

**Minuteman Regional Vocational Technical School District
Lexington, MA**

**ADDENDUM:
Fall 2020 Reopening Plan
Updated: February 25, 2021**



[District Website: Minuteman.org](http://Minuteman.org)
[District's DESE Profile](#)

Minuteman is an award-winning regional career and technical high school and continuing education institution that integrates robust academic and technical learning. As an accredited member of the New England Association of Schools & Colleges (NEASC), Minuteman challenges all students to aspire to their full potential, accelerate their learning, and achieve success in the 21st-century global community. Located in Lexington in a new state-of-the-art facility, Minuteman's member towns are Acton, Arlington, Bolton, Concord, Dover, Lancaster, Lexington, Needham, and Stow.

Fall 2020 Reopening Plan for Minuteman Regional: Finalized August 13, 2020; Revised February 25, 2021

Revisions to Fall 2020 Reopening Plan Updated February 25, 2021

Overview

On February 9, 2021, the Minuteman Regional Vocational Technical District School Committee voted unanimously in favor of amending the district's Fall 2020 Reopening Plan. The most significant change is the increase of one grade to two grades of students taking classes in-person per week beginning March 1, 2021. In this model, one grade of students will be taking career technical education (CTE) classes in-person, and another grade will be taking academics/elective classes in person. Simultaneously, one grade will take CTE classes remotely and another will take academics/electives remotely. From September 2020 to March 2021, only one grade of students took in-person classes per week in their CTE majors; they would learn remotely for one week of CTE and two weeks of academics/electives.

Prior to the vote of the School Committee, Minuteman's administration, led by Superintendent-Director Edward A. Bouquillon, discussed the proposed amended hybrid plan in meetings with teachers/staff, the Minuteman Parent Association, and senior class officers. In addition, letters were shared with parents/guardians, faculty/staff, and students. A survey was provided to Minuteman Regional Vocational Technical High School parents which showed approximately 80% of parents wanted their children to fully participate in in-person learning two weeks per month as part of the amended hybrid learning model. Parents were then given the option to choose how they would use the hybrid model; more than 75% said their students would attend both in-person weeks; 4% said their students would be fully remote; and the remainder chose an option of one week in-person for either CTE or academics/electives.

The overwhelming opinion of the medical community is that students should be learning in-person with safety protocols in place – with the wearing of face masks of the utmost importance. Many students struggle with remote learning, with challenges including understanding coursework, retaining occupational competency, and social-emotional struggles. Numerous studies have shown the transmission of COVID-19 within schools is extremely low (sources listed below), and that schools are likely safer than most community settings due to the controlled environment. At Minuteman, we are fortunate to have had very low numbers of students and staff testing positive for COVID-19, and not a single case of transmission has occurred within the school building. Our COVID-19 data is reported weekly on our [website](#).

Sources:

- 1/26/21: Journal of American Medical Association: Centers for Disease Control and Prevention: [Data and Policy to Guide Opening Schools Safely to Limit the Spread of SARS-CoV-2 Infection](#). (Accompanying [article in the Washington Post](#).)
- 1/8/21: Centers for Disease Control and Prevention: [Operating Schools During COVID-19: CDC's Considerations](#).
- 1/8/21: [University of Minnesota's Center for Infectious Disease Research and Policy: Three Studies Highlight Low COVID Risk of In-Person School](#)
- 1/5/21: [American Academy of Pediatrics: AAP Continues to Advocate Measures to Allow Students to Safely Return to School](#)
- 11/5/20: [Brown University \(Posted by Association of American Medical Colleges\)](#)

Weekly Schedule

On February 2, 2021, Minuteman High School released a new weekly class schedule for the remainder of the third term that will go into effect on Monday, March 1, 2021.

Dates	In-Person	Remote
March 1-5	Sophomores: CTE; Juniors: Academics	Freshmen: Academics; Seniors: CTE
March 8-12	Sophomores: Academics; Juniors: CTE	Freshmen: CTE; Seniors: Academics
March 15-19	Freshmen: Academics; Seniors: CTE	Sophomores: CTE; Juniors: Academics
March 22-26	Freshmen: CTE; Seniors: Academics	Sophomores: Academics; Juniors: CTE
March 29-April 2	Sophomores: CTE; Juniors: Academics	Freshmen: Academics; Seniors: CTE
April 5-9	Sophomores: Academics; Juniors: CTE	Freshmen: CTE; Seniors: Academics

Transportation

Even with the additional grade of students coming to school each day under the amended hybrid model, Minuteman is fortunate to have an adequate number of buses that exceed the state's COVID-19 school transportation guidelines. On a typical 77-passenger Minuteman school bus, there will be 25 students or fewer.

The Massachusetts Department of Elementary and Secondary Education (DESE) recently revised its [school transportation guidelines](#) to increase passenger capacity. The guidelines continue to require mask wearing and opening of windows at least 2 inches to increase air flow. Students are asked to sit in the same seats to assist in potential contact tracing. In addition, our bus provider, NRT, will continue to clean the bus after every trip, and provide hand sanitizer and extra masks for students.

Physical Distancing and Classrooms

Regarding the space in between classroom seats, Minuteman is following the DESE [guidelines](#), which state that students should be separated by “a minimum physical distance of 3 feet *when combined with other measures*” including wearing face masks. In many instances, desks will be spaced more than 3 feet apart as space allows, but in some instances, it will be 3 feet. The number of students in a classroom varies widely, from as few as four to a maximum of 26.

A group of more than 60 Massachusetts physicians, public health experts, and infectious disease specialists [recently authored a letter](#) in support of the 3-foot guideline to Governor Charlie Baker and Education Commissioner Jeff Riley.

Each classroom will have spray bottles of disinfectant and paper towels so desks can be cleaned by students and teachers. Hand sanitizer is in every room. While not required, we also have a supply of
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gloves available. Our custodians have been operating on an increased cleaning schedule since the fall and will continue to follow this procedure.

Lunch Time and Mask Breaks

The only times students are allowed to remove their face masks are during designated meals and mask breaks, when students are required to maintain at least 6 feet of distance from others. Students will continue to eat lunch in the Student Union, which was repurposed last summer to create at least 6 feet of distance between seats. Additional seating is available in the adjacent Paul Revere Room and the outdoor courtyard.

Health and Safety Protocols

Minuteman's school nurses continue to follow state and federal health guidelines and have adjusted practices as guidelines have evolved over the past few months. Most of the basic guidelines have not changed.

The parents/guardians of students and faculty/staff members are required to contact the nurse if they have tested positive for COVID-19, are a potential or actual close contact, have any symptoms, are awaiting a test result, or recently traveled out of state. Students/staff are not allowed to come into the Minuteman building nor attend their co-op job site if they fall under these criteria without first contacting the school nurse.

Visitors

Minuteman continues to greatly limit the number of visitors who come into the school building. The few visitors who are admitted must sign a COVID-19 acknowledgement form and undergo a temperature screening. The Admissions Office continues to provide a limited number of in-person, private tours for prospective students and their parents/guardians. In-person recruitment events are limited or held virtually.

Meetings with parents and external stakeholders are taking place virtually. Student-run businesses, such as The Salon @ Minuteman and The District Restaurant, are not open for in-person service. The District Restaurant, the Horticulture program's plant shop, and the Automotive program's auto repair shop, are successfully providing contactless service for the public.

Potential Additional Changes to Hybrid Learning Model

On February 23, 2021, Massachusetts Education Commissioner Jeff Riley informed school districts that he intends to release a proposal to return all K-12 students back to in-person learning five days a week this spring, with a goal of all K-8 students returning first in April, followed by students in grades 9-12. Superintendent Bouquillon and the administration will closely follow these development and proactively plan for potential adjustments to Minuteman's in-person learning procedures.

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Lexington, MA**

Fall 2020 Reopening Plan

August 13, 2020



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SUPERINTENDENT'S MESSAGE

August 13, 2020

Dear Minuteman High School Community,

With the 2020-21 school year approaching, the administrative team at Minuteman Regional Vocational Technical High School has worked collaboratively with teachers, parents/guardians, and staff to develop the Fall 2020 Reopening Plan amid the challenges posed by the COVID-19 pandemic. As a career and technical education high school, we are devoted to providing a robust, hands-on learning experience while meeting or exceeding health and safety protocols.

As we begin the new school year, the school building, classrooms, and activities will look and feel much different. My recommendation is to return to school using a hybrid model that has evolved from our preliminary model. The hybrid model described in this plan has a single grade in the building per week for Career Technical Education (CTE), while all academics and electives are taught remotely. ***(Update: On August 11, 2020, the Minuteman School Committee voted unanimously in favor of using this hybrid learning model for the fall of 2020.)***

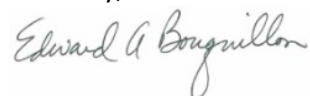
This revised hybrid model, which reduces our occupancy to roughly 25%, is the most practical and safest way to provide the hands-on learning while also reducing the risk of COVID-19 transmission in our building. Minuteman will continue to monitor COVID-19 cases in our community and our region; we will not hesitate to quickly switch to all-remote learning should conditions deteriorate. We hope this does not happen, but we must plan for the worst and hope for the best.

Minuteman has undertaken extensive planning and expense to ensure the health and safety of our students. Classrooms are being reconfigured, hallway traffic patterns are regulated, masks will be required, cleaning will be thorough and consistent, and we are establishing a second Health Office to isolate anyone who was possibly exposed to COVID-19, among numerous other efforts.

We acknowledge that returning to school is not an easy decision for everyone. Some families are opting for their students to conduct all learning remotely this year. We have developed a plan to support all our students, including those who opt to learn entirely remotely, along with those receiving special education services and supports, and English learners.

In a CTE environment, full in-person learning is the ideal model, but health and safety must always be our top priority. We are confident that all aspects of our Fall 2020 Reopening Plan are well researched and adhere to state and federal protocols. We are also extremely appreciative of the level of support and understanding we have received from students, families, and staff as we continue to navigate uncharted territory. Thank you.

Sincerely,



Edward A. Bouquillon, Ph.D.

Superintendent-Director

Minuteman Regional Vocational Technical School District

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EXECUTIVE SUMMARY

The Executive Summary of the Minuteman Regional Vocational Technical School District's Fall 2020 Reopening Plan is an overview of the comprehensive report. Here, we will provide the most pertinent information about each portion of the plan. Greater information about these topics is found in the body of the report.

Part I: Health and Safety, Transportation, Facilities and Operations

Health and Safety:

We will ensure the health and safety of everyone inside Minuteman High School is always our top priority. Minuteman's health and safety precautions mirror the protocols set forth by the Massachusetts Department of Elementary and Secondary Education (DESE), which include but are not limited to:

- The requirement of wearing face masks in the building and on school buses at all times with the exception of designated "mask breaks;"
- Providing a disposable mask to any students arriving without one;
- Establishing a second Health Office for anyone exhibiting COVID-19 symptoms;
- Following [DESE's Protocols for COVID-19 Scenarios](#) in the event of a student or staff member becoming ill or exposed to COVID-19, which includes sending home students or staff when necessary;
- Remaining in close contact with the local boards of health in our communities, including Lincoln and Lexington, where our school is located, as well as the towns of any affected students or staff;
- Establishing a tracking system for students and staff who potentially have been exposed to COVID-19 or are exhibiting symptoms.
- In consultation with our school physician we have established a triggering metric that may result in the consideration of closing of Minuteman by the Superintendent. Our school nurses will be tracking symptomatic persons daily. If our school nurses report 3% of persons in the building exhibiting COVID-19 symptoms, school may consider closing for the remainder of the week, beginning the day after that report is made. (More details in "Health and Safety" in Part I.)

Transportation:

According to an online, confidential survey of Minuteman parents/guardians issued July 28, more than 75% of students from member towns plan to use the school bus, with varying percentages using the bus either in the morning, afternoon, or both. If Minuteman adapts a hybrid model, we do not foresee the need to lease additional buses from our contractor, [NRT Bus Inc.](#) Minuteman is working closely and collaboratively with NRT to ensure bus drivers are following and enforcing health and safety protocols that have been outlined by DESE, which include mandatory face coverings, proper social distancing, assigned seating to include one student per seat, open windows except during extreme weather, hand sanitizer, and thorough cleaning after every run.

Facilities and Operations:

Effective facilities and operations procedures are crucial to ensuring a safe environment at Minuteman High School. With the opening of a new school building in September 2019, we are fortunate to have a modern structure with large open spaces and a brand new heating, ventilation, and air conditioning (HVAC) system that is regularly maintained, along with plentiful outdoor space. The district has also established cleaning protocols in line with those from the [Centers of Disease Control \(CDC\)](#), and [DESE's Fall Reopening Facilities and Operations Guidelines](#). These actions include but are not limited to:

- Re-organizing student furniture to ensure between 3 and 6 feet of physical distancing;
- Scheduling students in cohorts to minimize the intermingling of large groups;
- Re-designing traffic patterns in hallways;
- Using additional spaces to serve students lunch aside from the Student Union (cafeteria), to include the Courtyard, the Paul Revere Meeting Room and The District Restaurant;
- Limiting the number of customers using student-run businesses;
- Cleaning and disinfecting the entire facility at least once daily with an emphasis on extra cleaning of shared spaces throughout the day;
- Immediately cleaning any area of the facility that may have been exposed to a potentially infected person, and isolating that area for 12 hours;
- Disinfecting high touch-point areas of the building multiple times a day;
- Installing numerous hand sanitizing stations throughout the building;
- Installing numerous plexiglass partitions in selected offices and in some classrooms;
- Informational signage regarding masks, hygiene, traffic patterns, and COVID-19 symptoms;
- Purchasing a full range of personal protective equipment, to include face masks, face shields, surgical gowns, gloves and more;
- Asking all invited visitors to sign a screening form confirming they are not exhibiting COVID-19 symptoms and have been following precautions, such as social distancing and limiting travel.
- Severely restricting any uninvited visitors to the building.

Part II: Learning Models: In-Person, Hybrid, Remote; Student Supports and Out-Of-School Time; Student Accommodations; and Parent Survey Feedback

Learning Model: In-Person:

DESE required all school districts in Massachusetts to develop three versions of a Fall 2020 Reopening Plan: In-Person, Hybrid, and Remote. The In-Person Learning Model would be a return to traditional schooling in which all students and staff are in the building at the same time, but with increased safety precautions.

While Minuteman would like to bring everyone back into the building this fall, the likelihood of that happening is low. The full in-person model is not recommended by the Minuteman administration at this time – both from a safety and financial perspective.

A full in-person model would require numerous additional costs to adhere to safety precautions, which includes leasing seven additional school buses, hiring at least five additional staff members, and purchasing additional cleaning supplies and personal protective equipment. We estimate these additional expenses would cost the district at least \$1 million. Our space capacity would be an issue, as

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we have enrolled 650 students for a building designed for 628 students. Using a secondary building on our property for classroom instruction would be required. Even with all these precautions, physical distancing would remain insufficient.

Learning Model: Hybrid

(Update: On August 11, 2020, the Minuteman School Committee voted unanimously in favor of using this hybrid learning model for the fall of 2020.)

For Minuteman, a Hybrid Learning Model would mean about 25% of the students are in the building at a given time. With fewer people in the building, the hybrid model would provide for the necessary physical distancing. Minuteman would use in-person learning within a hybrid model solely for career technical education (CTE) along with support for high-needs students, and to conduct all academics and elective courses, such as art and music, online via the remote learning model. In a survey of Minuteman parents, which garnered more than 500 responses as of August 11, 92% supported a hybrid model. Minuteman is strongly recommending beginning the school year under the hybrid model.

Here is an example of a hybrid model weekly schedule at Minuteman:

- Grade 10 students would receive in-person CTE for one week, working in their career trade shops in the school building.
- During the same week, Grade 12 students would be engaged in related CTE work online via remote learning.
- Also during this same week, Grades 9 and 11 students would be engaged in academics and elective courses online via remote learning.
- Each week, the grades would rotate.

For grade 9 students, their “Exploratory” phase would be conducted during their in-person CTE time during the earlier months of the school year. (More details in “Grade 9 Exploratory” in Part III.)

Learning Model: Remote

Remote learning means students are engaging in learning while at home, mostly or completely online. It would be a component of either a hybrid model or a complete return to remote learning. Remote learning would also be provided for any student who opts out of in-person instruction for any reason, or for students who are required to quarantine due to potential or actual exposure to COVID-19.

Minuteman is in its fifth year of a full 1-to-1 laptop program. All students have their own laptop that will support both academic and CTE work. Minuteman has purchased several enhancements to our technology infrastructure that will provide greater support for a more structured online learning experience, which will be required and graded for all students. The enhancements include additional Adobe cloud-based software and the streamlined use of Aspen (the student information management program) as a platform for coursework.

Student Supports and Out-Of-School Time

Minuteman recognizes there is likely a high percentage of students who suffer from learning loss due to the sudden switch to remote learning last spring. As a result, Minuteman provided assessments this summer for all students to gauge their skills math and reading, with an additional assessment in the fall for CTE. This month, Minuteman will provide summer schooling for students identified as in the greatest need of support for the MCAS exam. We will also utilize the Summer-Vacation Learning Grant to provide educational offerings during February school vacation week and weekends this fall.

Accommodations

In accord with state guidelines, any parent/guardian may choose to keep their student home to participate only in remote learning even if Minuteman adopts a hybrid or full in-person model. Additionally, if parents/guardians choose to have their student participate in remote learning but later wish to return to school, then they may do so. [View DESE's list of responses to frequently asked questions from parents.](#)

Parent Survey Feedback

On July 28, Minuteman requested parents/guardians participate in a confidential online survey to provide feedback and information about their students for the Fall 2020 Reopening Plan. Among the questions, parents were asked to indicate if they would send their student to school in the fall under any of the three reopening scenarios, if they would keep their student home and engaged in remote learning regardless of the plan, and if they would use school buses for transportation.

As of August 10, there were more than 500 parent responses. Of that total, 92% of parents said they would send their student to school under a hybrid model, 5% said they would keep their student home and engaged in remote learning regardless of the model Minuteman selects, and 78% said they would send their student back under an all in-person model with safety precautions.

Part III: Calendar, Grade 9 Exploratory, CTE Guidelines, Co-Op

Calendar

As stated in the Executive Summary, in late July, DESE announced that the number of school days required for the 2020-21 school year has been reduced from 180 days to 170 days (935 hours) to allow educators time to prepare for the re-opening of school under their districts' re-opening model. As a result of this action and a collaborative discussion with our teachers, **Minuteman will delay the first day of school**. After collaboration with the Minuteman Teachers Association, the 2020-21 calendar has been approved by the Minuteman School Committee. Outlined here are the first eight weeks:

**Minuteman Regional Vocational Technical High School:
Beginning of the 2020-21 School Year**

Sun.	Mon.	Tue.	Wed.	Thur.	Fri.	Sat.
Aug. 23	Aug. 24	Aug. 25	Aug. 26 Teacher Leads and Managers Return	Aug. 27 Teacher Leads and Managers Return	Aug. 28	Aug. 29
Aug. 30	Aug. 31 All Teachers Return; New Teacher Orientation	Sept. 1 Professional Development for Fall Reopening	Sept. 2 Professional Development for Fall Reopening	Sept. 3 Professional Development for Fall Reopening	Sept. 4 Professional Development for Fall Reopening	Sept. 5
Sept. 6	Sept. 7 Labor Day (Holiday)	Sept. 8 Professional Development for Fall Reopening	Sept. 9 Freshmen Orientation I (Half Students In-Person Professional Development for Fall Reopening)	Sept. 10 Freshmen Orientation II (Half Students In-Person) Professional Development for Fall Reopening)	Sept. 11 Professional Development for Fall Reopening	Sept. 12
Sept. 13	Sept. 14	Sept. 15	Sept. 16 First Day of School (Grade 12: In- Person; Grades 9-11: Remote)	Sept. 17 Grade 11: In- Person; Grades 9, 10, 12: Remote	Sept. 18 Grade 10: In- Person; Grades 9, 11, 12: Remote	Sept. 19
Sept. 20	Sept. 21	Sept. 22	Sept. 23	Sept. 24	Sept. 25	Sept. 26
	Grade 9: In-Person/CTE, Grades 10, 11, 12: Remote					
Sept. 27	Sept. 28	Sept. 29	Sept. 30	Oct. 1	Oct. 2	Oct. 3
	Grade 10: In-Person/CTE, Grades 9, 11, 12: Remote					
Oct. 4	Oct. 5	Oct. 6	Oct. 7	Oct. 8	Oct. 9	Oct. 10
	Grade 11: In-Person/CTE, Grades 9, 10, 12: Remote					
Oct. 11	Oct. 12 Columbus Day (Holiday)	Oct. 13	Oct. 14	Oct. 15	Oct. 16	Oct. 17
		Grade 12: In-Person/CTE, Grades 9, 10, 12: Remote				

Minuteman's administration is finalizing a daily class schedule for students based on anticipated staffing levels. In the hybrid model, Minuteman will schedule students in cohorts, meaning groups of students will remain with one another throughout the day to reduce person-to-person contact among the student population.

Grade 9 Exploratory

Every ninth grade CTE student participates Exploratory, the period at the beginning of their high school career when they sample different CTE programs before deciding upon a career major. Exploratory programs remain critical to foster student engagement and provide an important opportunity for students to access an array of program options.

Minuteman will follow DESE guidelines, which stress providing Exploratory in-person to the greatest extent possible. In the case of a hybrid learning model, Exploratory would be held for students during the weeks they are in school during their designated CTE class periods. In a remote learning model, during the first quarter, the online Exploratory experience would focus on soft skills or essential workplace skills. It may include virtual meetings or video presentations from alumni and business owners, video lessons with CTE instructors, "Ted Talks," and more.

CTE Guidelines

Minuteman will closely adhere to the guidelines for career technical education (CTE) set forth by DESE, which are [posted to our website](#). These safety guidelines include how to maintain safe student collaboration, transportation to and from work sites, best practices for maintenance of safe equipment and materials, and limits or prohibition on customers utilizing student-run services.

Cooperative Education (Co-Op)

Cooperative education (co-op) opportunities, which allow students to work on job sites, and internships, are limited to seniors only. Each job site must provide COVID-19 safety procedures in their workplace. At a minimum, these procedures should follow current Occupational Health and Safety Administration (OSHA) guidance for specific industries. A representative from Minuteman will conduct worksite visits to ensure employers are following the guidelines.

Part IV: Supporting High-Needs Students, Counseling and Mental Health, Sports and Extra Curriculars

Supporting High-Needs Students:

Minuteman serves a significant percentage of students with an Individualized Education Plan (IEP) due to varying degrees of special needs, along with other vulnerable populations, including English learners and former English learners. The district is committed to accommodating all students in the most inclusive and least restrictive manner possible. Minuteman recently formulated a full-time English learner teacher position.

In a hybrid learning model, students with disabilities will receive special education instruction and the related services that are necessary to provide free and appropriate public education (FAPE) through an Instruction and Services model of delivery (e.g., structured lessons, teletherapy, video-based lessons.) The district will ensure that English learners, former English learners, and economically disadvantaged students will also have access to all supports of the programs for which they are assigned.

Special education students will receive all services pursuant to their IEPs, and we will continue to monitor progress and distribute timely reports. Communication with families will be ongoing to ensure all students have a well-developed comprehensive plan for high quality individualized instruction. In addition, communications will be provided in the family's preferred language. For safety reasons, Minuteman will strongly encourage meetings with parents/guardians to be held virtually whenever possible.

Counseling and Mental Health

Minuteman will continue to provide counseling and mental health support to any student. With a potential increase in anxiety, depression, trauma, and other issues, Minuteman has hired an additional counselor and is forging relationships with external community partners to provide for outpatient mental health needs. Minuteman employs a total of four guidance counselors, two school psychologists, and two adjustment counselors.

Sports and Extra Curricular Activities

Regarding athletics, Minuteman will remain in communication with the Massachusetts Interscholastic Athletic Association (MIAA) about the future of high school sports for the upcoming year. As of early August, the MIAA has indicated a willingness to allow for non-contact sports, which would greatly limit opportunities for Minuteman's teams. The MIAA is expected to release additional information in the coming weeks.

Minuteman will continue with the Peer Leadership and Student Ambassador programs, in which students who seek to highlight and grow their leadership qualities serve as role models for fellow students or public speakers for visitors and prospective students. The administration is working to preserve virtual opportunities to facilitate after-school clubs.

Part V: Technology, Communications and Marketing

Technology

With the likelihood of utilizing remote learning through either a hybrid or full-remote model, Minuteman has purchased several enhancements for our technology infrastructure to provide a robust online learning experience for students. These enhancements include expanded availability of cloud-based applications such as Adobe Creative Cloud for all students. Minuteman is continuing with its one-to-one laptop initiative that provides a laptop for every student, which is now in its fifth year. The [Minuteman "Geek Out" Technology Service Desk](#) is available to assist students and families with any technical issues.

Communications and Marketing

Minuteman is committed to providing timely, accurate, and easy-to-understand communication to students, families, and parents/guardians as we navigate these unprecedented times. The district will continue to provide important updates via email, [website](#), social media, robocall, news media, and other avenues. There will be an increased use of video content to widely distribute easily digestible messages via social media. All communications are thoroughly vetted by members of the administrative team before release.

Marketing and recruitment of potential students for the 2021-22 year will have a much greater emphasis on digital content and virtual meetings, along with smaller in-person events. Visits to middle schools and the annual Showcase Day will be replaced by video presentations, a virtual tour, digital content highlighting current students and alumni, a monthly electronic newsletter, online forums for parents, and small in-person events.

PART I:
Health and Safety
Transportation
Facilities and Operations

Health and Safety

The health and safety of every member of the Minuteman community continues to be our highest priority. As a district, we will do everything we can to prevent the spread of COVID-19 within our community. **Minuteman will not hesitate to shift from a hybrid to all-remote learning model, even temporarily, in the event of a notable increased risk of potential or actual exposure.** Minuteman will strictly follow, if not exceed, all health and safety guidelines issued by DESE, [which are posted on the Minuteman website](#) as well as DESE's website in its [Initial Fall Reopening Guidance document](#).

As stated in the Executive Summary, health and safety protocols at Minuteman include:

- The requirement of everyone to wear face masks in the building and on school buses with the exception of designated “mask breaks;”
- Providing a disposable mask to any students arriving without one;
- Establishing a second Health Office for anyone exhibiting COVID-19 symptoms;
- Following [DESE's Protocols for COVID-19 Scenarios](#) in the event of a student or staff member become ill or exposed to COVID-19, which includes sending home students or staff when necessary;
- Remaining in close contact with the local boards of health in our communities, including Lincoln and Lexington, where our school is located, as well as the towns of any affected students or staff;
- Implementing a baseline metric of 3% of the student population presenting COVID-19 symptoms to the school's Health Office on a given day as a threshold for a consideration of school closure;
- Establishing an internal tracking system for students and staff who potentially have been exposed to COVID-19.

Minuteman will staff three full-time nurses during the first few months of the 2020-21 school year as new health and safety protocols are implemented with the likely approval of a hybrid learning model. This is an increase in staffing of one full-time nurse position. Around the middle of the school year, we will reduce to two nurses because one is anticipated to take maternity leave at that time. With between two and three nurses serving 650 students this year, Minuteman is well within the recommended nurse-to-student ratio of one nurse to 750 students [as stated by the National Association of School Nurses](#).

The district's school nurses and administrators have developed procedures that adhere or exceed DESE guidelines, which include processes in line with DESE's Protocols for Responding to COVID-19 Scenarios, which are posted to the [Minuteman website](#) and the [DESE website](#). The protocols offer detailed guidance for the following situations:

- If a student or staff member tests positive for COVID-19
- If a close contact of a student or staff member tests positive for COVID-19
- If a student is symptomatic on the bus
- If a student is symptomatic at school
- If a staff member is symptomatic at home
- If a staff member is symptomatic on the bus
- If there is a presence of multiple cases in the school or district
- If there is a presence of a significant number of new cases in a municipality
- If there is a statewide regression to a previous reopening phase

Our school nurses are familiar with [these protocols](#), which in several cases may include asking a student or staff member to quarantine for 14 days. The nurses will support teachers and staff on how to ask questions and communicate in general with one another, students, and parents/guardians, with respect to these scenarios.

Importantly, our nurses have pre-established connections with local boards of health, including in the two municipalities that encompass the Minuteman campus, Lexington and Lincoln, who will advise Minuteman on potential actions that may need to be taken due to potential or actual exposure to COVID-19.

Minuteman is establishing a second Health Office, as stated in DESE guidelines, to isolate and treat anyone exhibiting COVID-19 symptoms in the building.

The district is also exploring external resources or partnerships that may be available for COVID-19 testing.

Triggering Metrics: *Minuteman will use a baseline metric of 3% of the student population presenting COVID-19 symptoms to the school's Health Office on a given day as a threshold for a consideration of school closure, which would only occur after consulting with local boards of health and the school's physician, Dr. Samuel Andonian. Developing a school-specific metric such as this would exceed state and federal guidelines as of this writing.*

COVID-19 symptoms include:

- A fever of at least 100.4° Fahrenheit, often accompanied by chills or shaking
- Cough (not due to another cause such as chronic cough)
- Difficulty breathing or shortness of breath
- New loss of taste and smell
- Sore throat
- Headache when in combination of other symptoms
- Muscle aches or body aches
- Nausea, vomiting, or diarrhea
- Fatigue when in combination of other symptoms
- Nasal congestion or runny nose when in combination of other symptoms and not due to other known causes, such as allergies

Minuteman is also establishing an internal COVID-19 tracking and communication system in coordination with the school nurses and the attendance officer. When a parent calls the school to report their student's absence, the attendance officer would ask specific information to gauge if a student has COVID-19 symptoms or potential exposure. The same questions would be asked of any staff members reporting an absence, or of any student or staff member reporting feeling ill while in the building. Our electronic medical records system, SNAP, will alert nursing staff once a specific threshold is met during the school day or a designated time frame. An email report would generate once that threshold is reached and automatically alert administration.

Transportation

Minuteman is fortunate to partner with [NRT Bus Inc.](#) as its contracted school bus transportation provider. Based in North Andover, NRT provides student transportation throughout eastern Massachusetts and has become well versed in [DESE's Fall Reopening Transportation Guidance](#), which includes seating arrangements to facilitate physical distancing and increased cleaning. NRT recently posted [this video](#) explaining its COVID-19 protocols.

Minuteman and NRT will abide by and enforce the following safety precautions on school buses:

- **Face coverings:** All drivers and students are required to wear masks or face coverings on school buses. Bus drivers will have disposable masks on hand for any student without.
- **Assigned Seating and Physical Distancing:** A single student to a seat while alternating sides for each row. Students from the same household will sit together. Students are to remain at least 3 feet apart.
- **Passenger Capacity:** The maximum percentage of students on a bus would be reduced to a maximum of six passengers in a 14-person van (43% capacity), 23 passengers in a 71-passenger bus (32% capacity) or 25 passengers on a 77-passenger bus (32% capacity.)
- **Ventilation:** Bus windows will be kept open during operation except during extreme weather.
- **Sanitation:** Hand sanitizer will be on buses for student use.
- **Cleaning:** NRT has committed to cleaning and disinfecting all buses after each morning and afternoon run.

If Minuteman adopts a hybrid learning model, no additional school buses will need to be leased by the district. If we adopt an all in-person model, the district would need to lease seven additional buses for a total cost increase of approximately \$400,000.

Minuteman received the following responses on transportation questions from parents/guardians in the Fall 2020 Reopening survey, which had more than 500 responses as of August 10. These percentages may change slightly if additional responses are gathered in the coming weeks.

- 76% of respondents (367 parents/guardians) said their student will use a school bus to travel to and/or from school
- 73% (350) said their student would ride the bus both in the morning and afternoon
- 2% (13) said their student would ride the bus only in the morning
- 5% (23) said their student would ride the bus only in the afternoon
- 18% (89) said they would drive their student to and from school
- 14% (64) said their student would drive themselves to and from school

Facilities and Operations

Effective facilities and operations procedures are crucial to ensuring a safe environment at Minuteman High School. With the opening of a new school building in September 2019, Minuteman is fortunate to have a modern structure with large open spaces and a brand new heating, ventilation, and air conditioning (HVAC) system that is regularly maintained, along with plentiful outdoor space. The district has also established cleaning protocols in line with those from the [Centers of Disease Control \(CDC\)](#), and [DESE's Fall Reopening Facilities and Operations Guidelines](#).

As mentioned in the Executive Summary, facilities and operational protocols that would be utilized in a hybrid or full in-person learning model include:

- Re-organizing furniture to ensure between 3 and 6 feet minimum of physical distancing;
- Scheduling students in cohorts to minimize the intermingling of large groups;
- Re-designing traffic patterns in hallways;
- Using additional spaces to serve students lunch aside from the Student Union (cafeteria), to include the Courtyard, Paul Revere meeting Room and The District Restaurant;
- Limiting the number of customers using student-run businesses;
- Cleaning and disinfecting the entire facility at least once daily with an emphasis on extra cleaning of shared spaces throughout the day;
- Immediately cleaning any area of the facility that may have been exposed to a potentially infected person, and isolating that area for 12 hours;
- Disinfecting high touch-point areas of the building multiple times a day;
- Installing numerous hand sanitizing stations throughout the building;
- Installing numerous plexiglass partitions in offices and classrooms;
- Additional signage about face masks, hygiene, hallway traffic patterns, and COVID-19 symptoms;
- Purchasing numerous items of personal protective equipment, to include face masks, face shields, surgical gowns, gloves and more;
- Asking all visitors to sign a screening form confirming they are not exhibiting COVID-19 symptoms and have been following precautions, such as social distancing and limiting travel.
- In a full in-person model, retrofitting classrooms for additional uses and utilizing a currently unused building on our campus.

Throughout the spring, Minuteman undertook a thorough feasibility assessment that examined floor plans, supplies, and calculations of student capacity in each area of the building. Minuteman worked with the same architects who designed the new building, of the firm Kaestle Boos Associates, Inc., to reconfigure floorplans that allow for at least 3 to 6 feet of physical distancing in all areas of the building, including classrooms, CTE shops, hallways, the Student Union (cafeteria), student-run businesses, collaborative work spaces, and more.

As part of the assessment, Minuteman examined the need for items such as plexiglass, personal protective equipment, hand sanitizer, and cleaning needs, and pedestrian traffic patterns of the facility. As of August 5, Minuteman purchased approximately 600 KN95 masks, 442 boxes of disposable face masks, 172 face shields, 156 surgical gloves, 600 non-surgical gowns, 245 Nitrile gloves, 150 gallons of hand sanitizer, 7 touchless thermometers, 32 clear plexiglass partitions, 247 signs (i.e. "Notice: Face Mask Required," "Please Wait Here," "Wash Your Hands," etc.), among other items. Additional items will likely be purchased in the coming weeks.

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The abovementioned supplies will be adequate should Minuteman adopt a hybrid learning model. If the district were to adopt an all in-person learning model, the district would retrofit several classrooms as well as a currently unused building on campus, the Tremont School.

The total cost of supplies associated with the hybrid model, nearly \$200,000, would largely be offset because the district is funding from the CARES ACT: Esser Funds and CvRF School Reopening Grant.

The total cost of a full in-person model while adhering to safety protocols would be nearly \$1 million. The full in-person model would include the safety supplies and additional classroom space mentioned, along with the hiring five additional staff and leasing seven additional school buses.

PART II:

Learning Models: In-Person, Hybrid, and Remote

Student Supports and Out-of-School Time

Student Accommodations

Parent Survey Feedback

FALL 2020 REOPENING LEARNING MODELS

1: Full In-Person Learning Model

The In-Person Learning Model would be a return to traditional schooling in which all students and staff are in the building at the same time, but with increased the health and safety precautions outlined in Part I of this report.

While Minuteman would like to bring everyone back into the building this fall, the likelihood of that happening is low. The full in-person model is not recommended by the Minuteman administration at this time – both from a safety and financial perspective.

A full in-person model would require numerous additional costs to adhere to safety precautions, which includes leasing seven additional school buses, hiring at least five additional staff members, purchasing numerous more cleaning supplies and personal protective equipment, and retrofitting additional classrooms and a building on campus, the former Tremont School, for additional uses. We estimate these expenses would cost the district about \$1 million. (Read “Facilities and Operations” in Part I for additional details.) Our space capacity would be an issue, as we have enrolled 650 students for a building designed for 628 students. Even with all these precautions, physical distancing would remain difficult.

2: Hybrid Learning Model

(Update: On August 11, 2020, the Minuteman School Committee approved using this hybrid model for the 2020-21 school year.) For Minuteman, a Hybrid Learning Model would mean about 25% of the students are in the building at a given time. With fewer people in the building, the hybrid model would provide for the necessary physical distancing. Minuteman is proposing to use in-person learning within a hybrid model solely for career technical education (CTE) along with support for high-needs students, and to conduct all academics and elective courses, such as art and music, online via the remote learning model. In a survey of Minuteman parents, which garnered more than 500 responses as of August 10, 92% supported a hybrid model. Minuteman is strongly recommending using the hybrid model for the 2020-21 school year. The model adheres to [DESE’s CTE Reopening Guidelines](#).

Here is an example of a hybrid model weekly schedule at Minuteman:

- Grade 10 students would receive in-person CTE for one week, working in their career trade shops in the school building.
- During the same week, Grade 12 students would be engaged in related CTE work online via remote learning.
- Also during this same week, Grades 9 and 11 students would be engaged in academics and elective courses online via remote learning.
- Each week, the grades would rotate.

For grade 9 students, their “Exploratory” phase would be conducted during their in-person CTE time during the earlier months of the school year. (More details in Grade 9 Exploratory in Part III.)

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Scheduling: In a hybrid model, students receiving in-person, CTE learning would remain together throughout the entire day in their trade shops. Exceptions would include high-needs students receiving individualized support with instructors in available classrooms. The in-school schedule includes a 16-minute “advisory” period at the beginning of the day, which has been lengthened to allow for teachers better assess student’s social-emotional wellbeing.

Students receiving remote learning in a hybrid model would follow a class schedule, with class periods approximately 50 minutes long in addition to opportunities to allow students breaks from screen time.

Mask Breaks: Because the only in-person classes in the hybrid model would be with CTE, which would involve lengthy class periods and often spacious physical locations, mask breaks will be permitted by the instructor on an as-needed basis while ensuring individuals are located at least 6 feet apart.

Meals: We intend to serve students lunch in the Student Union (cafeteria) as has been the normal practice, due to this location being able to accommodate 25% student capacity. The nearby Paul Revere Room, a conference room, is available for the unlikely event of overflow. At both of these locations, each individual chair would be marked to represent 3 to 6 feet of distance from the next chair. We are working with our Food Services Director to finalize such plans, which may include allowing students to order meals online before arriving to their respective dining areas. We will use the same seating arrangement and process for the limited number of students who eat breakfast at school.

3. Remote Learning Model

Remote learning means students are engaging in learning while at home, mostly or completely online. It would be a component of either a hybrid model or a complete return to remote learning should COVID-19 cases increase in our region or school community. Remote learning would also be provided for any student who wishes to opt-out of in-person instruction for any reason, or for students who are required to quarantine due to potential or actual exposure to COVID-19.

Minuteman has purchased several enhancements to our technology infrastructure that will provide greater support for a more structured online learning experience, which will be required and graded for all students. The enhancements include additional cloud-based software and the streamlined use of Aspen as a platform for coursework. (Read details in Technology section in Part V.)

Remote learning will be more robust than the initial version that was quickly rolled out when school closures were announced last spring. It will also be required of all students, who will be graded for their work and follow a daily class schedule. Minuteman will follow its current attendance and grading policies in a remote learning model.

If Minuteman adopts a hybrid model – a mix of in-person and remote learning – the remote learning portion would cover CTE related content and elective classes, such as music, art, and physical education. If a full remote learning model is adopted, it would cover all CTE content, core academics, and electives. As mentioned, even if Minuteman uses a hybrid or full in-person model, some students might choose to only use remote learning due to health concerns or because they are under quarantine due to potential exposure to COVID-19.

We are confident that all of our students will have access to appropriate online tools to effectively participate in remote learning. As we did last spring, Minuteman will provide any support or tools necessary to students experiencing barriers to accessing technology. In addition, all Minuteman teachers and counselors will continue to be highly flexible in their availability to assist students with any academic or social-emotional issues.

Student Supports and Out-Of-School Time

As stated in the Executive Summary, Minuteman recognizes there is likely a high percentage of students who suffer from learning loss due to the sudden switch to remote learning last spring. As a result, Minuteman provided assessments this summer for all students to gauge their skills math and reading, with an additional assessment in the fall for CTE. This month, Minuteman will provide summer schooling for students identified as in the greatest need of support for the MCAS exam. We will also utilize the Summer-Vacation Learning Grant to provide educational offerings during February school vacation week and weekends this fall.

Student Accommodations

In accord with state guidelines, any parent/guardian may choose to keep their student home to participate only in remote learning even if Minuteman adopts a hybrid or full in-person model. Additionally, if parents chose to have their student participate in remote learning but later wish to return to school, then they may do so. [View DESE's responses to frequently asked questions.](#)

Parent Survey Feedback

On July 28, Minuteman requested parents/guardians to participate in a confidential online survey to provide feedback and information about their students for the Fall 2020 Reopening Plan. Among the questions, parents were asked to indicate if they would send their student to school in the fall under any of the three re-opening scenarios, if they would keep their student home and engaged in remote learning regardless of the plan, and if they would use school buses for transportation. (For responses to transportation questions, see Transportation portion of this report in Part I.)

As of August 10, there were more than 500 parent/guardian responses. Of that total, 92% of parents said they would send their student to school under a hybrid model, 5% said they would keep their student home and engaged in remote learning regardless of the model Minuteman selects, and 78% said they would send their student back under an all in-person model with safety precautions.

Additionally, parents were asked to provide open-ended responses if they selected “no” when asked if they would send their student back to school under a hybrid or all in-person model with safety precautions. Here is a sampling of those responses, lightly edited for clarity and brevity, with identities protected.

- Parent Response #1: *“[My child] has asthma and will not be able to wear a mask all day.”*
- Parent Response #2: *“I am worried about kids not wearing masks.”*
- Parent Response #3: *“My concerns are exposure to individuals with or without COVID symptoms. I would like full-time distance learning to be adopted.”*

- Parent Response #4: *“We are strongly concerned about health and safety issues, particularly for older children, and do not believe schools should be reopening in person until regular, rapid testing or a vaccine are available.”*
- Parent Response #5: *“I don’t believe it’s possible to have all the children there at once following COVID safety protocols.”*

PART III:
Calendar
Grade 9 Exploratory
Career Technical Education (CTE) Guidelines
Cooperative Education (Co-Op)

Calendar

As stated in the Executive Summary, in late July, DESE announced that the number of school days required for the 2020-21 school year has been reduced from 180 days to 170 days to allow educators time to prepare for the re-opening of school under their districts' chosen re-opening model. As a result of this action and a collaborative discussion with our teachers, **Minuteman will amend the first day of school to Wednesday, September 16.** [The 2020-21 calendar is now updated on the Minuteman website.](#)

The below schedule is tentative and the subject of ongoing collaborative discussions with the Minuteman Teachers Association, it will be finalized by August 10th.

Assuming a hybrid model, students' first day of school would be staggered tentatively as follows:

- September 9-10: Freshmen Orientation. (Students in school in small groups.)
- Wednesday, September 16: Seniors' first day of school (in-person for one day); first day of remote learning for grades 9, 10, and 11.
- Thursday, September 17: Juniors' first day of school (in-person for one day)
- Friday, September 18: Sophomores' first day of school (in-person for one day)
- Monday, September 21: Freshmen's first day of school
- September 21-25: Freshmen In-Person CTE Exploratory Week

Teachers will observe the following return schedule:

- August 26-27: Teacher Leads and Managers return.
- August 31: All teachers return; new teacher orientation.
- September 1-4, 8-11: Professional development training for fall hybrid model for teachers.

Grade 9 Exploratory

Every ninth grade CTE student participates Exploratory, the period at the beginning of their high school career when they sample different trades before deciding upon a career major. Exploratory programs remain critical to foster student engagement and provide an important opportunity for students to access an array of program options.

Minuteman will follow [DESE CTE guidelines](#), which stress providing Exploratory in-person to the greatest extent possible. In the case of a hybrid learning model, Exploratory would be held for students during the weeks they are in school during their designated CTE class periods. In a remote learning model, an online Exploratory experience may focus on soft skills or essential workplace skills. It may include virtual meetings or video presentations from alumni and business owners, video lessons with CTE instructors, "Ted Talks," and more.

The Exploratory period will likely be conducted over six weeks, which is a considerably shorter time span than in previous years. Minuteman is in the process of finalizing an Exploratory schedule. The shorter

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time frame is due to constraints on time for in-person learning, and the need to schedule students in cohorts to reduce physical interaction with one another.

To start Exploratory under a hybrid or in-person model, each ninth-grade student will rotate through each of Minuteman's 19 career majors along with a "Minuteman 101" class. Students will be grouped into cohorts of approximately 10 students who travel together. Once the students have visited all of Minuteman's CTE programs, they will choose the top three they would like to revisit. Having students enter their program areas sooner than in years past will allow for less student movement throughout the building and a constant cohort for their program, allowing them to build social connections with other students earlier in the year.

Career Technical Education (CTE) Guidelines

Minuteman will follow all Career/Vocational Technical Education Reopening Guidelines, [which are posted on our website](#), for all 19 of the school's career programs. The guidelines place strong emphasis on providing quality in-person instruction while maintaining health and safety. Programs are encouraged to modify projects so that students can work collaboratively while still wearing masks and maintaining 6 feet of distance when feasible; 3 feet being the minimum distance allowed. Sharing equipment should be minimized when feasible but is permitted. Students are also required to use industry-standard eye protection and hand coverings. When possible, it is preferable for students to work outdoors.

Student Run Services: Minuteman will follow the state guidelines for businesses in respect to the four CTE programs that provide student-run services for the first two months of school:

- **Culinary Arts:** Students in Minuteman's Culinary Arts major operate The District Restaurant and Café. DESE guidelines limit customers to only students and staff and encourages use of providing food for take-out and/or curbside pick-up. Minuteman is exploring this potential opportunity as of this writing, but no decision has been made.
- **Early Education:** The Colonial Academy Childcare Center will only be open for children of Minuteman staff members. Students cannot participate as direct caregivers but may conduct observations of professional staff. Visits to off-site childcare centers are not permitted for at least the first two months of the school year.
- **Cosmetology:** Students who operate The Salon at Minuteman may only provide hair and beauty services to classmates and staff for at least the first two months of the school year. Outside customers are not permitted.
- **Automotive:** Students in the Minuteman Automotive Shop may provide appointment-based services only for customers seeking automobile repairs, which does not depart from past practice.

Cooperative Education (Co-Op)

As stated in the Executive Summary, cooperative education (co-op) opportunities, which allow students to work on job sites, and internships are limited to seniors only. Previously, co-op had been available to students halfway through their junior year.

Each co-op employer must provide COVID-19 safety procedures in their workplace. At a minimum, these procedures should follow current Occupational Health and Safety Administration (OSHA) guidance for Fall 2020 Reopening Plan for Minuteman Regional: Finalized August 13, 2020; Revised February 25, 2021

specific industries. A representative from Minuteman will conduct visits to ensure employers are following the guidelines.

PART IV:

Supporting High Needs Students

Counseling and Mental Health

Sports and Extra Curricular Activities

Supporting High-Needs Students

As stated in the Executive Summary, Minuteman serves a significant percentage of students with an Individualized Education Plan (IEP) due to varying degrees of special needs, along with other vulnerable populations, including English learners and former English learners. The district is committed to accommodating all students in the most inclusive and least restrictive manner possible.

In a hybrid learning model, students with disabilities will receive special education instruction and the related services that are necessary to provide free and appropriate public education (FAPE) through an Instruction and Services model of delivery (e.g., structured lessons, teletherapy, video-based lessons.) Because Minuteman's population of students with disabilities does not include students with significant and complex needs, all students will continue to receive support through an Instruction and Services model.

The district will ensure that English learners, former English learners, and economically disadvantaged students will also have access to all supports of the programs for which they are assigned. Minuteman recently formulated a full-time English learner teacher position.

Special education students will receive all services pursuant to their IEPs, and we will continue to monitor progress and distribute timely reports. Communication with families will be ongoing to ensure all students have a well-developed comprehensive plan for high quality individualized instruction. In addition, communications will be provided in the family's preferred language. For safety reasons, Minuteman will strongly encourage meetings with parents/guardians to be held virtually whenever possible.

Counseling and Mental Health

As stated in the Executive Summary, Minuteman will continue to provide counseling and mental health support to any student. With a potential increase in anxiety, depression, trauma, and other issues, Minuteman has hired an additional counselor and is forging relationships with external community partners to provide for outpatient mental health needs. Minuteman employs a total of four guidance counselors, two school psychologists, and two adjustment counselors.

Sports and Extra Curricular Activities

As stated in the Executive Summary, regarding athletics, Minuteman will remain in communication with the Massachusetts Interscholastic Athletic Association (MIAA) about the future of high school sports for the upcoming year. As of early August, the MIAA has indicated a willingness to allow for non-contact sports, which would greatly limit opportunities for Minuteman's teams. The MIAA is expected to release additional information in the coming weeks.

Minuteman will continue with the Peer Leadership and Student Ambassador programs, in which students who seek to highlight and grow their leadership qualities serve as role models for fellow

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students or public speakers for visitors and prospective students. The administration is working to preserve virtual opportunities to facilitate after-school clubs.

PART V:
Technology
Communications and Marketing

Technology

With the strong likelihood of utilizing remote learning through either a hybrid or full-remote model, Minuteman has purchased several enhancements for our technology infrastructure to provide a robust online learning experience for students. These enhancements include expanded availability of cloud-based applications such as Adobe Creative Cloud for all students, including seniors who will more easily access their academic content for the required Senior Portfolio project. Additional video conferencing equipment to aid in remote learning has also been purchased. And, Minuteman is continuing with its one-to-one laptop initiative that provides a laptop for every student, which is now in its fifth year.

Consistent Platform: Another improvement for students and staff is the decision to use one consistent platform, Aspen, to distribute work assignments and to communicate with parents. Teachers will no longer use multiple platforms to distribute work, which had caused confusion for some.

Email: Additionally, Minuteman will continue to require all students and staff to use their Minuteman.org email accounts to communicate with one another on all school related matters.

Support: Minuteman's Information Technology Office will continue to provide support for students and families, as well as **professional development for staff**, on how to best utilize our technology tools in a remote learning environment, largely on the district's Microsoft Office 365 platform. The [Minuteman "Geek Out" Technology Service Desk](#) is available to assist students and families with any technical issues.

Communications and Marketing

As stated in the Executive Summary, Minuteman is committed to providing timely, accurate, and easy-to-understand communication to students, families, and parents/guardians as we navigate these unprecedented times. The district will continue to provide important updates via email, website, social media, robocall, news media, and other avenues. There will be an increased use of video content to widely distribute easily digestible messages via social media. All communications are thoroughly vetted by members of the administrative team before release.

Marketing and recruitment of potential students for the 2021-22 year will have a much greater emphasis on digital content and virtual meetings, along with smaller in-person events. Visits to middle schools and the annual Showcase Day will be replaced by video presentations, a virtual tour, digital content highlighting current students and alumni, a monthly electronic newsletter, online forums for parents, and small in-person events. The Communications Director, Assistant Principal for Admissions, and Information Technology Director will work jointly on these efforts.

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