

Kittery School District Re-Opening Plan

(Revised: March 16, 2021)

Table of Contents

Page 1	Part I	Introduction from Supt. Waddell
Page 3	Part II	Collaborative Planning Team
Page 3	Part III	Resources
Page 4	Part IV	Communication
Page 4	Part V	Status Protocols
Page 14	Part VI	School Calendar
Page 15	Part VII	Other Resources
Page 16	Appendix	<ul style="list-style-type: none"> • 2020-21 School Calendar (revised) • Pre-Screening Tool • Maine DOE Framework

Part I ~ Introduction from Superintendent Waddell

Never before, in all my 31 years of working in public education, have I wrestled with leading a project more than I have with the Kittery School District Re-opening Plan. Why? I know there are several reasons:

- *This is my first pandemic, and there is no manual.*
- *There is inherent risk to students, employees, and their families.*
- *Like many topics these days, Covid-19 and the topic of resuming classroom-based learning has become a political hot-button issue.*
- *CDC guidelines are overwhelming and nearly unattainable in some cases.*
- *The vast majority of our families want their children to return to school.*
- *Although we learned some effective remote learning strategies in the spring, we also know there is no substitute for quality, in-person teaching and learning.*
- *In many cases, our parents need schools to re-open in order to effectively do their own jobs and to make a living for their families.*
- *There are more ‘unknowns’ than ‘knowns’ with Covid-19.*

There are others, I’m sure, that I’m not even aware of. Regardless, our goals for the coming school year are:

- **To prioritize safety for students and staff above all else;**
- **To provide the best academic experience possible under fluid circumstances;**
- **To include the welfare of every student in the decision-making process;**
- **To be mindful that a school is part of a larger, complex community.**

Initially, the 2020-21 school year will be divided into four chronological phases (each approximately nine weeks):

- **Phase 1** ~ August 25 to November 6 (*first student day is Sept. 8th*)
- **Phase 2** ~ November 9 to January 29
- **Phase 3** ~ February 1 to April 9
- **Phase 4** ~ April 12 to June 11

Although we recognize that conditions may change within a phase, we will ask that families commit to classroom-based learning or remote learning for an entire phase. Continuity of learning within a phase is critical for both student and teacher.

The Kittery School District will determine its risk level of Covid-19 using, among other measures, a three-tiered health advisory system established by the Maine Department of Health & Human Services and the Maine CDC which will identify our County as having a relatively low, elevated, or high risk of Covid-19.

Within this plan, families will see that each of the Kittery School District schools has a specific plan for each status: **Green** (relatively low risk), **Yellow** (elevated risk), and **Red** (high risk). Of course, the status can change at any given time. In order to achieve those school-specific plans, the Kittery School District will need to make significant changes to its typical routines and procedures in an effort to optimize safety for everyone. Some examples include:

- Arrival and dismissal protocols
- Social distancing
- Changes to daily schedules
- Blended models of on-site and remote learning
- Nutrition protocols
- Maintaining student cohort integrity and minimizing travel within the building.
- Enhanced cleaning protocols
- The use of personal protective equipment (PPE)

As you read through this plan, I encourage you to reach out to your student's building principal with questions, feedback, or suggestions. Thank you for recognizing the incredibly complex task of building a plan to resume school in the fall. We are committed to doing the best job we can.

Eric Waddell, Supt. of Schools

Part II ~ Collaborative Planning Team

The Team began working on the fall re-opening plan in June and will continue throughout the school year.

Name	Position
Eric Waddell	Superintendent of Schools
Marilyn Woodside	Assistant Superintendent (Prof. Dev.)
Jane Durgin	Director of Special Services
John Drisko	Traip Academy Principal
Michael Roberge	Traip Academy Asst. Principal/Act. Dir.
Anne Ellis	Shapleigh School Principal
Michelle Perry	Shapleigh School Asst. Principal
Alli Gamache	Mitchell Primary School Principal
Consultants	
Wendy Collins	School Nutrition Director
Mark Everett	Facilities Director
Shay Stathoplos	Director of School Nursing
Lauren Lawson	Human Resource Manager
Lisa Harkin	Accounting Manager
Don Harkin	Technology Department

In addition, each school's Teacher Leadership Team plays a critical role in evaluating the impact of the three plan levels (**Green**, **Yellow**, and **Red**). Each school's Teacher Leadership Team has 8 to 10 members including teachers, school counselors, and school nurses. Their expertise has been and will continue to be invaluable as we all maneuver through this pandemic.

Part III ~ Resources

The Kittery School District Re-opening Plan follows the Maine Department of Education's ***Framework for Returning to Classroom Instruction***, last updated on July 27, 2020. The Framework is in ongoing development and will likely change throughout the summer and fall. Nevertheless, the Kittery School District will use it as a yardstick for decision-making throughout the planning and implementation process.

In addition, the team has also utilized the following resources during the plan-building process:

- [cdc.gov/coronavirus](https://www.cdc.gov/coronavirus)
- Maine School Management Association
- Maine Principals' Association
- Maine Education Association
- Maine Association of School Nurses *Return to School Guidance*
- Drummond Woodsum, Attorneys at Law
- American Enterprise Institute's *A Blueprint for Back to School*
- American Academy of Pediatrics

- Mass. Dept. of Education *Initial Fall School Reopening Guidance*
- Maine School Nutrition Association

Part IV ~ Communication

The Kittery School District has many benefits that will make the re-opening plan perhaps a little less difficult than other schools. Namely, we are a small municipal school unit serving only one community. With only three schools, our ability to coordinate services and to communicate those to our families and community are much less daunting than it would be for a much larger organization.

Communicating with our families became an overnight priority on March 14th when the threat of Covid-19 arrived in our State. Immediate and frequent communication with our students and their families was a top priority for the District Leadership Team, and it will continue to be so through the upcoming school year.

We will continue to communicate with our families by two methods:

- For **routine, non-emergency information**, we will utilize the communication feature connected to our student information system, Infinite Campus. This feature gives the Leadership Team the opportunity to distribute a communiqué via email in minutes. It hinges on the assumption that your student's school has your up-to-date contact information, including email addresses.
- For **late-breaking information**, we will continue to utilize School Messenger, the same platform that we use to notify families about school closures or delays due to weather. School Messenger allows school officials to share information immediately via landline or cellular telephone, email, and text message. The Kittery School District Data Manager will ensure that all the contact phone numbers and email addresses that you depend on are linked to School Messenger.

Part V ~ Status Protocols

In Maine, school units are required to establish protocols for each of the three status levels: **Green** (relatively low risk), **Yellow** (elevated risk), and **Red** (high risk). The status level will be determined using a variety of tools including a three-tiered health advisory system established by the Maine Department of Health & Human Services and the Maine CDC, local data determinations, Federal or State government executive orders, and any unique circumstances within the Kittery School District. A positive Covid-19 diagnosis of a student or staff member, for example, would almost certainly move a school (and possibly the entire District) immediately into Status Red for a period of time in accordance with Maine CDC and Maine DOE guidelines.

Within the Kittery School District, status at each school will look different. Below is a plan for each status by school:

Traip Academy

<p>Status Red</p>	<p>The campus will be closed to students, and all learning will happen in a remote deployment either synchronously or asynchronously following a student’s daily school schedule. Staff members may be required to originate remote education on campus.</p>
<p>Status Yellow</p>	<p>The campus will be open to students and staff only (no visitors, volunteers, or guests). Parents of students may approach the office service window for pick-up/drop-off purposes.</p> <p>All students will be assigned to one of three cohorts as follows:</p> <ul style="list-style-type: none"> • Cohort A ~ Students will attend classes on site two days each week (Monday/Tuesday or Thursday/Friday) and will participate synchronously on remote days using technology hardware supplied by the school. • Cohort B ~ Students will attend classes on site four days each week (Monday, Tuesday, Thursday, and Friday) • Cohort C ~ Students will participate remotely five days/week using technology hardware supplied by the school. <p>Wednesday will be a full remote day for all students with an onsite intervention option for students from 10:15 – 11:30 AM.</p> <p>The school day will continue to start at 7:30 AM and end at 2:06 PM; however, the daily schedule will be adjusted in order to allow students to transition from one block to another while maintaining social distancing. Class periods will be lengthened slightly by five minutes beginning April 26th.</p> <p>While on campus, students and staff will follow these safety protocols:</p> <ul style="list-style-type: none"> • Daily self-check using the 4-question checklist prior to arriving on campus. If the answer is ‘yes’ to any of these, stay home and notify the school. • 6-foot social distancing indoors and outside to the greatest extent possible (The Maine DOE <i>Framework</i> allows 3-foot distancing between and among students when combined with other measures outlined in the <i>Framework</i>). • Masks required over the nose and mouth at all times for staff and students to the greatest extent possible* with very brief ‘mask breaks’ based on the needs of students and staff and

	<p>only when 6-foot social distancing is possible.</p> <p>Any meeting that can be done remotely will be done so.</p> <p>Effective hand hygiene will be emphasized. Hand sanitizing stations will be evident throughout the school. Students and staff must effectively wash hands or use hand sanitizer:</p> <ul style="list-style-type: none"> ✓ upon entering the school; ✓ before/after eating; ✓ before/after donning/removing a face mask; ✓ before/after using the restroom; ✓ before/after using playgrounds; ✓ before/after using shared equipment; and ✓ upon entering/exiting school buses. <p>Masks will be provided to staff or students if they cannot provide their own.</p> <p>Additional PPE will be provided to key staff (nursing, special services, food services, custodial, etc.)</p> <p>Meals will be ‘grab & go’ and eaten in classrooms or eaten in the cafeteria in a modified lunch schedule which enables proper social distancing.</p> <ul style="list-style-type: none"> ✓ <i>Payments to the School Nutrition Program will not be accepted at school. Online payment is encouraged; however, families may also mail a check to the School Nutrition Director, 43 Stevenson Road, Kittery, ME 03904.</i> <p>Dramatic reduction in movement within the building will be emphasized.</p> <p><i>* Face shields may be an alternative for those students with medical, behavioral, or other challenges who are unable to wear masks/face coverings. The same applies to staff with medical or other health reasons for being unable to wear face coverings. Face shields worn in place of a face covering must extend below the chin and back to the ears.</i></p>
<p>Status Green</p>	<p>The campus will be open to students and staff only (no visitors, volunteers, or guests). Parents of students may approach the office service window for pick-up/drop-off purposes.</p> <p>All students will attend classes on site at the same time.</p> <p>Students unable to attend onsite for health reasons will learn remotely and will participate synchronously using technology</p>

hardware supplied by the school.

The school day will continue to start at 7:30 AM and end at 2:06 PM; however, the daily schedule will be adjusted in order to allow students to transition from one block to another while maintaining social distancing.

While on campus, students and staff will follow these safety protocols:

- Daily self-check using the 4-question checklist prior to arriving on campus. If the answer is 'yes' to any of these, stay home and notify the school.
- Continued emphasis on social distancing indoors and outside to the greatest extent possible.
- Masks required over the nose and mouth at all times for staff and students to the greatest extent possible* with very brief 'mask breaks' based on the needs of students and staff and only when 6-foot social distancing is possible.

Any meeting that can be done remotely will be done so.

Effective hand hygiene will be emphasized. Hand sanitizing stations will be evident throughout the school. Students and staff must effectively wash hands or use hand sanitizer:

- upon entering the school;
- before/after eating;
- before/after donning/removing a face mask;
- before/after using the restroom;
- before/after using playgrounds;
- before/after using shared equipment; and
- upon entering/exiting school buses.

Masks will be provided to staff or students if they cannot provide their own.

Additional PPE will be provided to key staff (nursing, special services, food services, custodial, etc.)

Meals will be 'grab & go' and eaten in classrooms or eaten in the cafeteria in a modified lunch schedule.

- *Payments to the **School Nutrition Program** will not be accepted at school. Online payment is encouraged; however, families may also mail a check to the School Nutrition Director,*

	<p style="text-align: center;"><i>43 Stevenson Road, Kittery, ME 03904.</i></p> <p>Dramatic reduction in movement within the building will be emphasized.</p> <p><i>* Face shields may be an alternative for those students with medical, behavioral, or other challenges who are unable to wear masks/face coverings. The same applies to staff with medical or other health reasons for being unable to wear face coverings. Face shields worn in place of a mask must extend below the chin and back to the ears.</i></p>
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Shapleigh School

<p>Status Red</p>	<p>The campus will be closed to students, and all learning will happen in a remote deployment either synchronously or asynchronously following a student’s daily school schedule. Staff members may be required to originate remote education on campus.</p>
<p>Status Yellow</p>	<p>The campus will be open to students and staff only (no visitors, volunteers, or guests). Parents of students may approach the office service window for pick-up/drop-off purposes.</p> <p>Grades 4 & 5 students will attend school on site daily using this schedule:</p> <ul style="list-style-type: none"> • 7:10 – 7:25 ~ Arrival • 7:30 – 1:15 ~ Classroom-based Learning • 1:15 ~ Dismissal • 1:30 – 2:15 PM ~ Prep time, sanitizing, meetings, etc. <p>Remote learners in grades 4 & 5 will be part of a unique remote learning cohort taught by a Shapleigh School teacher.</p> <p>In grade 6, all students will attend school on site daily from 7:30 AM – 2:10 PM.</p> <p>In grades 7 & 8, all students will be assigned to one of two cohorts and will attend classes on site half the time (over 10 days, students will be onsite for 5 and remote for 5).</p> <p>Students in grades 7 & 8 who are not making adequate progress will have the opportunity for onsite learning daily from 7:30 AM – 2:10 PM.</p> <p>Students in grades 7 & 8 will have additional synchronous learning opportunities on their remote days.</p>

Students in grades 6 – 8 who are learning remotely will participate synchronously and asynchronously using technology hardware supplied by the school.

The school day will continue to start at 7:30 AM and end at 2:10 PM; however, the daily schedule will be adjusted in order to allow teachers to move from one classroom to another. Student cohorts will remain intact throughout the day to avoid interactions with other students to the greatest extent possible.

While on campus, students and staff will follow these safety protocols:

- Daily self-check using the 4-question checklist prior to arriving on campus. If the answer is 'yes' to any of these, stay home and notify the school.
- 6-foot social distancing indoors and outside to the greatest extent possible (The Maine DOE *Framework* allows 3-foot distancing between and among students when combined with other measures outlined in the *Framework*).
- Masks required over the nose and mouth at all times for staff and students to the greatest extent possible* with very brief 'mask breaks' based on the needs of students and staff and only when 6-foot social distancing is possible.

Any meeting that can be done remotely will be done so.

Effective hand hygiene will be emphasized. Hand sanitizing stations will be evident throughout the school. Students and staff must effectively wash hands or use hand sanitizer:

- upon entering the school;
- before/after eating;
- before/after donning/removing a face mask;
- before/after using the restroom;
- before/after using playgrounds;
- before/after using shared equipment; and
- upon entering/exiting school buses.

Masks will be provided to staff or students if they cannot provide their own.

Additional PPE will be provided to key staff (nursing, special services, food services, custodial, etc.)

Meals will be 'grab & go' and eaten in classrooms in a modified

	<p>lunch schedule which enables proper social distancing.</p> <p>✓ <i>Payments to the School Nutrition Program will not be accepted at school. Online payment is encouraged; however, families may also mail a check to the School Nutrition Director, 43 Stevenson Road, Kittery, ME 03904.</i></p> <p>Dramatic reduction in movement within the building will be emphasized.</p> <p><i>*Face shields may be an alternative for those students with medical, behavioral, or other challenges who are unable to wear masks/face coverings. The same applies to staff with medical or other health reasons for being unable to wear face coverings. Face shields worn in place of a face covering must extend below the chin and back to the ears.</i></p>
<p>Status Green</p>	<p>The campus will be open to students and staff only (no visitors, volunteers, or guests). Parents of students may approach the office service window for pick-up/drop-off purposes.</p> <p>All students will attend classes on site at the same time.</p> <p>Grade 4 & 5 students unable to attend onsite will be part of a unique remote learning cohort taught by a Shapleigh School teacher.</p> <p>Grades 6 – 8 students unable to attend onsite for health reasons will participate synchronously and asynchronously using technology hardware supplied by the school.</p> <p>The school day will continue to start at 7:30 AM and end at 2:10 PM; however, the daily schedule will be adjusted in order to allow teachers to move from one classroom to another. Student cohorts will remain intact throughout the day to avoid interactions with other students to the greatest extent possible.</p> <p>While on campus, students and staff will follow these safety protocols:</p> <ul style="list-style-type: none"> • Daily self-check using the 4-question checklist prior to arriving on campus. If the answer is ‘yes’ to any of these, stay home and notify the school. • Continued emphasis on social distancing indoors and outside to the greatest extent possible. • Masks required over the nose and mouth at all times for staff and students to the greatest extent possible* with very brief

	<p>'mask breaks' based on the needs of students and staff and only when 6-foot social distancing is possible.</p> <p>Any meeting that can be done remotely will be done so.</p> <p>Effective hand hygiene will be emphasized. Hand sanitizing stations will be evident throughout the school. Students and staff must effectively wash hands or use hand sanitizer:</p> <ul style="list-style-type: none"> • upon entering the school; • before/after eating; • before/after donning/removing a face mask; • before/after using the restroom; • before/after using playgrounds; • before/after using shared equipment; and • upon entering/exiting school buses. <p>Masks will be provided to staff or students if they cannot provide their own.</p> <p>Additional PPE will be provided to key staff (nursing, special services, food services, custodial, etc.)</p> <p>Meals will be 'grab & go' and eaten in classrooms or eaten in the cafeteria in a modified lunch schedule which enables proper social distancing.</p> <p style="padding-left: 40px;">✓ <i>Payments to the School Nutrition Program will not be accepted at school. Online payment is encouraged; however, families may also mail a check to the School Nutrition Director, 43 Stevenson Road, Kittery, ME 03904.</i></p> <p>Dramatic reduction in movement within the building will be emphasized.</p> <p><i>*Face shields may be an alternative for those students with medical, behavioral, or other challenges who are unable to wear masks/face coverings. The same applies to staff with medical or other health reasons for being unable to wear face coverings. Face shields worn in place of a face covering must extend below the chin and back to the ears.</i></p>
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Mitchell Primary School

Status Red	The campus will be closed to students, and all learning will happen in a remote deployment either synchronously or asynchronously following a student's daily school schedule. Staff members may be
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	required to originate remote education on campus.
Status Yellow	<p>The campus will be open to students and staff only (no visitors, volunteers, or guests). Parents of students may approach the office service window for pick-up/drop-off purposes.</p> <p>All students will attend school on site daily using this schedule:</p> <ul style="list-style-type: none"> • 8:05 - 8:25 AM Arrival • 8:30 – 3:00 PM Classroom-based learning • 3:00 PM Dismissal <p>Remote learners in grades K - 3 will be part of a unique remote learning cohort taught by a Mitchell Primary School teacher.</p> <p>Remote learners will see minor schedule adjustments in order to increase learning time for Science and Social Studies.</p> <p>Remote cohorts will have scheduled routine opportunities for weekly gatherings outdoors at Mitchell Primary School under the tents. These will be optional in-person meetings with a focus on student social and emotional health.</p> <p>While on campus, students and staff will follow these safety protocols:</p> <ul style="list-style-type: none"> • Daily self-check using the 4-question checklist prior to arriving on campus. If the answer is 'yes' to any of these, stay home and notify the school. • 6-foot social distancing indoors and outside to the greatest extent possible (The Maine DOE <i>Framework</i> allows 3-foot distancing between and among students when combined with other measures outlined in the <i>Framework</i>). • Masks required over the nose and mouth at all times for staff and students to the greatest extent possible* with very brief 'mask breaks' based on the needs of students and staff and only when 6-foot social distancing is possible. <p>Any meeting that can be done remotely will be done so.</p> <p>Effective hand hygiene will be emphasized. Hand sanitizing stations will be evident throughout the school. Students and staff must effectively wash hands or use hand sanitizer:</p>

	<ul style="list-style-type: none"> • upon entering the school; • before/after eating; • before/after donning/removing a face mask; • before/after using the restroom; • before/after using playgrounds; • before/after using shared equipment; and • upon entering/exiting school buses. <p>Masks will be provided to staff or students if they cannot provide their own.</p> <p>Additional PPE will be provided to key staff (nursing, special services, food services, custodial, etc.)</p> <p>Meals will be delivered to and eaten in classrooms.</p> <p>✓ <i>Payments to the School Nutrition Program will not be accepted at school. Online payment is encouraged; however, families may also mail a check to the School Nutrition Director, 43 Stevenson Road, Kittery, ME 03904.</i></p> <p>Dramatic reduction in movement within the building will be emphasized.</p> <p><i>*Face shields may be an alternative for those students with medical, behavioral, or other challenges who are unable to wear masks/face coverings. The same applies to staff with medical or other health reasons for being unable to wear face coverings. Face shields worn in place of a face covering must extend below the chin and back to the ears.</i></p>
<p>Status Green</p>	<p>The campus will be open to students and staff only (no visitors, volunteers, or guests). Parents of students may approach the office service window for pick-up/drop-off purposes.</p> <p>All students will attend classes on site at the same time following the traditional 8:30 AM – 3:00 PM schedule.</p> <p>Grade K - 3 students unable to attend onsite will be part of a unique remote learning cohort taught by a Mitchell Primary School teacher.</p> <p>While on campus, students and staff will follow these safety protocols:</p> <ul style="list-style-type: none"> • Daily self-check using the 4-question checklist prior to arriving on campus. If the answer is 'yes' to any of these, stay home and notify the school.

- 6-foot social distancing indoors and outside to the greatest extent possible.
- Masks required over the nose and mouth at all times for staff and students to the greatest extent possible* with very brief 'mask breaks' based on the needs of students and staff and only when 6-foot social distancing is possible.

Any meeting that can be done remotely will be done so.

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- before/after using the restroom;
- before/after using playgrounds;
- before/after using shared equipment; and
- upon entering/exiting school buses.

Masks will be provided to staff or students if they cannot provide their own.

Additional PPE will be provided to key staff (nursing, special services, food services, custodial, etc.)

Meals will be 'grab & go' and eaten in classrooms or eaten in the cafeteria in a modified lunch schedule which enables proper social distancing.

- ✓ *Payments to the **School Nutrition Program** will not be accepted at school. Online payment is encouraged; however, families may also mail a check to the School Nutrition Director, 43 Stevenson Road, Kittery, ME 03904.*

Reduction in movement within the building will be emphasized.

**Face shields may be an alternative for those students with medical, behavioral, or other challenges who are unable to wear masks/face coverings. The same applies to staff with medical or other health reasons for being unable to wear face coverings. Face shields worn in place of a face covering must extend below the chin and back to the ears.*

Part VI ~ School Calendar

It is the recommendation of the Leadership Team that the Kittery School District follow its approved 2020-21 School Calendar (as approved by the Kittery School Committee February 12, 2020) with one change. **August 31, September 1, 2, & 3** are currently student days. The Leadership Team recommends that these four days be converted to professional development days for both teachers and support staff for the following reasons:

- York County schools have committed to making **September 8th the first student day** County-wide which will help staff members with school-aged children who live outside of Kittery to coordinate school drop-offs and/or childcare.
- Learning new safety protocols within the school and preparing for either half-day onsite learning or alternating onsite/remote learning will require additional training.
- Re-organizing curriculum and learning to use new technology that will enable the curriculum to be delivered on site or remotely will require additional training.
- Kindergarten screenings that were not done in the spring will be done during these four days so that all Kindergarten students may start together on September 8th.
- Other 'step up' activities for 4th and 9th graders that were canceled in the spring will be done during these four days.

Part VII ~ Other Resources

School Health Services

Each school in the District is staffed by a certified and fully credentialed nurse who will provide on-site, frontline health services to students and staff. The school nursing team will also support families and staff when questions surrounding self-checks arise. Each school is equipped with a designated 'Medical Isolation Room' for students or staff who exhibit Covid-19 symptoms during the school day.

Kittery Community Center

Town officials have offered classroom space and human resources to support families of students in grades K – 5 who may need childcare during the hours when their child is not at school. The tentative plan is to have six classrooms with a grade level (K – 5) dedicated to each classroom along with at least one KCC staff member providing supervision, engaging organized play, and academic support. This is a

valuable resource for our families of young children who will need their child to be engaged in learning and play during typical school hours. For families who also capitalize on the SAFE after school program, the two options may work in tandem to support working parents. More details about this opportunity with the KCC will come from Principal Gamache and Principal Ellis.

Ledgemere Transportation

Based on family survey results, the Leadership Team anticipates that fewer than 25% of students will rely on school bus transportation to get to and from school in the next school year. The District will work with Ledgemere, the school bus company, and its manager, Eric Boucher, to ensure cleaning and disinfecting protocols are followed. Also, the following safety protocols will be implemented on school buses just as they will be in school:

- Daily self-check using the 4-question checklist prior to boarding the school bus. If the answer is 'yes' to any of these, stay home and notify the school.
- 6-foot social distancing on board to the greatest extent possible.
- Masks required over the nose and mouth at all times for all students to the greatest extent possible while on board a school bus.

Kittery Education Association & District #35 Painter & Allied Trades

The District will work collaboratively with the local Education Association as well as the custodians. The Leadership Team and the School Committee want to ensure that collective bargaining agreements are being honored and to ensure that inevitable changes and disruptions to the normal operation of the Kittery School District due to Covid-19 are reviewed with the associations.