



February 24, 2021

## INTRODUCTION

The Invictus team is planning and preparing for multiple scenarios and pathways for the conclusion of the school year in 2020-2021, with full focus on optimizing for our community's physical safety and our school's mission. There are several physical, procedural, and operational precautions we can take to reduce the risk of COVID-19 to our school community. From the outset of the school year, we have operated in a Distance Learning model and have planned for three possibilities, as outlined below.

- **Distance Learning** : *The vast majority of students engage in learning remotely, with the possible addition of on-site support for a limited number of students whose unique needs cannot be well supported at a distance. Campus would also be accessible for a limited number of administrative and support functions (e.g., parent meetings, staff support, meal distribution).*
- **Hybrid Model** : *Core academic instruction continues as in distance learning, with small cohorts of students coming onto campus for supervision and support during school hours (8:30am until 2:30pm, Tuesday through Friday). The number of students per day will be capped at a number that can be safely accommodated; we expect to start small and grow, with no more than 25% of our student population on campus per day at the outset.*
- **Full Return** : *When COVID-19 conditions in our communities permit, our goal is to return the vast majority of students to campus on a 5 day per week schedule. This would not necessarily be a pure "return to normal" scenario, however, because some precautions would remain in place, and because some students may need to remain at home for a variety of reasons. We would continue to support students who need to access learning at a distance.*

*See Appendix A ([Invictus's Learning Continuity Plan](#)) for a detailed summary of operational planning for various scenarios. The Learning Continuity Plan continues to anchor Invictus's model and approach to safe reentry and contains key details of reentry operations, with this document serving to update and clarify key safety processes and protocols based on health and safety guidance which has been published since.*

*This document outlines the operational components of the three different scenarios and explains the many precautions we would implement should we return to in-person instruction. While we have incorporated many sources of advice, we are primarily guided by the guidelines from public health officials including the following:*

- Announcements and materials from the [Centers for Disease Control](#) (CDC)
- The SBE's [8/25/20](#) guidance for [Providing Targeted, Specialized Support and Services at School](#)
- [CCHS-10/02/20-Contra Costa Health Services' 10/2/20 "Schools Guidance for Suspected or Confirmed COVID-19 Cases"](#)
- The CDPH's [1/06/2021- Travel Advisory](#)
- CDC-[01/08/21- CDC Guidance- Operating Schools in Covid 19- CDC considerations-01/08/21](#)
- The CDPH's [1/14/2021 COVID-19 and Reopening In-Person Instruction Framework & Public Health Guidance for K-12 Schools in California. 2020-2021 School Year](#)
- Other health orders from Contra Costa County, where our school is located



*As guidance from these agencies continues to evolve, and as the pandemic situation changes, this plan is subject to change as well. Unless otherwise indicated in the document, the precautions we are describing here are the same for all 3 scenarios. Specific implementation details will be documented in a written, worksite-specific COVID-19 prevention plan(available online [here](#)) and implemented by the Executive Director, Gautam Thapar.*

*Mr. Thapar will serve as the workplace infection prevention coordinator and will be responsible for carrying out the outbreak management activities identified in the [Workplace Outbreak Guidance](#) published by the CDPH.*

*Invictus will continue monitoring guidance from the CDPH, CDC and state and county agencies as we continue to improve our practices to best fit the current situation and to decide if / when it is appropriate to shift to a different mode. We do not expect that it will be possible to switch to a Hybrid or Full Capacity model until Contra Costa County is out of “Tier 1 / Widespread / Purple” status as published by the State (see the State’s [Blueprint for a Safer Economy website](#) for details). Even then, the decision to open a school more fully would only be made in consultation with county health and education officials.*

*If you have questions about this document, or about Invictus’s COVID-19 response planning, please contact Mr. Thapar at [gthapar@invictusofrichmond.org](mailto:gthapar@invictusofrichmond.org). Thank you.*

## TABLE OF CONTENTS

### **General Health Precautions**

Responsibility for Health Activities

Staff, Family, & Student Education

Limiting Access to Campus

Maintaining Physical Distancing

Maintaining “Cohorts”

Small Group Activities While in a Distance Learning Mode

Daily Health Screening

Masks, Gloves, and Other PPE

Hand Washing & Sanitizing

Response to Possible or Confirmed Exposures

### **Keeping our Facilities Clean & Safe**

Facility Set-up

Cleaning Materials & Supplies

Daily Cleaning & Disinfecting

Deep Cleaning & Disinfecting

Safety Inspections

### **Arrival & Dismissal Routines**

Arrival

Dismissal

### **Meals & Hydration**

On-site Meal Service

Remote Meal Distribution

Water

### **Technology Support**

Student & Staff Tech Equipment

Internet Access at Home

Tech Support

### **Other Supplies & Equipment**

Student Instructional Materials

Shared Student Supplies & Equipment

Shared Staff Equipment

### **Meetings, Events, & Other Programs**

Meetings

Parent Advisory Groups

School Events

After School Program

### **Student Records & Attendance**

### **Staff Roles & Responsibilities**





## GENERAL HEALTH PRECAUTIONS

### Responsibility for Health Activities

#### SCHOOL SITE HEALTH ADVOCATE

Invictus will designate an existing staff member to be a Health Advocate for the school. The Health Advocate is not typically a licensed health professional, but rather, the school leadership team member who has another designated role at the school and works at the school site on a regular basis. They should be present on a day-to-day basis to promote integration of best practices for health and safety into the school's planning and operations.

The Health Advocate will be responsible for the following:

- Identifying the contact information for the health department in the jurisdiction where the school is located.
- Coordinating with State and County Public Health officials to define and refine the school's COVID-19-related health procedures.
- Monitoring State and local orders and health department notices daily to remain informed on COVID-19 related requirements and local area conditions and closures.
- Training Invictus site staff on the health-related activities in this plan.
- Ensuring that all of the health-related activities listed in this plan are fully implemented on a day-to-day basis, and that the school is following State and local health orders, including the [Checklist for Schools](#) published by CalOSHA and the CDPH.
- Maintaining an inventory of health-related supplies sufficient to meet the needs of the school on a day-to-day basis.
- Addressing health-related issues or questions that arise on a day-to-day basis while the Health Advocate is on-site.
- Developing and maintaining relationships with professional health consultants (see below) who can address questions that are beyond the scope of the Health Advocate's knowledge, expertise, or ability to handle.
- Ensuring that adequate health records are maintained by the school.
- Working with State and County Public Health officials on an as-needed basis if/when positive COVID-19 test results arise within the school's community.
- Designating and training one or more Health Coordinator(s) to address any health-related issues that arise on days when the Health Advocate is not on campus.

#### **Health Advocate role in a Distance Learning mode:**

Even though we expect to have few to no students on campus in a "Distance Learning" mode, we will still designate a Health Advocate and ensure that they or one of their designated Health Coordinators is on campus and designated to fill the Health Advocate role on any days when any students are on campus.

#### HEALTH CONSULTANTS

The Health Advocate will maintain relationships with one more Health Consultants who can assist with the definition and implementation of health policies. The Health Consultants will be licensed health professionals with education, experience, and training in child and community health and in health practices recommended for



school programs.

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## Staff, Family, & Student Education

### PRE-OPENING COMMUNICATIONS & TRAINING

In advance of any major shift in our mode of operations (e.g., moving from a Distance Learning mode to a Split Schedule mode), it is imperative that staff, students, and families be informed of the policies, procedures, roles, and responsibilities that will preserve and protect the health of our community in the face of COVID-19.

The Invictus leadership team will develop implement training for staff and students in the following:

- How to identify potential symptoms of COVID-19 infections, and the importance of self-reporting any issues and staying at home if they have any symptoms
- How they can be tested for COVID-19 infection
- The school's health screening policies, including how to conduct a thorough health screen at home prior to coming to campus
- The school's policies and procedures for handling potential and actual cases of COVID-19 in our community, including any policies related to the possible exclusion of individuals from campus in certain scenarios
- A reminder to have an alternate care arrangement that doesn't involve new contact with other children in the event that their student needs to remain at home due to COVID-19 symptoms
- The proper use of [masks or other face coverings](#), including the proper use, removal, and washing of face coverings, not to touch the face covering, and how people who are exempted from wearing a face covering will be addressed.
- Proper hand hygiene, including the modeling of proper [hand washing](#) and sanitization
- What distancing means and looks like (e.g., 6' physical separation)
- What do do when you [cough or sneeze](#) (e.g., cover coughs & sneezes with a tissue or their elbow; wash immediately after coughing or sneezing)
- Strongly recommending that all students and staff be immunized each autumn against influenza unless contraindicated by personal medical conditions
- Any other operating procedures (e.g., arrival, dismissal, meals, tech, etc.) identified in this plan not addressed above; for further details about Invictus's hybrid operations model.

Staff, families, and students will be notified of this COVID-19 Operations Plan and any school-specific COVID-19 Prevention plans and asked to confirm their receipt of and commitment to abide by the requirements therein. They will also be notified of any updates to any of the plans.

Training will be offered in a variety of forms, formats, and languages to ensure they are accessible by all Invictus staff, students, and families.

Invictus will review existing student health plans and identify students who may need special accommodations before coming back to campus. Groups who might be at increased risk of becoming infected or having unrecognized illness include the following:



- Individuals who have limited mobility or require prolonged and close contact with others, such as direct support providers and family members;
- Individuals who have trouble understanding information or practicing preventive measures, such as hand washing and physical distancing; and
- Individuals who may not be able to communicate symptoms of illness.

Invictus will also engage families and ask about any potentially unknown concerns that may need to be accommodated. Any such student accommodations will be addressed **prior to** those students returning to campus.

**SIGNAGE**

Invictus will post signage at the entrances to and throughout the campus that continuously remind staff and students of the health precautions herein. Signage will be in English and Spanish. Examples include, but are not limited to the following:

- Stand on the dots to stay six feet apart
- Please stay 6' apart!
- Face mask or face shield required
- Invictus Staff and students only beyond this point
- These stairs are for traveling up
- These stairs are for traveling down
- Maximum room capacity \_\_\_\_\_
- Remember to wash your hands for 20 seconds!
- Remember! Sanitize your hands when ENTERING and EXITING
- Visitor procedures/instructions (i.e. early pickup)

**Signage in a Distance Learning Mode:**  
Even though we expect to have a very limited number of students (if any) on campus in a “Distance Learning” mode, we will nonetheless prepare campus with the signage included here.

**Signage in a Hybrid model:**  
Room capacities will reflect full 6’ separation.

**Signage in a Full Capacity mode:**  
Classroom capacities may be adjusted to fit all students.

**ON-GOING COMMUNICATIONS & TRAINING**

Communications and training should not stop when school begins. They should continue on an on-going basis to reinforce the key messages above and to address any identified weaknesses in the community’s adherence to the requirements herein. Particular attention should be paid to re-training staff, students, and families in advance of any major shift in our mode of operations (e.g., moving from a Distance Learning mode to a Split Schedule mode) or the operating procedures at the school. Invictus will develop reteaching lessons to occur periodically in classes to ensure student and staff adherence to health protocols, and design a clear, consistent, and restorative system of accountability for students within the school’s discipline system for addressing breaches. This will include adding restorative assignments to Invictus’s restorative practices library to prepare for predictable breaches.



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## Limiting Access to Campus

All staff and students will be required to enter at one of three entry points to the school, designed to minimize students and staff congregating and/or crossing paths in the hallways. These entrances include the two classrooms which open directly to the parking lot, and the main office entrance which leads into the hallways. These entrances will be staffed to ensure a health screening happens before entering campus. All other entrances will be kept locked from the outside at all times.

Each school will keep a record of all students / staff / visitors who are on campus at any time.

- Student records will be kept noting the time of any late arrivals or early departures as compared to the normal school day.
- Adults will be required to sign-in and sign-out each time they come onto or leave campus.

In order to minimize the risk of COVID-19 exposure or transmission, campus visits other than by staff or students are strongly discouraged and will only be allowed on a pre-scheduled basis. All visitors will be required to follow all campus health and safety requirements including, but not limited to, participating in a health check, maintaining 6' distancing from students/staff at all times, and wearing a mask at all times while on campus.

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## Maintaining Physical Distancing

Students and adults should maintain 6' physical distancing at all times.

Student and staff desks in classrooms should be spaced six feet apart as measured from the middle of each desk to the middle of any adjacent desks. All student desks should face in the same direction in order to help prevent droplets from one person's breathing from carrying virus to someone else.

Any space that could hold multiple adults (front office, meeting rooms, etc.) will be clearly labeled with the maximum room capacity based on the square footage and a need to respect a social distance of 6 feet between people. Desks and chairs will be arranged and floors marked with tape to show where to sit to allow for the 6-foot distance.

Staff Lounges will be limited in use only to utilizing the fridge, microwave, and/or water cooler, with a maximum capacity that allows for 6' separation between any staff using the space. Furniture for sitting or otherwise congregating will be removed to prevent use as a "hang-out" space.

### **Distancing in a Distance Learning mode:**

In a "Distance Learning" mode we anticipate having a limited number of students & staff on campus from time to time. We expect that all of the guidelines here will apply to those people when on campus.

### **Distancing in a Split Schedule mode:**

In "Split Schedule" mode we anticipate being able to meet all of the physical distancing requirements here.

### **Distancing in a Full Capacity mode:**

When Invictus returns to school in a Full Capacity mode, we will maintain 6' physical distancing between adults and students. We will also maintain





6' physical distancing requirements outside of classrooms. In order to serve all students, student desks would need to be arranged closer to each other than is possible with 6' physical distancing.

Rooms will be arranged to maintain as much separation as possible.

### QUEUEING

In any areas where people are reasonably anticipated to line up and wait, we will place decals on the floor to show what a safe (6-foot) distance looks like. We will include signage indicating that people should stand on each decal, with one person per decal. These should be placed anywhere people queue (line up), such as:

- Outside the front gate for screening
- Outside the door to the front office
- Outside each restroom (student and staff)

### MOVEMENT THROUGH THE SCHOOL

We have designed a student schedule with many fewer student transitions than usual, given that students will stay in one classroom throughout most of the day instead of rotating locations. However, sometimes classes will need to “move together” (e.g. to the restroom to wash hands), and other times individual students or adults will be moving through the school alone. To make this as safe as possible, we will take measures such as:

- Separate into “up” and “down” stairwells wherever possible, with clear signage
- Floor stickers in classrooms, hallways and stairwells should be placed to show adults and students where to stand to maintain 6 feet of distance.
- Develop instructions for maximizing spacing and ways to minimize movement in both indoor and outdoor spaces that are easy for students to understand and are developmentally appropriate.
- Take any other measures we can think of to ensure social distancing is maintained.

### BATHROOM SYSTEM

- A bathroom should be used by 1 student (total) at a time (“1-out/1-in”); staff supervisors will monitor and enforce a system for monitoring “1 out, 1 in” for student bathrooms
- For kids who need to use the restroom outside of the bathroom breaks, the school’s Slack communication system will be used to either (a) have an adult come to escort individual students to the bathroom and wait outside, or (b) monitor bathrooms from outside to ensure “1-out/1-in”
- Students should not use the bathroom on their own without a monitor, as it will be impossible to ensure social distancing
- Each bathroom must have a sanitizing bin (gloves, sanitizing spray & paper towels) for adult use only

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### Maintaining “Cohorts”

To the maximum extent possible, Invictus will strive to have students and staff remain in “cohorts” whenever they are on campus. In this context we define a “cohort” to be a group of individuals (students and staff) who remain together for instructional purposes and do not come into sustained contact with other individuals throughout the day. The CDPH has defined “contact” to mean being within 6’ of another individual for a period of 15 minutes or longer during a 24 hour period. Some examples that will help clarify these distinctions:

- Scenario 1: A group of 12 students who spend their entire day with the same teacher would be considered a “cohort” so long as all their instructional time, bathroom breaks, meals, and play yard time



was spent together. They remain a “cohort” even though they arrive at school, walk through the halls for individual bathroom breaks, alongside other students, so long as they maintain 6’ physical distancing at those times and do not spend 15 minutes or more in close proximity to others.

- Scenario 2: A different group of 12 students spend their entire day together and are taught by 3-4 different teachers who each come into their room for instruction would also be considered a “cohort” so long as each of teachers remained 6’ apart from the students during the entire time of their instruction.

School Leaders and other instructional leadership may observe as many classrooms as needed without violating the “cohort” norms, so long as they wear masks, stay close to the doorway (at least 6 feet from anyone else), sanitize hands on the way in and out, and don’t touch things in the room.

#### **“Cohorts” in a Distance Learning mode:**

In “Distance Learning” mode we will not have formal “cohorts” because of the small number of students on site.

#### **“Cohorts” in a Hybrid model:**

In “Split Schedule” mode we anticipate being able to meet all of the physical distancing requirements here.

### **Small Group Activities While in a Distance Learning Mode**

As noted above, the CDPH and SBE have provided guidance for schools who wish to provide limited in-person instruction, targeted support services, or to facilitate distance learning in small group environments. They have indicated that students with disabilities should be prioritized for receiving targeted support and services and that, English learners, students at higher risk of further learning loss or not participating in distance learning, students at risk of abuse or neglect, foster youth and students experiencing homelessness may also be prioritized.

Examples of how such services could be offered at the Invictus campus even while the school remains in a Distance Learning mode include the following:

- Conducting special education assessments or providing direct services for students with IEPs
- Assessing English Learners’ language proficiency
- Providing academic intervention for individual students or small groups who are falling behind
- Providing internet access for students who are struggling with connectivity at home

Invictus will follow the following steps with respect to any such in-person services conducted while the school is in a Distance Learning mode:

- Students and staff will be placed in identified cohorts as identified in the section above. As per CDPH guidance, cohorts in this scenario will not exceed 14 children and two supervising adults. The maximum cohort size applies to all children in the cohort, even when all children are not participating at the same time. Students will not be moved from one cohort to another unless it cannot be avoided (e.g., if a change is needed for the student’s overall safety and wellness).
- The total number of students/cohorts that participate in on-site services while in a Distance Learning mode will not exceed 25% of the school’s enrollment.
- Supervising adults will be assigned to one cohort and must work solely with that cohort. The adult(s) supervising the cohort will not have contact with other cohorts. Meetings of staff from multiple cohorts must be conducted in a physically distanced manner.



- One-to-one specialized services (such as occupational therapy services, speech and language services, and other medical, behavioral services, or targeted intervention) can be provided to a child by a support service provider that is not part of the child or youth's cohort, provided that they follow the physical distancing, mask wearing, hand washing, and other requirements contained elsewhere in this COVID-19 Operations Plan. These one-to-one services will not be done with other students.
- Students and staff will be required to follow all of the other general health guidelines contained throughout this COVID-19 Operations Plan.
- Spaces used by multiple cohorts of students will be thoroughly cleaned between usage by different cohorts.
- Students and staff must also adhere to any local (e.g., County) public health directives that may be in place from time to time.

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### Daily Health Screening

In order to minimize the potential for COVID-19 exposure on campus, it will be critical to screen **EVERY PERSON, EACH DAY, BEFORE** they are admitted to campus. The screening process will include a series of questions and a temperature check.

The Invictus leadership team has developed a screening questionnaire that incorporates CDC, CDPH, and other public health agencies' guidance regarding what symptoms to check for and how to respond in cases where individuals present any of the symptoms associated with COVID-19. The list of screening questions will be made available online and will be kept updated from time to time. Invictus will revisit and may revise these screening criteria from time to time based on evolving CDC, CDPH, and County Public Health guidance.

#### PRE-SCREENING:

In order to speed up the arrival and screening process, Invictus will be asking all staff and students to pre-screen themselves **EACH DAY, BEFORE** leaving home to come to campus and to share the results so we can immediately admit them if they have passed the screening criteria. Invictus will share the screening questionnaire with families and staff and provide training on how to identify the symptoms included on it. Families and staff will be provided a daily form where they can answer the questions in advance of coming to campus each day. If an adult or child has completed the pre-screening process, they will be admitted to campus without needing to be re-screened at the door. If they have not, they will be screened using the same screening questionnaire. Information shared with Invictus through the pre-screening process will be kept confidential and only shared in summary form with staff responsible for admitting people to campus on any given day.

#### ON-SITE SCREENING PROCEDURE:

As noted above, the Invictus site will have limited entry points, with entrances only in use when a staff member is there to screen every person who enters. Nobody (student or staff) will be allowed to enter the building without first being screened by a trained staff member.

The health screening procedure will take place at arrival while Invictus students remain in their car and/or with their guardian. Invictus is requesting that as many families as possible drive their students to campus and to complete the health screening in their car, prior to dropping off their child. In cases where this is not possible, a



student can arrive on foot and enter at a designated entrance. In this case, the screening will occur at the entrance / gate.

If a student does not pass the health screening they will be immediately sent to the quarantine room while a staff member calls home to have the student picked up by a parent or guardian.

The screening for each individual (student or staff) will include the following:

1. Upon arrival at school a staff member will do a visual inspection to ensure the person is following our mask protocols and not exhibiting any obvious signs of sickness. If a student is not wearing a mask (or their mask looks visibly dirty), a disposable mask will be given to them.
2. The individual will be asked whether they have completed the pre-screening process.
  - If they have, Invictus staff will confirm the results of the pre-screening process and admit them to campus.
  - If they have not, they will proceed to be screened by Invictus staff
3. Individuals who need to be screened will be asked a series of questions and have their temperature taken.
  - Invictus's list of screening questions will be made available online and will be kept updated from time to time. It includes the following types of questions:
    - i. Question: "Have you (your child) experienced any of the following symptoms in the past two weeks: \_\_\_\_\_?" (*will be updated from time to time based on the list of COVID-19 symptoms identified by the [CDC](#) and [CDPH](#)*)
    - ii. Question: "Have you (your child) been in contact with anyone who has been tested positive for the COVID-19 virus?"
    - iii. Question: "Have you (your child) returned from out-of-state travel in the past 14 days?"
  - If the individual answers "Yes" to any screening question, they will be asked to return home and will not be admitted to campus.
  - If the individual answers "No" to all screening questions, they will have their temperature taken by an Invictus staff member using a no-touch thermometer:
    - i. If the temperature is below 100.0 degrees Fahrenheit, they will be admitted to campus.
    - ii. If the temperature is between 100.0 and 100.3 degrees Fahrenheit, their temperature will be taken a second time with a different thermometer. If it reads 100.3 or below, they will be admitted to campus.
    - iii. If the temperature is 100.4 degrees Fahrenheit or higher, they will be asked to return home and will not be admitted to campus.
4. See the "[Response to Possible or Confirmed Exposure](#)" section below for details regarding when & how individuals who are excluded from campus will become eligible to return.

Each school will keep confidential records of anyone not permitted to enter based on fever, other symptoms, or exposure, noting the reason and the date.

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[Masks, Gloves, and Other PPE](#)



## FACE MASKS AND SHIELDS

Face coverings are one of the most effective ways of preventing virus spread, but only if they are used correctly. Invictus will require all students and staff to follow mask requirements communicated by public health officials at all times.

Specific mask requirements that are in place at this time include the following:

- Invictus will require the use of a mask, face coverings, &/or face shield in accordance with [CDPH](#) and [Cal/OSHA](#) guidance unless a person is exempt as explained in the guidance. Specific requirements are as follows:
- A suitable face covering is one that is made of cloth material that covers the nose and mouth. It can be secured to the head with ties or straps or simply wrapped around the lower face. It can be made of a variety of materials, such as cotton, silk, or linen. A cloth face covering may be factory-made or sewn by hand or can be improvised from household items such as scarfs, T-shirts, sweatshirts, or towels. It should fit snugly without impairing the wearer's breathing.
- Students:
  - Students in all grades (7-9) are required to wear a face covering at all times while on campus unless they are exempt under the CDPH guidelines.
  - Students with sensory issues, developmental issues, etc. that would limit their ability to wear a mask should work with their School Leader to come up with an alternate plan **BEFORE** their first day on campus. (The School Leader must approve the plan and teachers must be involved and aware of the decision.)
  - If families express a personal preference for their student not to wear a mask, but are not otherwise exempt under the guidelines, Invictus will explain to them the importance of this and try to change their minds. If they still refuse, they should be excluded from campus and may only participate in Distance Learning activities.
  - Any student may opt to wear a face shield in addition to their mask, though shields are not required and we are not providing them in the vast majority of cases.
- Staff:
  - Unless they are otherwise exempt under the CDPH or Cal/OSHA guidance, staff are generally required to wear a cloth mask at all times except when they are eating. In situations where a face coverings cannot be used for pedagogical or developmental reasons, (i.e. communicating or assisting young children or those with special needs) a face shield can be used instead of a cloth face covering while in the classroom as long as the wearer maintains physical distance from others. Staff must return to wearing a face covering outside of the classroom.
- Visitors:
  - Visitors will be required to wear a cloth mask at all times.
- The following individuals are exempt from wearing a face covering under the [CDPH guidance](#):
  - Persons younger than two years old. These very young children must not wear a face covering because of the risk of suffocation.
  - Persons with a medical condition, mental health condition, or disability that prevents wearing a face covering. This includes persons with a medical condition for whom wearing a face covering could obstruct breathing or who are unconscious, incapacitated, or otherwise unable to remove a face covering without assistance.
  - Persons who are hearing impaired, or communicating with a person who is hearing impaired, where the ability to see the mouth is essential for communication.



- Persons for whom wearing a face covering would create a risk to the person related to their work, as determined by local, state, or federal regulators or workplace safety guidelines.
- Persons who are seated at a restaurant or other establishment that offers food or beverage service, while they are eating or drinking, provided that they are able to maintain a distance of at least six feet away from persons who are not members of the same household or residence. (This applies to Invictus staff and students while they are eating meals as detailed below, provided that they maintain the required distancing while eating.)
- Persons who are engaged in outdoor work or recreation such as swimming, walking, hiking, bicycling, or running, when alone or with household members, and when they are able to maintain a distance of at least six feet from others.

Individuals who are exempt from wearing a face covering and elect not to do so must wear a non restrictive alternative such as a face shield with a drape on the bottom edge, as long as their condition permits it.

- A cloth face covering or face shield should be removed for meals, snacks or outdoor recreation, or when it needs to be replaced. When a cloth face covering is temporarily removed, it should be placed in a bag (marked with the student's name) until it needs to be put on again.
- Any staff or student who refuses to wear appropriate face coverings and is not exempt from wearing one under CDPH guidelines will be refused admission to campus.
- Invictus will provide a reusable face mask and a reusable face shield to each staff at the start of the year. Staff will be allowed to use their own cloth masks, as long as the masks are made of multiple layers, cover the nose and mouth without gaping at the sides, and stay on the user's face well without adjusting.
- Students will be asked to provide their own reusable masks that are made of multiple layers, cover the nose and mouth without gaping at the sides, and stay on the user's face well without adjusting. Invictus will provide a reusable mask for any student who does not have their own.
- All cloth masks should be laundered with detergent and hot water and dried on a hot cycle after each day they are used. If someone must re-wear a cloth face covering before washing, they should wash their hands immediately after putting it back on and avoid touching their face.
- Invictus will provide disposable masks for any student, staff, or visitor who needs one. A disposable mask should be provided in any of the following situations
  - Someone forgot to bring a mask
  - Someone's mask was touched by another person
  - Someone's mask fell on the floor/ground
  - Someone's mask is visibly dirty
  - There is any other reason to believe that someone's mask is dirty

## GLOVES

Invictus is not currently recommending the use of gloves for most adults or children on campus. Exceptions include:

- Anyone doing significant cleaning (more than a quick spray of classroom desks) should wear gloves while handling cleaning materials. Anyone using chemical disinfectants should wear gloves.
- Anyone serving food should wear gloves while serving and should change gloves if they accidentally touch their face or anything else likely to harbor germs.
- Invictus staff who are carrying out screening activities upon arrival should wear gloves while doing so.
- Invictus staff supervising students who have been identified as exhibiting COVID-19 symptoms (e.g., in the quarantine room) should wear gloves while doing so.



- If an unusual situation occurs wherein a staff member needs to touch something that could be contaminated, they should wear gloves while doing so and dispose of them afterward. (Students should not touch anything that could reasonably be expected to be contaminated.)

#### FRONT OFFICE SNEEZE GUARD

Invictus's site has a wall and window in its front office for the front office team to sit behind.

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### Hand Washing & Sanitizing

#### HAND WASHING

In order to minimize the spread of COVID-19 or other germs, students and staff need to clean their hands regularly throughout the day. In an ideal world, students and staff would thoroughly wash their hands at the following times:

- Upon entering school, before touching their desk for the first time
- Before and after eating morning snacks or lunch
- After using the restroom
- After putting on, removing, or touching their face mask
- Before re-entering the classroom following outdoor activities

Students will be trained on proper handwashing techniques including the following:

- Wet your hands with clean running water (warm or cold) and apply soap.
- Lather your hands by rubbing them together with the soap.
  - Scrub all surfaces of your hands, including the palms, backs, fingers, between your fingers, and under your nails.
  - Keep scrubbing for 20 seconds.
    - Need a timer? Hum the "Happy Birthday" song twice.
- Rinse your hands under clean, running water.
- Dry your hands using a clean towel or air dry them.

Because it may not be practical for students and staff to wash with soap and water at all of these times on all days, Invictus will provide and require the use of hand sanitizer at any time that hand washing is not practical. Because hand sanitizer is not fully as effective as hand washing, the following high risk situations should **NOT** rely on hand sanitizing alone:

- After contact with an individual who exhibits COVID-19 symptoms
- After coughing or sneezing
- Anytime soil is visible on the hands (any visible soil needs to be removed with soap and water prior to hand sanitizing)

In these situations, hand washing is required.

#### HAND SANITIZER USE

Though washing with soap and water is the best way to remove the COVID-19 from hands, we will also use hand sanitizer regularly throughout the day as an additional opportunity to disinfect hands. Every room at each Invictus facility will have an alcohol based hand sanitizer dispenser or pump bottles of alcohol based hand sanitizer. Hand sanitizer will be ethyl alcohol-based and contain at least 60% alcohol.





Students and staff will be required to sanitize their hands at the following times unless they have already washed their hands immediately preceding the activity:

- On their way into the building
- Any time they enter a classroom or other room
- Any time they exit a classroom or other room
- Before eating
- After eating
- When putting on, removing, or touching their face mask
- After any extended period when they haven't had a chance to wash hands

The Health Advocate and staff will be trained in emergency protocols related to the inadvertent ingestion of alcohol-based hand sanitizers.

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**Response to Possible or Confirmed Exposures**

The California Department of Public Health (CDPH) has developed a [list of measures](#) that should be taken when a student, teacher or staff member has COVID-19 symptoms, is a contact of someone infected by COVID-19, or is diagnosed with COVID-19. They have also published [guidance on returning to work or school](#) following a COVID-19 diagnosis. Invictus has adopted and refined this protocol for handling such cases on our campus based on the guidance as detailed on the following pages:

**Response to Possible or Confirmed COVID-19 Exposures**

	<b>Student or Staff with:</b>	<b>Action</b>	<b>Communication</b>
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1.	COVID-19 Symptoms <sup>1</sup> (e.g., fever, cough, loss of taste or smell, difficulty	<ul style="list-style-type: none"> <li>● Send home as soon as possible. <ul style="list-style-type: none"> <li>○ Until they can leave, they should be separated into an area away from others, but supervised by a staff member.</li> <li>○ They should continue wearing their mask and follow all distancing requirements.</li> <li>○ We should be sensitive not to treat a sick child in a way that could feel confining, scary, or “othering.”</li> </ul> </li> <li>● In the case of severe COVID-19 symptoms, such as persistent pain/pressure in the chest, confusion, or bluish lips or face, call 9-1-1 immediately.</li> <li>● They will be eligible to return to the school after 10 days from symptom onset and at least 24 hours have passed with no fever and after other symptoms have improved.</li> <li>● Recommend testing (If positive, see #3, if negative, see #4).</li> <li>● School/classroom remain open.</li> </ul>	<p>Per <a href="#">CDPH</a>: No action needed.</p> <p>Invictus would likely not send out a communication in this case unless other extenuating circumstances were present as well.</p>
2.	Close contact <sup>2</sup> with a confirmed COVID-19 case	<ul style="list-style-type: none"> <li>● Send home as soon as possible.</li> <li>● Quarantine for 14 days from last exposure.</li> <li>● Recommend testing no sooner than 5-7 days after contact. A negative test will not shorten the required 14-day quarantine.</li> <li>● School/classroom remain open.</li> </ul>	<p>Per <a href="#">CDPH</a>: Consider school community notification of a known contact.</p> <p>Invictus would evaluate whether to send out a communication on a case-by-case basis.</p>
3.	Confirmed COVID-19 case infection (positive test)	<ul style="list-style-type: none"> <li>● Notify the local public health department.</li> <li>● Isolate case and exclude from school for at least 10 days from symptom onset or test date and at least 24 hours have passed with no fever and after other symptoms have improved.<sup>3</sup></li> </ul>	<p>Per <a href="#">CDPH</a>: School community notification of a known case.</p> <p>Invictus would notify the</p>

<sup>1</sup> Symptoms could be identified during the arrival screening process or at any other time of day if noticed by a Invictus staff member and confirmed by the Health Advocate or a Health Coordinator.

<sup>2</sup> A “contact” is defined by the CDC and CDPH as a person who is < 6 feet from a positive case for > 15 minutes over a 24 hour period. Other situations that would count as close contact include: providing home care for someone who is sick with COVID-19, having direct physical contact with a positive case (e.g., hugging or kissing them), sharing eating or drinking utensils, or if the positive case sneezed, coughed, or somehow got respiratory droplets on you. In some school situations, it may be difficult to determine whether individuals have met this criterion and an entire cohort, classroom, or other group may need to be considered exposed, particularly if people have spent time together indoors.

<sup>3</sup> Per [CDPH guidance](#), a negative test will not be required for students or staff to return to campus after a positive COVID-19 test, provided that they have observed the time and symptom based guidelines above.

		<ul style="list-style-type: none"> <li>○ See row 1 above for details on isolation.</li> <li>● Work with Public Health officials to identify and trace contacts.<sup>4</sup></li> <li>● Quarantine &amp; exclude exposed “contacts” for 14 days after the last date the affected individual was present at school while infectious. <ul style="list-style-type: none"> <li>○ If the affected individual is a student, this is likely their entire cohort.<sup>5</sup></li> <li>○ If the affected individual is a teacher, it will likely apply to all cohorts they oversee.</li> <li>○ If the affected individual is another staff member or visitor, it would apply to the smaller group of people with whom they spent significant time in close proximity.</li> <li>○ It does not apply to anyone who has only interacted with the affected individual in passing, such as someone who has passed them in the hall, opened their car door at arrival, or used the same bathroom as them.</li> </ul> </li> <li>● Recommend testing of contacts no sooner than 5-7 days after contact; prioritize symptomatic contacts. Testing of contacts will not shorten the 10-day quarantine requirement.</li> <li>● Close off and disinfect the classroom and any other spaces where the affected individual spent significant time. To reduce the risk of exposure, wait a minimum of 2 hours, and preferably 24 hours before cleaning and disinfecting.</li> <li>● Determine whether any work-related factors could have contributed to the infection and update this plan as needed to prevent further cases. See <a href="#">“Responding to COVID-19 in the Workplace”</a> for more details.</li> <li>● School remains open.</li> </ul>	<p>school in this case.</p> <p>Invictus would also follow required COVID-reporting requirements and timelines (e.g., under AB 685)</p>
4.	Tests negative after symptoms only (does not apply after a confirmed exposure)	<ul style="list-style-type: none"> <li>● May return to school at least 24 hours have passed since last fever without the use of fever-reducing medications and after other symptoms have improved.</li> <li>● School/classroom remain open.</li> </ul>	Per <a href="#">CDPH</a> : Consider school community notification if prior awareness of testing

See [“COVID-19 and Reopening In-Person Instruction Framework & Public Health Guidance for K-12 Schools in California, 2020-2021 School Year](#) - Jan. 14th, 2021 - from the CDPH for their original table of responses.

<sup>4</sup> The specific procedure and division of responsibilities for contact tracing activities may vary from school to school based on differences in the procedures and expectations of the County in which the school is located. The Health Advocate at the school will be responsible for coordinating these activities for Invictus.

<sup>5</sup> A “cohort” is defined by the CDPH as a stable group with fixed membership that stays together for all courses and activities (e.g., lunch, recess, etc.) and avoids contact with other persons or cohorts.



**Please note that these protocols only apply to someone who directly has symptoms themselves, or to someone who has been directly exposed to a confirmed case.** They do not apply to people who are simply exposed to someone with symptoms, or exposed to someone else who has been exposed. **In other words, a staff member or student can keep coming to school even if:**

- Someone else (other than themselves) in their household has been exposed to a confirmed case, but has not tested positive themselves
- Someone else (other than themselves) in their household has a fever or other symptoms, but has not tested positive
- Someone they are in contact with at school (other than themselves) has been exposed to a confirmed case, but has not tested positive themselves
- Someone they are in contact with at school (other than themselves) has a fever or other symptoms, but has not tested positive

Invictus will keep a confidential electronic log recording anyone not permitted to enter based on fever, other symptoms, or exposure, noting the reason and the date.

The CDPH has also given guidance related to if/when schools should close as a result of COVID-19 exposure in their community. It includes the following:

- School closure is recommended (following consultation with the Local Health Officer and depending on the size and layout of the school) when there are multiple cases in multiple cohorts at a school or when at least 5 percent of the total number of teachers/student/staff are cases within a 14-day period.
- The Local Health Officer may also determine school closure is warranted for other reasons, including results from public health investigation or other local epidemiological data.
- If a school is initially closed for in-person learning, it may typically reopen after 14 days and the following have occurred:
  - Cleaning and disinfection
  - Public health investigation
  - Consultation with the local public health department

In order to facilitate testing of students, staff, or visitors for whom testing is indicated based on the procedure above, Invictus will compile a list of COVID-19 testing sites/resources in their community, along with details about each, such as cost (often free at government sites) and requirements (e.g. some need a prescription). This list will be given to anyone that is excluded from campus and for whom we are recommending testing.

## KEEPING OUR FACILITIES CLEAN & SAFE

### Facility Set-up

Due to the unique challenges presented by the COVID-19 virus, we will need to make certain changes to classrooms and other spaces on campus. They include, but are not limited to, the following:

- Removing any soft-seating, fabric draping, or other furnishings that cannot reliably be disinfected with products used by our custodial staff.



- Limiting any type of Lost & Found, which would be a source of COVID-19 transmission. All adults should put extra effort into helping students keep track of their belongings. Items that are left behind will be removed from the building daily.
- Designating areas for separate storage of staff and student supplies or personal effects (e.g., backpacks, lunches, etc.) so as to avoid the risk of cross-contamination.

In addition, Invictus will prioritize the use and maximization of outdoor space for activities where practicable.

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### Cleaning Materials & Supplies

As recommended by Public Health experts, Invictus will use cleaning products that come from the [EPA approved cleaning products List N](#). Invictus will prioritize the use of cleaning products with asthma-safer ingredients as recommended by the US EPA Design for Environment program and will avoid products that contain chemicals which can cause asthma.<sup>6</sup>

The school site will have sufficient supplies at all times to meet the cleaning, sanitizing, and disinfecting needs of the campus based on the requirements described below. We will use the following terms to refer to the different levels approaches to germs as identified by the [CDC](#):

- “Cleaning” removes germs, dirt, and impurities from surfaces or objects. Cleaning works by using soap (or detergent) and water to physically remove germs from surfaces. This process does not necessarily kill germs, but by removing them, it lowers their numbers and the risk of spreading infection.
- “Disinfecting” kills germs on surfaces or objects. Disinfecting works by using chemicals to kill germs on surfaces or objects. This process does not necessarily clean dirty surfaces or remove germs, but by killing germs on a surface after cleaning, it can further lower the risk of spreading infection.
- “Sanitizing” lowers the number of germs on surfaces or objects to a safe level, as judged by public health standards or requirements. This process works by either cleaning or disinfecting surfaces or objects to lower the risk of spreading infection.

Custodial staff (both in-house and contracted staff) will be trained in and follow the manufacturer’s recommendations related to the usage of all cleaning products including the specific “dwell time” or “contact time” required by each disinfectant. Custodial staff and any other workers who clean and disinfect the school site must be equipped with proper protective equipment, including gloves, eye protection, respiratory protection, and other appropriate protective equipment as required by the product instructions. All disinfectants will be stored out of the reach of students at all times.

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### Daily Cleaning & Disinfecting

At least daily, a custodian, or other staff member will disinfect all “high touch” areas using an electrostatic sprayer (ideal), or with disinfectant spray and paper towels. Crews will use new paper towels between disinfecting items to avoid spreading germs from surface to surface. High touch areas include the following:

- All door handles (interior and exterior)
- All touched parts of bathroom fixtures (faucets, soap dispensers, toilet flushers, etc.)

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<sup>6</sup> Asthma-safer ingredients include hydrogen peroxide, citric acid, or lactic acid. Peroxyacetic (peracetic) acid, sodium hypochlorite (bleach) or quaternary ammonium compounds can cause asthma.



- All touched parts of the staff room and offices (copy machine buttons, refrigerator handle, coffee maker buttons, water dispenser buttons, sink fixtures, etc.)
- All railings
- All light switches
- All countertops
- Door frames and other key areas at student height
- Tables, student desks, and chairs

### COLLECTIVE RESPONSIBILITY

Our custodial staff will need the support of students and other staff to keep the facility safe. While it is the custodial staff's responsibility to "disinfect" surfaces on a regular basis, there is a lot that students and staff can do to keep their space "clean" and "sanitized." Examples include:

- Each time a teacher takes their class to the bathroom to wash hands, the teacher or another staff member can wipe down the bathroom fixtures afterward with a sanitizer and paper towel.
- The school can keep sanitizing wipes (or disinfectant and paper towels) near any shared staff equipment so that staff members wipe the touchpad and any other part they come in contact with after they use it.
- Classrooms can have wipes so that students and teachers can wipe down their desks periodically and at the end of the day.
- All desks should be clear of supplies at the end of each day so that custodians can efficiently and effectively disinfect them.

We will ask all students and staff to support these and other suggestions that school operations and custodial staff make.

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## Deep Cleaning & Disinfecting

### NIGHTLY DISINFECTING

Frequently touched surfaces at each school should be disinfected every weeknight. This includes all areas identified in the list in the "[Daily Cleaning & Disinfecting](#)" section above.

### WEEKLY DEEP CLEANING

No additional "deep cleanings" are needed, as we are disinfecting the entire school thoroughly every night, and the weekend time will also allow for significant decrease in any possible virus remaining after Friday's disinfecting.

### ONE-OFF DISINFECTING

Additional disinfecting will be needed in any situation where an individual exhibiting COVID-19 symptoms was present. The quarantine room is an obvious example (it should be disinfected after each use), but care should be taken to address any other spaces (e.g., lactation rooms, etc.) that have an elevated risk of COVID-19 exposure.

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## Safety Inspections

In efforts to identify COVID-19 risks, implement preventive strategies, and identify new or recurring risks, Invictus will conduct the following safety inspection protocols:

- The Health Advocate will perform monthly campus inspections to review, evaluate, and assess the overall compliance with COVID-19 protocols and procedures.



- Records of inspection results will be kept by Health Advocate and Lead Operations Manager
- If any risks or non compliant items are found they will then be assessed by the Health Advocate and correction time frames assigned accordingly. The Health Advocate will delegate individuals to be responsible for correction and implement follow up measures to ensure corrections are completed in a timely manner.



## ARRIVAL & DISMISSAL ROUTINES

### Arrival

The specific details of the student arrival process will vary based on the specific number of families who elect to return their child to in-person learning. Any plan will closely mirror Invictus's original learning continuity plan for in-person learning, which contains a precise, minute-by-minute account of daily school operations. It is available [here](#). Arrival procedure will meet the following guidelines:

- Invictus will need to adhere to all physical distancing guidelines set by local officials in our areas.
- Invictus staff is welcome to greet students as they arrive, but only while maintaining appropriate physical distancing. Staff should not touch students as they normally might with a hand shake, high-five, etc.
- As noted above, families are encouraged to arrive by car and participate in the health screening process from their car. Staff members, wearing gloves, can open car doors if needed, do the health screening (see "[Daily Health Screening](#)" section above), and then step back 6 feet to allow students to exit. Students will close their own car door.
- If students/families arrive on foot, they will line up in a designated area to participate in the health screening process. There will be separate lines for those families who have done the pre-screening and those who have not.
- If a student does not pass the screening, they can leave immediately with their parent/guardian.
  - If a student arrives without an adult and does not pass the health screening they will be escorted to the quarantine room and their family will be contacted. If the parent can not pick up or can't be contacted the school will continue calling emergency contacts until the student is picked up.
- All students and staff will sanitize their hands as they enter the building.
- At the end of the scheduled arrival time, all campus doors/gates will be closed. All late students (regardless of grade) should come to the main entrance to campus for screening and admittance. They should follow social distancing guidelines based on decals/signage at that entrance.

Arrival will proceed from 8:00am until 8:30am. Staff will not be able to enter the building without wearing their mask and passing the health screening procedure outlined above, with staff screening occurring prior to a morning staff 'huddle' at 7:45am. Arrival for students will be extremely congested in all but the "Distance Learning" mode, so it will be difficult to overlap the Staff Health Screening Process with the Student Health Screening Process.

#### **Arrival in a Distance Learning Mode:**

Even though we expect to have a very limited number of students (if any) on campus in a "Distance Learning" mode, we will prepare to follow the same arrival procedure (albeit on a much smaller scale) in this mode. All arrivals in this mode will occur at one location.

#### **Arrival in a Hybrid model:**

In a "Split Schedule" mode, we will need multiple arrival points (likely by grade level) to efficiently handle all students.

#### **Arrival in a Full Capacity mode:**

In a "Full Capacity" mode, we will need multiple arrival points and likely need to stagger start times to efficiently handle all students.



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## Dismissal

- Students will be dismissed from indoors in classrooms. Students should be dismissed from their desks. When called, a student will place their chair on top of their desk.
- **We will encourage the use of car line pick-up whenever possible** unless there are extenuating circumstances. Parents will indicate on orientation documentation if they do not have access to a vehicle and/or need to walk for pick up.
- The dismissal process will mirror a valet service as follows:
  - Vehicles will pull into the pick-up lane.
  - A staff member will Slack message the names of students whose parents are present for pickup, with the dismissal teacher then cuing the student to exit .
  - Students will wait in their classrooms until their family comes to pick them up.
  - Students who will be walking home will exit on foot. Staff will be at designated exits to ensure students exit safely.
- Late Pick-ups: Parents will not enter the school. This should be a location near the front of the school.





## MEALS & HYDRATION

### BREAKFAST

Invictus will be taking advantage of the Federal and State government's COVID-19 waivers related to meal program flexibility and will be distributing breakfasts to families rather than serving them on campus. Families will be able to pick up breakfasts from Invictus on scheduled days and will be expected to have eaten breakfast prior to arrival on campus. See "Remote Meal Distribution" section below for details of the school's meal distribution procedures.

### LUNCH

Invictus will serve lunch to students who are on site on any given day. Lunch will be served in classrooms and will be delivered to the classroom by operations staff in the mid-morning each day. Families will also be able to pick up lunches from Invictus for days when their students are learning at-a-distance.

#### **Lunch in a Distance Learning Mode:**

Lunch will be available for pick-up Monday's for the full week.

#### **Lunch in a Hybrid model:**

Meal distribution will continue on Monday's for families in remote learning; lunch will be served on site to students attending in-person.

#### **Lunch in a Full Capacity mode:**

Families who are participating remotely can pick up 5 lunches per week on day and time designated and communicated by the school

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### On-site Meal Service

On-site meals (lunches) will be served in classrooms and will be delivered to the classroom by operations staff in the mid-morning each day. Operations staff will wear masks and gloves, and bring the lunches in a food-safe transport bag that will be left inside the door of the classroom. Operations personnel will maintain 6' physical distancing from students and teachers who are in the classroom.

Teachers will oversee students in cleaning / sanitizing their hands and desk space before and after eating. This could be done with kid-safe wipes or spray sanitizer (sprayed by the teacher only) and paper towels (students can wipe their own space). The specific protocol / procedure includes the following:

The process for meal service at any meal in the classroom will occur as follows:

- Students who bring lunch from home will keep their lunch in their backpack at the beginning of the day and until lunchtime.
- At the beginning of meal time, students who brought lunch from home will be directed to get it from their backpack while wearing their mask and maintaining physical distancing.
- An Invictus staff member distributes lunches to students who did not bring their own, while wearing gloves and a mask
- After lunches are distributed, and before they are opened, the staff member will give each student sanitizer to sanitize their hands prior to opening their lunches and eating
- Each student will remove their mask and store it in a bag during lunch



- Students stay at their desk for the duration of lunch
- At the end of lunch, students will put their masks back on and walk to drop trash in the trash can one by one, while maintaining physical distancing.
- After trash is disposed of, the staff member will give each student sanitizer to sanitize their hands

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### Remote Meal Distribution

As noted above, Invictus will continue to make certain meals available to families on a “grab and go” basis for students to eat at home. This includes breakfast and lunch (available on Monday’s).

The distribution schedule will typically be 4pm - 6pm in the Spring, and will be communicated to families by the school. Accommodations may be made on a case-by-case basis for families who cannot pick up meals at the designated times. They will need to contact the front office and make alternate arrangements.

The procedure for distributing meals to families will be the following:

- Families will be encouraged to receive grab-and-go meals on a drive-through basis in their cars. In cases where this is not possible, families will be able to arrive on foot and pick up a meal.
- Drive through meal pick-up will include the following steps:
  - Meal Team Operator (MTO) will enter student(s) information in Meal Time “Received”
  - Clean area in trunk for meal to be placed
- Families who arrive on foot will do the following:
  - Meal Team Operator (MTO) will enter student(s) information in Meal Time “Received”
  - Clean bag for meal to be placed
- Families and staff are required to adhere to the following health and safety precautions
  - Families should wear masks and remain in their car during drive-through meal pick up
  - Staff will wear masks and gloves and maintain 6’ physical distancing at all times

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### Water

On the advice of medical and public health experts, Invictus will discontinue use of all water fountains until further notice. Water fountains will have a bag over them and have a sign saying “Not in use” or something equivalent.

Students and staff will be asked to bring a full water bottle each day. Invictus will provide each student and staff member with a water bottle they can use if they can’t provide their own. In addition, each classroom and the front office will be stocked with disposable bottles of water that will be available to anyone who drinks all of their water and needs more.



## TECHNOLOGY SUPPORT

### Student & Staff Tech Equipment

As is the case in pre-COVID-19 times, Invictus students and staff will be provided with the technology equipment then need to participate in learning on campus and/or at home. The primary difference that becomes a factor given COVID-19 is that all technology will be provided on a 1:1 basis, meaning that it will not be shared between staff members or between students. Each student will get their own device for use at school and at home.

The use of Invictus technology at school and at home is subject to Invictus's technology policies that are included in Invictus's Family and Staff handbooks. Staff and students will be responsible for taking care of their equipment and using it appropriately as indicated in those policies. Each student / family has been asked to sign a technology use agreement and waiver related to their use of Invictus technology.

#### **Student Tech in a Distance Learning mode:**

In a "Distance Learning" mode, students will receive technology at the beginning of the year and it will remain at home 100% of the time.

#### **Student Tech in a Full Capacity mode:**

In a "Full Capacity" mode, student technology will remain on campus as in previous years, but will still be deployed on a 1:1 basis. Students will need to be in the same room at the beginning and end of each day in order to leave technology in charging carts.

#### **Student Tech in a Hybrid mode:**

In a "Split Schedule" mode, students will be expected to bring their technology (e.g., Chromebooks) back and forth each day from home to school and back again. We will have additional chargers at school for those students whose devices must be re-charged during the day. We will have "loaner" technology for students who forget theirs. "Loaner" equipment must be cleaned between use by different students as detailed below under "Shared Student Supplies & Equipment."

### Internet Access at Home

Invictus will provide internet support for students and staff who are participating in learning from home. Invictus will provide hotspots and data plans for any families who need support in order to participate in learning from home.

#### **Internet Support in a Full Capacity mode:**

In a "Full Capacity" mode, very few students will be learning from home, but we still anticipate needing to provide a limited amount of internet / hotspot support for any medically fragile students who have to remain at home on a long-term basis, or for students who stay home on a short term basis due to individual quarantine situations

### Tech Support

Invictus will provide tech support as needed for students and families who are participating in learning from home. The Invictus operations team will source requests and need, and coordinate with our IT provider when needed for advanced assistance to meet families needs.



In general, teachers and instructional aides will be the first line of support for families needing assistance with instructional software programs or basic access issues (e.g., logging on, resetting passwords, etc.). Staff has developed and share basic tutorials that students and families can access around common issues such as the following:

- Accessing Google Apps, Google Classroom and other software used by students
- Connecting to WiFi
- Chromebook basics (touchpad, camera, sound, crashes/freezes, etc.)

Teachers and other instructional staff will have access to the same resources so they can assist students with basic needs.

Tech staff will be a secondary level of escalation for uniquely challenging issues or for issues with hardware or internet access. Tech support staff will also carry out all of the same on-site support activities that they do in a normal, pre-COVID-19 time.



## OTHER SUPPLIES & EQUIPMENT

### Student Instructional Materials

While a lot of research is showing that the vast majority of COVID-19 transmission happens “person to person” rather than “surface to person,” we will nonetheless work to ensure that as few supplies and materials are shared by multiple students as possible.

At the beginning of the school year, each student received a bag of supplies for the school year from Invictus that they have used for learning at school and at home that can be replenished as needed. Students will be coached / reminded **NOT** to share supplies and materials. Each classroom will be stocked with additional supplies and materials to replace those that are lost or forgotten by students. Each students’ supplies will remain their own and will not need to be disinfected between uses.

Each student will keep their materials in their backpack for individual use. It will be labeled and only used by that student. Other student belongings (e.g., clothing, etc.) should be taken home each day to be cleaned.

Invictus will implement procedures for turning in assignments that minimize contact between students and staff, including relying wherever possible on the use of online submissions.

#### **Student Supplies in a Distance Learning mode:**

In a “Distance Learning” mode, students will receive supplies at the beginning of the year and they will remain at home 100% of the time.

#### **Student Supplies in a Hybrid model:**

In a “Split Schedule” mode, students will be provided a pouch and expected to bring their supplies back and forth each day from home to school and back again.

#### **Student Supplies in a Full Capacity mode:**

In a “Full Capacity” mode, student supplies will not be shared. Students will need to be in the same room at the beginning and end of each day in order to leave supplies in a cubby.

### Shared Student Supplies & Equipment

While a lot of research is showing that the vast majority of COVID-19 transmission happens “person to person” rather than “surface to person,” we will nonetheless work to limit the number of situations where equipment is shared by multiple students. Examples of shared student equipment during normal, pre-COVID-19 times are:

- Shared desks / chairs
- Shared science equipment
- Shared technology
- Shared whiteboards

Each school will review all shared use of student equipment and evaluate the appropriate approach to ensure the safety of our students. Options include:

- Designating equipment (e.g., chairs/desks) to students on a 1:1 basis or with limited sharing



- Disinfecting items between each use by a new student (see below)
- In cases where purchasing multiple items is not feasible, and disinfecting the equipment between uses is not feasible, we will discontinue the use of the equipment until further notice.

Any time equipment will be used by more than one student, it will be disinfected between uses by different students. This applies to equipment that is commonly shared (e.g., science equipment) or for “loaner” equipment that each student should have on their own, but may be forgotten on any given day.

To facilitate the disinfection of shared equipment, each classroom will have the following:

- An "Items to be Disinfected" bin to hold items that need to be disinfected prior to reuse.
- A “Ready to Re-use” bin to hold items that have been disinfected and are available for reuse

Items in the “Items to be Disinfected” bin will be disinfected and then placed in the “Ready to Re-use” bin between uses by different students. The specific disinfectants and procedures used to clean different items may vary from item to item based on the nature of the items being disinfected.

At no time should students share headsets or other objects that come into contact with their face, mouth, or nose.

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### Shared Staff Equipment

Invictus staff are encouraged to limit the shared use of equipment such as copiers and laminators. Invictus has a copy system in which operations team members will make copies for staff, limiting use during the school day. Where that is not possible, each school will place sanitizing wipes next to each piece of equipment to allow staff to wipe them down after use.

At no time should staff share headsets or other objects that come into contact with their face, mouth, or nose.



## MEETINGS, EVENTS, & OTHER PROGRAMS

### Meetings

As noted above, campus visits will be strongly discouraged and virtual meetings will be encouraged whenever possible. Invictus will make every effort to support meeting participants with options that facilitate their ability to participate in meetings remotely (e.g., hosting meetings via Zoom, providing different login options, etc.).

When in-person / on-campus meetings are necessary, they will only be allowed on a pre-scheduled basis. Any meeting participants will need to participate in the same health screening process and adhere to the same general health precautions (e.g., health screening, face coverings, 6' physical separation, hand sanitization, etc.) as any other individuals on the Invictus campus.

### Parent Advisory Groups

All parent advisory groups (e.g., SSC, ELAC, etc.) or other similar meetings (e.g., Board meetings) will occur virtually until further notice. We will continue to ensure that materials at such meetings are available in English and Spanish. We will continue to host them using virtual meeting software that is accessible to all community members via basic phone or internet connection.

### School Events

In order to limit the risk of COVID-19 exposure and transmission, Invictus will not hold any field trips or large in-person gatherings until further notice. This applies to events such as Back to School Night, Literacy Night, Fall Festival etc., which are cancelled until further notice. Smaller gatherings may be contemplated so long as:

- All participants undergo a health screening as noted above,
- All participants follow guidelines above related to face coverings, physical distancing, hand sanitizing, etc.,
- A sign-in/sign-out sheet is maintained to identify who was present during the event, and
- The group size and other event logistics adhere to State and local public health orders.
- Gatherings are held outdoors to the maximum extent practical

Invictus will cancel, until further notice, any activities where there is increased likelihood for transmission from contaminated exhaled droplets. Outdoor and indoor sporting events, assemblies, dances, rallies, field trips, and other activities that require close contact or that would promote congregating will also be cancelled.



## STUDENT RECORDS & ATTENDANCE

Regardless of which mode of instruction we are in throughout the 2020-21 school year, we anticipate the need to maintain the same student records and reporting as in the pre-COVID-19 past. This includes the collection of thorough student records and immunizations, tracking of daily attendance, counting and reporting meals that are served, and carrying out State-mandated testing.

### STUDENT RECORDS

Families and staff will be understandably concerned about the possible risk of person-to-person contact or other exposure related to submitting forms and paperwork, so every effort has been made to support the digital submission of enrollment, FRL, immunization, or other forms that form the complete student record.

- Where possible (e.g., FRL collection), parents should be encouraged to log-in and submit their information in a secure website.
- Where that is not possible, Invictus will facilitate the digital submission (via scan, photo, etc.) of paperwork.
- When physical paperwork is to be submitted, parents should be encouraged to mail forms to the school or drop them off.
- Each school should create a mail drop location that parents can use to securely drop off paperwork without having to come onto campus and risk contact with each other or with Invictus staff.
- As a last resort, parents can make an appointment to come to the front office to deliver paperwork, provided that they maintain 6' physical distancing and wear a mask at all times while on campus.

Recognizing that parents may have challenges getting immunizations during the COVID-19 pandemic, Invictus relaxed its requirement for submitting immunization records at the beginning of the 2020-21 school year to give families more time to complete the requirement while we are in a distance learning mode. That said, all students will still be required to provide proof of immunization (subject to any legally allowable exemptions) prior to returning to on-site instruction.

Office and custodial staff at each school will determine appropriate procedures for handling physical student records (e.g., CUMe files, FRL forms) so as to minimize the risk of COVID-19 exposure or transmission. These could include:

- Separation of duties to minimize the number of staff members who will access the same records or record storage cabinets
- Wiping down any shared file drawers between staff members to avoid exposure
- Quarantining documents and mail for a suitable period of time before handling them
- Practicing all other general health precautions noted above

### ATTENDANCE TRACKING

The State of California has mandated that schools track student attendance and participation in both on-site and distance learning activities. While the proportion of students who participate on-site vs at-a-distance will vary depending on the instructional scenario we are in, we anticipate the need to report both types of attendance at all times.

The Invictus leadership team will work with school teams to define the parameters for identifying student attendance and participation in a distance learning mode and school teams will share those parameters with





teachers, students, and families. Invictus will set up new attendance flags to facilitate the tracking of students' distance learning attendance in Illuminate.

School front office staff will continue to be responsible for monitoring attendance taken by teachers and ensure that attendance records are entered in a timely and accurate manner. Attendance policies should not penalize students and families for missing class due to possible or confirmed COVID-19 exposure or symptoms.



## STAFF ROLES & RESPONSIBILITIES

As a school providing a public service to the community, many Invictus Staff are deemed essential workers. In addition, staff responsibilities may change as the year progresses as we shift between modes of operation. Operations support staff, for example, may be asked to support in other areas. This section of the plan details some of the foreseeable impacts that COVID-19 will have on staff roles and the responsibilities that all staff have to participate in and support Invictus's efforts to maintain a safe environment for students and staff.

### SAFE WORK ENVIRONMENT

Invictus will adhere to all CDC, CDPH, and local safety guidelines to provide a safe environment for anyone on campus including but not limited to: social distancing guidelines, use of masks and/or gloves (PPE), providing hand sanitizer and frequent cleaning. See the sections above for details on these guidelines. Some of these changes may result in alterations to staff routines and workspaces. Examples include, but are not limited to, the following:

- Staggering shifts and lunch/rest breaks
- Moving workstations to increase separation distance
- Implementing one-way traffic patterns throughout the workplace
- Some shared spaces (e.g., staff lounges) may be closed
- High traffic areas will be identified and will have enhanced cleaning and disinfection

At this time, campus remains closed to all staff who do not have a direct need to work in-person (operations and administration team members). Staff will be notified if this changes. Staff members should contact the Operations Manager for building access logistics and schedule to ensure safety protocols are adhered to.

### EMPLOYEE SCREENING AND COMMUNICATION

In addition, a daily Employee Screening process will be implemented for all staff before entering campus. Full transparency regarding any symptoms or exposures related to COVID-19 is required of all staff in order to maintain a safe work environment for everyone. If any staff member has been exposed to the COVID-19 virus or tested positive for the virus, they are expected to communicate that to the Executive Director and designated Health Advocate and follow the appropriate exposure protocol as directed. In the event that a staff member needs to be excluded from campus as a result of COVID-19 related symptoms, exposure, or test results, Invictus's leadership team will provide that employee with information regarding labor laws, Disability Insurance, Paid Family Leave, workers compensation benefits, and Unemployment Insurance, as applicable to the employee's situation.

In addition to answering daily screening questions, all staff will be required to have a COVID test on a revolving basis (subject to the availability of testing capacity in our local areas). The state recommends that school staff get tested periodically so that all staff members are tested over time. Invictus is asking all staff to be tested once a month if they will be interacting in person with students or other staff members. Invictus's operations team will plan, oversee, and monitor staff testing. The testing strategy will be based on guidance from the local health authorities in the jurisdictions in which Invictus operates. Time taken by hourly employees in order to get tested will be treated as work time for timecard purposes. Mileage incurred while getting tested is eligible for reimbursement based on the terms of Invictus's standard mileage reimbursement policy.

### RESPONSE TO POSSIBLE OR CONFIRMED EXPOSURES

The California Department of Public Health (CDPH) has developed a [list of measures](#) that should be taken when



a student, teacher or staff member has COVID-19 symptoms, is a contact of someone infected by COVID-19, or is diagnosed with COVID-19. They have also published [guidance on returning to work or school](#) following a COVID-19 diagnosis. Staff who have been exposed to the COVID-19 virus or tested positive for the virus should review our [Staff Response to Possible or Confirmed COVID-19 Exposures Guide](#).

#### COVID EXPOSURE COMMUNICATION

As noted in the section [Response to Possible or Confirmed Exposures](#) section above, Invictus will follow the CDPH guidelines regarding the response to any exposures. Invictus will follow the protocols above to determine when it is appropriate to send an exposure communication and to which staff to send it.

#### WORK FROM HOME NEEDS

Invictus will supply necessary equipment to staff members to ensure they are able to and desire to perform their jobs in a remote environment (e.g., from home). If a staff member is in need of a desk or chair to perform their job from home, they are instructed to reach out to the school Operations Manager to arrange for one.

#### MEDICALLY FRAGILE OR OTHERWISE HIGH RISK STAFF

If a staff member has a [medical condition](#) that makes them unable to work on campus during the COVID-19 pandemic (despite holding a position that would otherwise require working on campus), they should reach out to the Executive Director and/or their direct manager to determine an alternate work plan. This may include, but is not limited to, working remotely with an alternate assignment until it is safe to return to campus per CDC guidelines or accommodations such as isolated work stations, provision of additional PPE equipment, etc.

#### MEDICAL LEAVE

Under the Family and Medical Leave Act (“FMLA”) eligible employees can take up to twelve (12) workweeks of FMLA leave in any twelve (12) month period. For more information, or to determine whether leave is applicable in your situation, please contact the Executive Director.

#### BACK-UP STAFF

Each school will develop a staffing plan that identifies the substitute or back-up personnel that will cover in the event that each Invictus staff member is unable to perform their duties as a result of COVID-19. Such back-up personnel could be other Invictus staff who are reassigned or outside staff or contractors.

#### **Staff Impacts of a Distance Learning mode:**

While the campus will be closed to the general student population, some staff may nonetheless be required to work on campus to support students and families.

#### **Staff Impacts of a Hybrid mode:**

The majority of staff would be expected to come to campus on a daily basis in a “Hybrid” mode.

#### **Staff Impacts of a Full Capacity mode:**

The majority of staff would be expected to come to campus on a daily basis in a “Full Capacity” mode.