“Stress-testing” the return to school for SEAs and LEAs

This Document is current only as of July 21, 2020
## Detailed agenda for this webinar

<table>
<thead>
<tr>
<th>Topic and description</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1</strong> Introduction and recap of the webinar series</td>
<td>5 mins</td>
</tr>
<tr>
<td><strong>2</strong> Testing SEAs’ readiness for new responsibilities this year</td>
<td>30 mins</td>
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<tr>
<td>- Discuss the “new normal” of SEAs’ responsibilities for this academic year</td>
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<tr>
<td>- Consider other practical / operational scenarios across areas of SEA responsibility</td>
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<tr>
<td>- Facilitated discussion: new SEA responsibilities and challenges this year</td>
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<tr>
<td><strong>3</strong> Informing the decision to switch between school models (in-person, hybrid, remote)</td>
<td>20 mins</td>
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<tr>
<td>- Review potential guidelines for knowing when to switch school models</td>
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<tr>
<td>- Facilitated discussion: setting guidelines for moving between school models</td>
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<tr>
<td><strong>4</strong> Facilitating stress-testing for LEAs</td>
<td>5 mins</td>
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<tr>
<td>- Overview of options for supporting LEAs in pressure testing their plans, with a focus on “day in the life of” simulation</td>
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<tr>
<td>- Facilitated discussion: Support to LEAs for stress-testing re-opening plans</td>
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</tbody>
</table>
Today’s presenters

Stephen Bowen
Deputy Executive Director, State Leadership - CCSSO

Leah Pollack
Partner, McKinsey & Company

Jimmy Sarakatsannis
Partner, McKinsey & Company

Broader team

Carissa Moffat Miller
Executive Director, CCSSO

Mike Magee
Chief Executive Officer, Chiefs for Change

Julia Rafal-Baer
Chief Operating Officer, Chiefs for Change
New Webinar Series – From Planning to Implementation

Tuesday July 7th, 4 – 5p ET
Insights from abroad & system-wide support for re-opening

What can we learn from the first months of re-opening in international school systems? What went well, and how might that inform state action? Once state re-opening plans are released, how can states best support LEAs as they move to implement that guidance?

Join us for a discussion on lessons learned from international school systems and bold ideas on system-wide support for re-opening

Tuesday July 21st, 4 – 5p ET
“Stress-testing” the return to school for SEAs and LEAs

What is the state’s role and new responsibilities for this academic year – and on which decisions will LEAs be looking to them? How do states support LEAs as they refine their re-opening plans and put them into action?

Join us for discussion on how states can prepare for the new school year, navigate decision-making around changing school models from remote to in-person (or vice versa), and support LEAs in “stress-testing” their operational plans

Tuesday August 4th, 4 – 5p ET
Building a “rapid response” capability: monitoring and ongoing supports

LEAs have put their plans into motion – but what next? How can states build the organizational structures and operating processes needed to track progress, provide real-time supports, and respond to the rapidly-changing situation on the ground?

Join us to discuss how states can be nimble and responsive to the needs of schools and LEAs
Testing SEAs’ readiness for new responsibilities this year

Decision-making for switching between school models (face-to-face, hybrid, remote)

How to prepare LEAs to test their plans
How SEAs can test their readiness for the upcoming academic year

What responsibilities will the SEA choose to take on this academic year, that differ from previous years?

What are some questions and scenarios to consider in order to stress-test for each of the SEA’s major responsibilities?
SEA roles across various responsibilities will likely differ from past years

Key areas of responsibility

- Coordination with other agencies
- Teaching and learning
- Data, assessment, and accountability
- Community engagement
- Policy and strategy setting
- Operations
- Funding

Some of these potential changes would be modifications to or expansions of existing SEA responsibilities, while other responsibilities would be entirely new.
What responsibilities might SEAs have this academic year that differ from past years?

### Coordination with other agencies
- Liaise with Governor’s office, legislature, and other agencies to shape COVID-19 education policy response
- Form joint guidance and resources with State and County health departments, for LEA use
- Convene stakeholders for LEA decision-making (LEAs, local health departments); mediate if necessary
- Work closely with State and County health departments to monitor health indicators; assist with COVID-19 mitigation where possible (e.g., contact tracing in schools)

### Teaching and learning
- Provide professional development to LEAs on virtual learning, closing gaps from learning loss, and embedding SEL into daily instruction (especially if virtual)
- Provide detailed guidance to LEAs on implementing teaching and learning goals (e.g., provide vendor lists; work with districts on curriculum adaptations)
- Significantly expand access to technology and tools that support hybrid / remote learning (e.g., increase connectivity, provide laptops, platform, digital curricula)

### Data, assessment, and accountability
- Provide LEAs with new methods for tracking important regulatory metrics (e.g., attendance – won’t just be “seat time” in remote environments) and their relationship to funding
- Determine new assessment model to meet ESSA requirements
- Expand the type of data the SEA monitors (e.g., include social and emotional learning)
- Advise on baseline assessments, recovery strategies for learning loss

### Community engagement
- Bring together stakeholder groups to share knowledge (e.g., facilitated community forums for LEAs)
- Seek advice from a broader set of stakeholders (e.g., parents) in decision-making
- Once decisions are made, enhance the speed of outgoing communication to the community

### Policy and strategy setting
- Refine SEA strategic goals and focus areas in light of COVID-19
- Consider regulatory adjustments to enable LEAs to solve problems (e.g., allow flexibility for teacher licensing)
- Closely collaborate with LEAs to implement strategic goals

### Operations
- Assist LEAs with high level operations questions (e.g., setting school calendar)
- Assist LEAs in equipment procurement, especially for mitigation of COVID-19 transmission (e.g., PPE, sanitizing products)
- Provide detailed guidance to LEAs on a range of daily school operations issues (e.g., transport, dining)

### Funding
- Work with LEAs to support re-allocation of resources in the face of potential budget gaps
- Ensure fiscal transparency in COVID-19 funding allocations
- Drive funding to new strategic priorities that have resulted from COVID-19 (e.g., increasing connectivity) – encourage LEAs to do the same
- Establish procedures to allocate future COVID-19 funding / grants (e.g., similar to CARES)

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### Least different from today’s responsibilities
- Source: Interviews with CCSSO members; press search

See additional resource - Chiefs for Change Memo: Planning for Continuity of Education [link](#)
Coordination with other agencies: SEAs may be engaging much more regularly and deeply with other agencies than they have in the past

<table>
<thead>
<tr>
<th>Key constituencies that an SEA may be responsible for working with</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Governor’s office</td>
<td>Liaising with Governor’s office to shape COVID-19 education policy and mediate between districts and Governor’s office</td>
</tr>
<tr>
<td>State health agency</td>
<td>Working closely with State and County health departments to monitor local health conditions and make determinations on whether changes to districts’ health metrics should affect school model</td>
</tr>
<tr>
<td>Legislature</td>
<td>Working with the legislature to implement budget changes and compliance monitoring</td>
</tr>
<tr>
<td>U.S. Dept of Education</td>
<td>Working together on drafting, receiving, and implementing updated guidance from the U.S. Department of Education on school models and other core policies</td>
</tr>
<tr>
<td>Other Cabinet agencies</td>
<td>Partnering with other agencies like the Department of Agriculture to assist with providing meals to students in a remote model</td>
</tr>
</tbody>
</table>

Questions for consideration:

- How do we set up our teams to collaborate with the various constituencies?
- How do we set up channels of communication and feedback?
- How do we deal with conflicting guidance between two or more of these bodies?
- How do we work with the legislature and Governor’s office to optimize resources and funds?
- How do we adapt education policies based on Governor’s strategic priorities, esp. during this dynamic time?

“Many decisions are outside our reach - for instance, working with Department of Health on sanitizing and Department of Agriculture to help provide school meals” – Deputy Secretary for the Office of Elementary and Secondary Education
### Teaching and learning: SEAs may be developing new learning platforms and models throughout the school year

<table>
<thead>
<tr>
<th>Categories</th>
<th>Example activities</th>
<th>Questions for consideration</th>
</tr>
</thead>
</table>
| Professional        | • **Design specialized training** *(e.g., how to use digital tools, how to build virtual lesson plans)*  
| development         | • **Facilitate community learning platforms** *(e.g., pair strong districts with districts who need support to share best practices)*  | • How might we provide specialized training models for teachers of different levels of expertise (tenured vs. first year, music vs. core class)?  
|                     |                                                                                     | • How would our training address the differences in curriculum among various districts?  
|                     |                                                                                     | • How would our training address a variety of pedagogical methods?  
|                     |                                                                                     | • How might we provide standardized content for virtual learning that maps to in-class learning?  
|                     |                                                                                     | • How do we support content creation for rapid changes between school models?  
|                     |                                                                                     | • How might we meet a variety of learning needs through content support?  
| Remote              | • **Provide detailed suggestions on best practice virtual learning** with examples  
| learning            | • **Provide tools and resources to support remote learning** *(e.g., devices for students and teachers, support materials for virtual teaching assistants)*  
|                     | • **Provide online platform for LEAs** that don’t have one themselves                |                                                                                                     |
| Content             | • **Develop new, optional digital content for LEAs to adopt** *(e.g., STEM learning modules and self assessment worksheets)*  
| support             | • **Support LEAs in providing extra learning time for students who need it most** **over summer/winter break, through grants or other support for teacher and staff time** |                                                                                                     |

**Source:** Interviews with CCSSO members; press search, Expert interviews

**The UAE offered teacher training** for digital tools and paired low- and high-performing districts together, for best practice sharing and collaborative improvement.

"We are going to bring in national experts to train staff, and create high quality PD around personalized, competency-based education in remote and hybrid environments"  
— Deputy Commissioner in the Division of Learning Services
### Data, assessment & accountability: SEAs’ role may include modelling new metrics for schools and districts

#### Example activities

**Attendance / engagement data**
- Focus on tracking engagement metrics beyond standard attendance, e.g.,
  - Hours of online engagement, hours of face-to-face and virtual instruction
  - Participation in virtual class interactions – polls, quizzes

**Social and emotional well being data**
- Assess semester closure impact on social and emotional learning, e.g.,
  - Leverage existing virtual assessments or build system wide surveys for students, parents, and teachers
  - Provide resources for LEA staff to do individual check-ins with their staff, students

**Academic data**
- Develop new policies and guidelines for standardized assessments to establish a new baseline to measure effectiveness of new virtual models, e.g.,
  - Determine new timelines for academic assessments to accommodate gradual student return
  - Develop or modify virtual standardized assessments
  - Create platforms for teachers to submit surveys on student development

#### Questions for consideration

- How do we design technology tools to support collection of engagement metrics?
- How do we supports districts in designing SEL assessments? (i.e., how do we monitor and act when SEL assessments raise concerns?)
- How do we design academic metrics that compare online and virtual assessments?
- How do we remain flexible in assessment while complying with ESSA?
- How might we equitably address the differences in access, when it comes to virtual assessments?
- How do we address academic integrity in online assessments?

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**Example activities**

- **How do we design technology tools to support collection of engagement metrics?**
- **How do we supports districts in designing SEL assessments?** (i.e., how do we monitor and act when SEL assessments raise concerns?)
- **How do we design academic metrics that compare online and virtual assessments?**
- **How do we remain flexible in assessment while complying with ESSA?**
- **How might we equitably address the differences in access, when it comes to virtual assessments?**
- **How do we address academic integrity in online assessments?**

### Source

Interviews with CCSSO members; press search (World Bank: “How countries are using Edtech.”)
Community engagement: SEAs may have to play a more active role in community engagement throughout this academic year

Involve community stakeholders in decision-making processes

To consider:

- Survey stakeholders to inform decision-making
- Meet and correspond regularly with stakeholder representative groups (e.g., teacher unions, PTAs)
- Ensure that stakeholders are involved in formal bodies (e.g., oversight committees, operations committees)
- Create forums for stakeholders to raise issues, and have opportunities for Q&A
- Vet decisions with key stakeholders before releasing more broadly

Region of Saskatchewan
Set up a centralized Response Planning Team dedicated to the educational response that includes representatives from:
- The Saskatchewan School Boards Association
- The Saskatchewan League of Educational Administrators
- Directors and Superintendents
- The Saskatchewan Association of School Business Officials
- The Ministry of Education

"We established a roundtable a couple of years ago for family and community engagement in education – [during this crisis] we’ve been continuing to use this group to gather information and have them to inform our policies; we also have them help us communicate back to our communities."

– SEA Deputy Commissioner

Establish clear lines of communication for disseminating information more broadly

To consider:

- Establish regular communication cadence (e.g., scheduled town halls, news blasts)
- Use multiple channels, both digital (e.g., Zoom meetings / phone calls) and otherwise (e.g., mailings) to push out decisions
- Provide opportunities for follow up questions and further feedback (e.g., FAQs pages, hotlines, community forums)

Denmark
Instituted a State hotline to answer questions about the virus and health measures, by phone or chat in 25 languages

Singapore
Provided chat bot to address queries related to COVID-19 for parents and citizens
Provided detailed guidelines and FAQs for all K-12 levels protocols

"We have a weekly meeting with all Superintendents – this is an opportunity to listen to challenges they are facing or needs they have, and discuss recent events and decisions."

– SEA Deputy Commissioner

Source: SEA interviews; WHO, UNESCO resource papers on COVID response; The Framework for Reopening Schools, issued by UNESCO, UNICEF, WFP and World Bank resource papers
Questions?
Testing SEAs’ readiness for new responsibilities this year

Decision-making for switching between school models (face-to-face, hybrid, remote)

How to prepare LEAs to test their plans
To consider: how could SEAs support LEAs in deciding when to move between school models?

### Spectrum of SEA engagement models

<table>
<thead>
<tr>
<th>Less engagement</th>
<th>High engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>LEAs make decisions independently</td>
<td>SEAs work with other state agencies to create, distribute guidance on when LEAs should move between models</td>
</tr>
<tr>
<td>No defined thresholds</td>
<td>Include defined thresholds, which might be tied to:</td>
</tr>
<tr>
<td></td>
<td>- State, county, or local reopening plans’ phases (e.g., Phase 1 – recommend remote; Phase 4 – recommend face-to-face)</td>
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<tr>
<td></td>
<td>- Specific health indicators (e.g., case count in LEA’s region)</td>
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</table>

#### SEAs can enable better LEA decision-making by:

**Playing a data role** – help ensure LEAs have appropriate data to make school model decisions (likely in conjunction with State / local health departments), either by:
- Recommending metrics for LEAs to track themselves
- Collecting, analyzing, and distributing data that is relevant to school model decisions to LEAs
- Reinforcing the importance of reflecting on a range of metrics in making a thoughtful decision

**Playing a convening role** – bring together all stakeholders that LEAs require to make school model decisions (e.g., local health departments, State health department) on a regular basis, and as needed

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1. Likely a joint decision with local health authorities
2. Likely a joint decision involving SEA, Governor’s office, and state health authorities
States vary in the extent to which they have tied K-12 reopening plans to their overall state reopening plans and phases

Key

1. State has released phased reopening plans; K-12 reopening included in phases
2. State has released phased reopening plans; K-12 reopening not specified in phases
3. State guidance does not include phases of reopening

28 states

13 states

10 states

Source: McKinsey COVID-19 response data
Both health metrics and system readiness factors could inform updates to guidance on LEAs’ school model

<table>
<thead>
<tr>
<th>Health and epidemiological metrics</th>
<th>System readiness and resilience factors</th>
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<tbody>
<tr>
<td>In general, public health officials and other experts are coalescing around a broad set of health indicators for guiding COVID-19-related decision-making. These could include:</td>
<td>In addition, school systems are considering their own readiness to support various school models safely and effectively. These factors could include:</td>
</tr>
<tr>
<td>▪ <strong>Case count and prevalence</strong> - new cases, % change in total cases, cumulative cases</td>
<td>▪ Infrastructure in place to transition between models (e.g., buses if switching to face-to-face; sufficient connectivity and laptops if switching to remote)</td>
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<tr>
<td>▪ <strong>Deaths</strong> – new deaths, cumulative deaths</td>
<td>▪ LEA administrators’ preparedness to transition between models</td>
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<tr>
<td>▪ <strong>Tests</strong> – tests per day, tests per last X days, positive test rate, tests per capita</td>
<td>▪ Staff and educators’ preference / demand for a particular model</td>
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<tr>
<td>▪ <strong>Hospitalizations</strong> – new hospitalizations, cumulative hospitalizations</td>
<td>▪ Students’, parents’ preference / demand for a particular model</td>
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<tr>
<td>▪ <strong>Hospital capacity</strong> – ICU beds, ventilators, floor beds, PPE</td>
<td>▪ Student academic performance under current model</td>
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<tr>
<td>▪ <strong>Contact tracing capabilities</strong></td>
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</table>
### Example data on state health agency dashboard

**ILLUSTRATIVE – SAMPLE DASHBOARD FROM A STATE HEALTH AGENCY**

#### Testing data

| Tests - today | X ▼ |
| Tests last 7 days | X ▼ |
| Total tests as of today | X ▲ |
| Positive test rate last 7 days | X ▼ |
| Total state tests per capita | X ▲ |
| Total region of USA tests per capita | X |
| Total USA tests per capita | X |

#### Population tests and percentage positive test rate by county (last 7 days)

<table>
<thead>
<tr>
<th>County</th>
<th>% positive tests &lt;.05%</th>
<th>.05%-3%</th>
<th>&gt;3%</th>
<th>5%-10%</th>
<th>&gt;10%</th>
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<tbody>
<tr>
<td>County 1</td>
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<td>County 2</td>
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<td>County 3</td>
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#### State map

- Favorable, relative to most recent period
- Unfavorable, relative to most recent period
- Minimal change

#### Epidemiological reality

<table>
<thead>
<tr>
<th>Day</th>
<th>New cases</th>
<th>% change total cases</th>
<th>5 day avg new cases</th>
<th>% change in 5 day avg</th>
<th>Active cases</th>
<th>Cumulative deaths</th>
<th>New hospitalizations</th>
<th>New tests</th>
<th>% positive tests</th>
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</tbody>
</table>

#### Days below 6%

- xx

#### 15-day interval case ratio

- xx

#### Prevalence

- xx % ▲

#### Foundational public health

| Avg 7 day lab turnaround time (days) | xx | |
| Contacts engaged | xx | |

#### Health system capacity available

- ICU beds: xx ▲
- Ventilators: xx ▲
- Floor beds: xx ▲
- PPE: No shortage

#### Vulnerable populations

- Nursing homes with cases: xx
- Prisons with cases: xx
- Suicides last 7 days: xx

#### Societal compliance

- Compliance indices (e.g., frequency of gathering +10): xx

#### Population deep dives

<table>
<thead>
<tr>
<th>Number of residents</th>
<th>Percentage of residents tested since date x</th>
<th>Percentage of positive tests since date x</th>
<th>Total number of cases since date x</th>
<th>Percentage of total cases since date x</th>
</tr>
</thead>
<tbody>
<tr>
<td>State (all)</td>
<td>xx</td>
<td>xx</td>
<td>xx</td>
<td>xx</td>
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<tr>
<td>Long-term care facilities</td>
<td>xx</td>
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<tr>
<td>Prison population (inmates)</td>
<td>xx</td>
<td>xx</td>
<td>xx</td>
<td>xx</td>
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<tr>
<td>Prison population (staff)</td>
<td>xx</td>
<td>xx</td>
<td>xx</td>
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<tr>
<td>State homeless shelters sites</td>
<td>xx</td>
<td>xx</td>
<td>xx</td>
<td>xx</td>
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<tr>
<td>Veterans’ homes</td>
<td>xx</td>
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<tr>
<td>Intellectual and dev. disability sites</td>
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</tbody>
</table>

1. Number of days in a period with the rate of new infections <5% day-over-day
2. Internal case ratio (ICR) is a measure to assess persistent trend over past 15 days, calculated by current 5-day average divided by preceding 5, 10, and 15 day averages
3. Prevalence is measured as current active cases / state population

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**CCSSO**

**CHIEFS OF CHANGE**
Health data and reopening plans vary by district
Top 30 largest school districts in the U.S.

Currently announced model¹

<table>
<thead>
<tr>
<th>Model</th>
<th>Remote (N=15)</th>
<th>Hybrid (N=3)</th>
<th>Option for in-person (N=8)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prevalence rate</td>
<td>0.44%</td>
<td>0.25%</td>
<td>0.42%</td>
</tr>
<tr>
<td>Avg. growth rate in cases</td>
<td>2.33%</td>
<td>0.77%</td>
<td>0.20%</td>
</tr>
<tr>
<td>Avg. infection rate</td>
<td>1.12</td>
<td>1.09</td>
<td>1.08</td>
</tr>
<tr>
<td>Dist. of infection rate</td>
<td>1.03 to 1.26</td>
<td>1.02 to 1.16</td>
<td>1.02 to 1.15</td>
</tr>
<tr>
<td>Avg. ICU headroom used</td>
<td>69%</td>
<td>44%</td>
<td>73%</td>
</tr>
</tbody>
</table>

Key takeaways

- Relative to the top 30 largest districts, those that announced plans for remote learning had a higher prevalence rate.
- Nearly 90% of the 30 largest districts have not mandated a hybrid model.
- Of the 30 largest districts, none required fully in-person learning as the only option for families.

Re-opening model archetypes

- **Remote**: districts with plans that either start fully remote in the fall or remain fully remote throughout the school year.
- **Hybrid**: districts with plans that provide students with both in-person and remote learning during each school week.
- **Option for in-person**: districts with plans that provide parents the choice for fully in-person instruction, or remote/hybrid.

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2. Case prevalence measures the number of active COVID-19 cases in a state as a percentage of population. A COVID-19 case is counted as active during the 14 days after it is confirmed.
3. Average number of individuals infected by a COVID-19 patient.
4. Estimate of the percentage of ICU beds not currently being used by COVID-19 patients that are needed by COVID-19 patients.

Note: Excludes 4 districts with re-opening plans not yet announced or approved.

Source: McKinsey Coronavirus Response Center; Covidactnow.org; EdWeek; Niche.com
Some LEAs have announced a remote start for the Fall, in the face of growing infection rates

<table>
<thead>
<tr>
<th>LEAs (grouped by state)</th>
<th>Confirmed cases</th>
<th>Concerns over in-person instruction (non-exhaustive)</th>
</tr>
</thead>
<tbody>
<tr>
<td>San Diego Unified School District</td>
<td>San Diego County: 23,114 (+12.6%)</td>
<td>Rise in cases</td>
</tr>
<tr>
<td>Los Angeles Unified School District</td>
<td>Los Angeles County: 153,152 (-0.5%)</td>
<td>Ability to test for the virus at schools</td>
</tr>
<tr>
<td>Santa Ana Unified School District</td>
<td>Orange County: 29,011 (-4.9%)</td>
<td></td>
</tr>
<tr>
<td>Houston Independent School District</td>
<td>Houston County: 203 (+1.9%)</td>
<td>Upward trend in the trajectory of new COVID-19 cases</td>
</tr>
<tr>
<td>Atlanta Public Schools</td>
<td>Fulton County: 12,872 (-0.9%)</td>
<td>Substantial spread of coronavirus in communities, upward trend in the trajectory of new COVID-19 cases</td>
</tr>
<tr>
<td>DeKalb County School District</td>
<td>DeKalb County: 9,597 (+4.4%)</td>
<td></td>
</tr>
<tr>
<td>Clayton County Public Schools</td>
<td>Clayton County: 3,331 (+4.2%)</td>
<td></td>
</tr>
<tr>
<td>Gwinnett County Public Schools</td>
<td>Gwinnett County: 13,234 (+0.1%)</td>
<td></td>
</tr>
</tbody>
</table>

1. Confirmed cases for relevant county include presumptive positive cases listed in data from Johns Hopkins University (see https://coronavirus.jhu.edu/map.html for more details)
2. Percentage growth rate is averaged across 7 days and may not reflect true daily growth rate

Source: McKinsey Coronavirus Response Center; press search (CA; TX; GA)
Internationally, governments have had to adapt their school reopening plans in response to rapidly changing disease conditions

<table>
<thead>
<tr>
<th>Country</th>
<th>Affected area</th>
<th>Change in policy</th>
<th>Date of reopen¹</th>
<th>Date of change</th>
</tr>
</thead>
</table>
| UK      | Local, City of Leicester | ▪ National government ordered schools and non-essential shops in Leicester to close after a localized outbreak, which Health Secretary Matt Hancock noted included “an unusually high incidence” of coronavirus among children²  
▪ Government announced that schools won’t fully reopen until September due to capacity of staff and space needed to safely accommodate pupils | 6/1 | 6/30 |
| Germany | Local, state of North-Rhine Westphalia | ▪ State’s Chief Minister announced that the entire district of Guetersloh would be locked down for seven days, including schools, daycares, restaurants and other public centers. The new lockdown followed an outbreak from a meat processing factory in the area³ | 5/4 | 6/23 |
| South Korea | Local, Seoul and nearby metropolitan areas | ▪ Health Minister announced the closure of over 500 schools in the area (and halted other public gatherings) as cases surged⁴  
▪ Government is considering new lockdown measures as case counts increase, including shutting down schools, professional sports, and non-essential businesses⁵ | 5/20 | 6/29 |

1. Most re-openings were partial  
2. BBC - Leicester lockdown  
3. CNN - Germany imposes fresh lockdown  
4. BBC - South Korea closes schools again after biggest spike in weeks  
5. TheJournal.ie - South Korea considers new lockdown measures  

Source: Press search
Questions?
Testing SEAs’ readiness for new responsibilities this year

Decision-making for switching between school models (face-to-face, hybrid, remote)

How to prepare LEAs to test their plans
There are a few different options for supporting LEAs in pressure testing their plans

- **Checklist / rubric**
  - Comparing LEA plans to state guidance

- **Facilitated community forum**
  - Joint call with multiple LEAs of similar size or location to peer compare

- **Provide tools for LEAs to run a “day in the life of” (DILO) tabletop simulation**

Level of depth:
- Low
- High

Deep dive to follow
A “day in the life of” (DILO) simulation creates three key outputs:

1. **Process steps** for the ‘day in the life’ of the persona (e.g., Malik), with operational questions associated with each process step.

2. **Initial answers** to operational questions posed.

3. **‘What if’ scenarios** to pressure test preparedness for ‘atypical’ days.
The “Day in the life” (DILO) simulation can be applied to simulate scenarios that LEAs can examine to pressure-test their plan.

1. Malik travels to school
   7:15 – 7:45 AM
   - What happens before Malik leaves his house?
   - How does Malik get to school?
   - What protocols are enforced as Malik waits at the bus stop?
   - How does Malik board the bus?
   - Does Malik have to wear a face covering on the bus?
   - How full is the bus? What are the seating arrangements?
   - How does Malik disembark from the bus?

2. Malik arrives at school
   7:45-8:15 AM
   - Where does Malik go after disembarking the bus?
   - Who conducts Malik’s health screening, how, and where?
   - What does Malik do after he passes his health screening?

3. Malik sits in his homeroom seat
   8:15 AM
   - How are desks/ tables arranged?
   - What happens if he needs to go to the bathroom?
   - What activities occur during homeroom?

4. Malik has morning classes
   8:15-11:30AM
   - What space(s) is he using?
   - What subjects is he learning?
   - How is he graded?
   - By whom is he taught?
   - Which peers are in his class?
   - Is he learning the same content as peers who remain remote?
   - What objects does he share with others?
   - Does he wear his face covering? If so, what kind?

5. Malik eats lunch
   11:30 AM – 12:00 PM
   - Where does he eat?
   - How does he receive his lunch/ what does he eat?
   - What protocols are in place?
   - Who is coordinating/ supervising?
   - How does he get to his next activity?

6. Malik has recess
   12:00-12:20 PM
   - Is physical distancing enforced?
   - Is group size restricted?
   - Are there hand sanitation protocols?
   - Does he wear a face covering?
   - What equipment is he using?
   - What space does he use?
   - Who enforces/ supervises rules and procedures?

7. Malik has afternoon classes
   12:30 - 2:00 PM
   - What space(s) is he using?
   - What subjects is he learning?
   - How is he graded?
   - Are his classmates and teacher the same as in homeroom?
   - Is he learning the same content as peers who remain remote?
   - What objects does he share with others?

8A. Malik goes home
   2:15 PM
   - How are the hallways set up?
   - Where does he exit the building?
   - How does he leave campus?
   - What does he take home with him vs. leave at school?
   - Does he end his school day the same time as all other students?
   - Who is coordinating/ supervising?

8B. After care
   2:15 PM – 6:00 PM
   - Where does he go if he needs after care?
   - What extra curriculars are available?
   - How does he interact with others during this activity?
# Deep-dive: Malik arrives at school

**Malik – 4th grade GenEd student arrives at school after taking the bus**

## Key questions

<table>
<thead>
<tr>
<th>Question</th>
<th>Time</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Where does Malik go after disembarking the bus?</td>
<td>7:45</td>
<td>Malik walks towards a building entrance that has been designated for his cohort. He waits 6ft apart from his peers in line to get his temperature checked and symptoms screened. His foot traffic is directed by physical guides / barriers</td>
</tr>
<tr>
<td>Who conducts Malik’s health screening, how, and where?</td>
<td>8:00</td>
<td>A dedicated staff member wearing a surgical mask takes Malik’s temperature with a no-contact thermometer and conducts a symptom check; Malik’s temperature is normal and he has no symptoms</td>
</tr>
<tr>
<td>What does Malik do after he passes his health screening?</td>
<td>8:15</td>
<td>He enters the school building and sanitizes his hands at a hand washing station. He then walks to to his homeroom meeting space, following physical guides / barriers as he walks through the hallways</td>
</tr>
</tbody>
</table>

## Typical journey

- Malik walks towards a building entrance that has been designated for his cohort.
- He waits 6ft apart from his peers in line to get his temperature checked and symptoms screened. His foot traffic is directed by physical guides / barriers.
- A dedicated staff member wearing a surgical mask takes Malik’s temperature with a no-contact thermometer and conducts a symptom check; Malik’s temperature is normal and he has no symptoms.
- He enters the school building and sanitizes his hands at a hand washing station.
- He then walks to to his homeroom meeting space, following physical guides / barriers as he walks through the hallways.

**How might the SEA be involved in this process?**

Is the SEA monitoring the health and safety metrics, and recommending when new measures are needed? Is the SEA supporting the LEA with reallocation of funds for transportation needs (e.g. for labor, PPE on buses)?

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**ILLUSTRATIVE NOT EXHAUSTIVE**
Considering “what if” scenarios along Malik’s journey can reveal further operational complexity

ILLUSTRATIVE NOT EXHAUSTIVE

Malik – 4th grade GenEd student arrives at school after taking the bus

Key questions

Where does Malik go after disembarking the bus?

Typical journey

Malik walks towards a building entrance that has been designated for his cohort.
He waits 6ft apart from his peers in line to get his temperature checked and symptoms screened. His foot traffic is directed by physical guides / barriers.

Who conducts Malik’s health screening, how, and where?

A dedicated staff member wearing a surgical mask takes Malik’s temperature with a no-contact thermometer and conducts a symptom check; Malik’s temperature is normal and he has no symptoms.

What does Malik do after he passes his health screening?

He enters the school building and sanitizes his hands at a hand washing station.

...There is inclement weather when Malik arrives at school?

Is Malik still supposed to wait outside while waiting to receive his health screening? Does the school have a safe alternative place for Malik and his classmates to wait?

...Malik does not pass his health screening?

Where would Malik go after failing the health screening? Who would supervise him? How would the need for a COVID-19 viral test be determined? What happens if Malik is found to test positive? How does Malik continue his education while in quarantine?

What if…

Details follow

How might the SEA be involved in this process?

Is the SEA tracking suspected cases across LEAs? Is the SEA working with LEAs to liaise with local health authorities and providing updated testing locations to families?
Every “what if” scenario can reveal second-order questions for LEAs to address

ILLUSTRATIVE NOT EXHAUSTIVE

Malik – 4th grade GenEd student displays COVID-19 symptoms after arriving at school

Key questions

After Malik is found to have symptoms
- Where would Malik go after failing the health screening? Who would supervise him?
- How would the need for a COVID-19 viral test be determined?

Once Malik has tested positive and is in self-quarantine at home
- What happens if Malik is found to test positive?
- How does Malik continue his education while in quarantine?

“Divergent” journey

A dedicated staff member walks Malik to the isolation room, where Malik waits until a parent or guardian can pick him up. He is monitored by staff during this time.

After consulting with the health authorities, it is determined that Malik ought to receive a COVID-19 diagnostic test; his parent or guardian takes him to a testing facility.

The next day, Malik is found to have tested positive for COVID-19; his parents or guardians notify the school and local health officials. The school performs a deep clean of all the appropriate spaces and conducts necessary communications to the school community.

Malik quarantines for at least 2 weeks and until he tests negative for COVID-19. During this time, he continues his education remotely.

Second-order questions

What if Malik’s parent or guardian cannot walk or dive him home due to distance / lack of a personal vehicle?

What if Malik’s parent or guardian is unable or unwilling to get Malik tested? What if he is not tested and arrives back at school the next day?

How does the school communicate potential exposure to Malik’s contacts while remaining HIPPA compliant?

Is Malik taught by the same teachers that had been teaching him in-person?

Are supports given to his parents or guardians to facilitate his learning?

How does Malik continue to receive meal service?

What if there is a staffing shortage due to individuals’ fear of returning to campus once notified of a confirmed COVID-19 case in the schools’ community?

How might the SEA be involved in this process?

Should the LEA/school report the failed health screening or positive test to the SEA? Should the SEA help provide support to families (e.g., additional instructional support) of recovering students?
Next phases for building out your DILO simulation

Simulation can be developed in multiple stages as planning progresses

**Initial virtual testing**
Pressure test your plan within your team
**Goal:** Identify key “pitfalls” to address with core team

**Advanced virtual testing and training**
Once addressed ~80% of scenarios, invite key stakeholders (principals, staff, teachers) to participate in a simulation
**Goal:** Train stakeholders and build their confidence in plan

**Physical simulation at the school**
Walk through DILO with select group to identify final scenarios
**Goal:** Strengthen communication of the plan and pressure test in-person

Some LEAs are completing an additional “soft opening” pilot phase
There are several ways SEAs can help LEAs run a DILO simulation

SEAs can...

1. Make a toolkit available to LEAs (instructions, templates, etc.)
2. Host webinars / training sessions to explain DILO to LEAs
3. Require LEAs to run DILO and submit a summary of their outputs as part of their reopening plans
4. Facilitate a few DILO simulations with select LEAs; record and make available for all LEAs
5. Host ongoing working sessions with LEAs to facilitate their DILO simulations
Questions

1. What has resonated with you through this webinar? (e.g., new responsibilities, decision-making for switching school models, etc.)?

2. What are some challenges you’re currently wrestling with or anticipating, in terms of supporting LEAs through this year?