type: none"> <li>Administration</li> <li>Assistant Superintendent</li> <li>Team Leaders</li> <li>Instructional Coaches</li> </ul>	<ul style="list-style-type: none"> <li>Establish specific data points to monitor throughout the 2020-2021 school year</li> <li>Weekly meetings with coaches to monitor progress</li> </ul>
Communication	To maintain high levels of communication around continued changes and modifications to the typical school experience.	<ul style="list-style-type: none"> <li>Administration</li> <li>Main Office Staff</li> <li>Technology Department</li> <li>Team Leaders</li> </ul>	<ul style="list-style-type: none"> <li>Continued weekly communication to students and families</li> <li>Continued collaboration with technology department to update the website and Facebook</li> <li>Continued faculty meetings and team leader meetings to communicate to staff</li> </ul>

			<ul style="list-style-type: none"> <li>Continued use of the staff and faculty google classroom to post updates and resources</li> </ul>
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## Core Function 6 – Curriculum & Instruction Sustainability Plan

Sustainment Initiative	Description	Collaborators	Metrics
Continuity of Learning ○ Distance ○ Classroom ○ Hybrid	<p>To continue to provide instruction to students within the learning environments.</p> <p>Distance Learning – students continue to receive instruction through digital e-learning platforms (SeeSaw, Google Classroom, Google Meets)</p> <p>Classroom – students receive instruction in school while practicing “Social Distance” guidelines</p> <p>Hybrid – students receive instruction through Distance and Classroom experiences. Students will join classroom on a modified schedule ( 50% student population)</p>	<ul style="list-style-type: none"> <li>Curriculum Coaches</li> <li>Administrators</li> <li>Team Leaders</li> <li>Special Education Supervisors</li> <li>Technology Director</li> </ul>	<ul style="list-style-type: none"> <li>Document best practices and tools for delivering instruction through Distance, Classroom, Hybrid Learning Environments</li> <li>Student, Parent, Teacher surveys to measure Continuity of Learning efforts: programs, home-school communication, remote learning, social emotional health</li> <li>Plan to ensure connectivity of students through clubs, social activities and extra-curricular programs</li> <li>Student Orientations, Transition opportunities, Parent Teacher Conferences, Parent Open Houses</li> </ul>
Student Assessment	To provide diagnostic and formative information relative to each student’s achievement on grade level standards.	<ul style="list-style-type: none"> <li>Curriculum Coaches</li> <li>Administrators</li> <li>Team Leaders</li> <li>Special Education Supervisors</li> </ul>	<ul style="list-style-type: none"> <li>Comprehensive list of assessments used throughout the district</li> <li>Calendar of assessments established for each school</li> <li>Lighthouse and Student Achievement meetings established. Bi-weekly assessment review and teacher collaboration during Lighthouse Meetings</li> <li>Assessment accommodations protocols established for remote testing</li> <li>Communication protocols established for sharing information within district and with families</li> </ul>
Curriculum Compacting	To provide curriculum, instruction and content appropriate for each student based on demonstrated mastery of standards.	<ul style="list-style-type: none"> <li>Curriculum Coaches</li> <li>Administrators</li> <li>Team Leaders</li> <li></li> </ul>	<ul style="list-style-type: none"> <li>Establish system of assessments and screenings to determine student’s competencies on standards</li> <li>Establish interim benchmarks for students relative to end of year goals.</li> </ul>

			<ul style="list-style-type: none"> <li>• Establish end of course/grade/unit learning expectations for all grade levels.</li> <li>• Determine cross curricular approaches to meet standards</li> <li>• Scope and Sequence documents for compacted curriculum</li> </ul>
Student Interventions	<p>To provide specialized instruction and schedules designed to strengthen and extend skills not mastered.</p> <ul style="list-style-type: none"> <li>• Summer 2020</li> <li>• Academic Year 2020-2021</li> <li>• Summer 2021</li> </ul>	<ul style="list-style-type: none"> <li>• Curriculum Coaches</li> <li>• Administrators</li> <li>• Team Leaders</li> <li>• Special Education Supervisors</li> <li>• Interventionist</li> </ul>	<ul style="list-style-type: none"> <li>• Establish programs to meet the intervention needs of students, K-12</li> <li>• Establish criteria for academic and social emotional intervention</li> <li>• Communication method to share student progress with administration, data teams, teachers and parents</li> <li>• CARES funding for Intervention programming (2020/2021)</li> </ul>
Student Grading	<p>To provide a system to clearly and consistently communicate student learning progress</p> <ul style="list-style-type: none"> <li>• Traditional</li> <li>• Pass/Fail</li> <li>• Narrative</li> <li>• Standards-based</li> <li>• Portfolio</li> </ul>	<ul style="list-style-type: none"> <li>• Principals</li> <li>• Curriculum coaches</li> <li>• Parents</li> <li>• Teachers</li> <li>• Director of Technology</li> </ul>	<ul style="list-style-type: none"> <li>• Protocols/systems/expectations for grading students within each learning environment scenario</li> <li>• Communication plan and timeline to explain to parent, post-secondary, teachers about learning expectations within each learning scenario</li> </ul>
Instructional Materials	<p>To provide materials, tools, needed for the 3 learning environments.</p> <ul style="list-style-type: none"> <li>• Distance</li> <li>• Class</li> <li>• Hybrid</li> </ul>	<ul style="list-style-type: none"> <li>• Curriculum Coaches</li> <li>• Team Leaders</li> <li>• Special Education Teachers</li> <li>• Intervention</li> <li>• Business manager</li> <li>• Technology Director</li> </ul>	<ul style="list-style-type: none"> <li>• Student 1:1 technology for all grades K-12</li> <li>• Instructional materials for teachers, substitute teachers, intervention teachers, academic support tutors to access lessons</li> <li>• Assessment of current learning platforms – Zoom, Google, SeeSaw and e-learning materials.</li> <li>• Budget for materials needed for summer school, intervention, remote learning, hybrid and classroom.</li> </ul>
Professional Development	<p>To provide training for faculty including new hires in order to successfully meet the needs of students within distant learning or hybrid environments</p>	<ul style="list-style-type: none"> <li>• Technology Dept.</li> <li>• Teachers (PDEC)</li> <li>• Superintendent</li> </ul>	<ul style="list-style-type: none"> <li>• Professional development plan aligned to district goals for year</li> <li>• Technology and e-learning training for para-educators, academic support, teachers and parents</li> <li>• TEAM support</li> <li>• Professional development to include high quality instruction and lesson plans to support curriculum compacting, IEP and student</li> </ul>



accommodations within the 3 learning environments

## Core Function 7 – Special Services Sustainability Plan

Sustainment Initiative	Description	Collaborators	Metrics
Continuity of Learning (Special Populations)	To review Continuity of Learning Plans, IEP goals and objectives, progress monitoring and assessment data to revise IEPs as appropriate.	<ul style="list-style-type: none"> <li>• Director of Special Services</li> <li>• Special Education Supervisors</li> <li>• Special Education Teachers and Related Services Providers</li> <li>• Counselors, School Psychologists, Social Workers, BCBAs</li> <li>• Parents</li> </ul>	<ul style="list-style-type: none"> <li>• Administer assessments to determine students' current level of functioning</li> <li>• Review/revise IEPs as appropriate</li> <li>• Determine service hour implementation based on school schedule</li> <li>• Prepare alternate learning plans for virtual instruction</li> <li>• Create paraprofessional schedules for both in school and virtual learning</li> </ul>
Student Transition Planning	To develop transition plans for students with IEPs/504 plans (within each building and between buildings)	<ul style="list-style-type: none"> <li>• Director of Special Services</li> <li>• Building Administrators</li> <li>• Special Education Supervisors</li> <li>• Special Education Teachers and Related Service Providers</li> <li>• School Psychologists, Counselors, Social Workers, BCBAs</li> <li>• Parents</li> </ul>	<ul style="list-style-type: none"> <li>• Develop transition plans/activities for students going from grades 2-3, 5-6, 8-9 and to 18-21 programs</li> <li>• Complete case manager assignments for the 2020-2021 school year by end of June</li> <li>• Current special education teams share information with receiving team</li> <li>• Ensure instructional materials, program books, behavior plans, etc. are sent to receiving team</li> <li>• Inform paraprofessionals of assignments</li> <li>• Notify parents of case manager assignments</li> <li>• Hold transition meetings with parents as needed</li> </ul>
Planning and Placement Team Processes	To develop a process for scheduling PPT/504 meetings	<ul style="list-style-type: none"> <li>• Director of Special Services</li> <li>• Special Education Supervisors</li> <li>• Secretary to the Director of Special Services</li> <li>• Building Secretaries</li> </ul>	<ul style="list-style-type: none"> <li>• Complete evaluations to conduct triennial reviews and initial eligibility meetings that were postponed (prioritize by date meeting was due)</li> <li>• Consider feasibility of completing evaluations following health and safety protocols</li> <li>• Develop a process for conducting evaluations</li> <li>• Schedule annual review PPT meetings that were postponed (prioritize by date meeting was due)</li> </ul>

			<ul style="list-style-type: none"> <li>Review 504 plans and hold meetings to revise as necessary</li> </ul>
Individualized Education Plan Implementation and Monitoring	To ensure the implementation and monitoring of IEPs and 504 plans	<ul style="list-style-type: none"> <li>Director or Special Services</li> <li>Special Education Supervisors</li> <li>Special Education Case Managers</li> <li>504 Coordinators</li> <li>Building Administrators</li> </ul>	<ul style="list-style-type: none"> <li>Provide specialized instruction on IEP goals and objectives</li> <li>Provide services to the extent possible if virtual platform per continuity of learning plan</li> <li>Ensure general education teachers have reviewed IEPs and 504 plans and accommodations are being provided</li> </ul>
Related Services	To review Continuity of Learning Plans, IEP goals and objectives, progress monitoring and assessment data to revise IEPs/504 plans as appropriate	<ul style="list-style-type: none"> <li>Director of Special Services</li> <li>Special Education Supervisors</li> <li>Related Service Providers</li> <li>Parents</li> </ul>	<ul style="list-style-type: none"> <li>Related services are provided per the IEP or continuity of learning plan if virtual platform</li> <li>Conduct assessments to determine current level of functioning</li> <li>Review/revise IEPs as appropriate</li> </ul>

## Core Function 8 – Communication Sustainability Plan

Sustainment Initiative	Description	Collaborators	Metrics
Board Communications	To foster communication between the Board of Education and the community of Suffield	<ul style="list-style-type: none"> <li>• Board of Education</li> <li>• Community Engagement Committee</li> <li>• Superintendent</li> <li>• Secretary to the Superintendent</li> <li>• Director of Technology</li> </ul>	<ul style="list-style-type: none"> <li>• Access to Regular and Special Board of Education Meetings</li> <li>• Quarterly newsletters</li> <li>• Participation on district committees</li> <li>• Liaison communications with Board of Finance and Board of Selectmen</li> </ul>
District Communications	To foster communication between district administration, Board of Education, faculty and staff, and parents and guardians	<ul style="list-style-type: none"> <li>• Central Office Personnel</li> <li>• Collective Bargaining Group Representatives</li> </ul>	<ul style="list-style-type: none"> <li>• Social Media Presence               <ul style="list-style-type: none"> <li>◦ Website</li> <li>◦ Facebook</li> </ul> </li> <li>• SchoolMessenger Communications</li> <li>• Districtwide Virtual Staff Meetings</li> <li>• Districtwide Virtual Parent Meetings</li> <li>• Email Communications</li> </ul>
School Communications		<ul style="list-style-type: none"> <li>• School Administrators</li> <li>• Faculty and Staff</li> </ul>	<ul style="list-style-type: none"> <li>• Social Media Presence               <ul style="list-style-type: none"> <li>◦ Website</li> <li>◦ Facebook</li> </ul> </li> <li>• SchoolMessenger Communications</li> <li>• Districtwide Virtual Staff Meetings</li> <li>• Districtwide Virtual Parent Meetings</li> <li>• Email Communications</li> </ul>