

Salem CSD Reopening Plan*



2020-2021 Academic Year

*Subject to change

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Stakeholder Involvement and Communication

Communication Plan for 2020-2021

To help inform our reopening plan, the district has sought feedback and input from stakeholders, including administrators, faculty, staff, students, parents/guardians of students, local health department officials and health care providers, employee unions and community groups. Engagement efforts included online surveys, virtual forums/meetings and one-on-one conversations.

The district remains committed to communicating all elements of this reopening plan to students, parents and guardians, staff and visitors. The plan is available to all stakeholders via the district website at <https://www.salemcsd.org/site/Default.aspx?PageID=581>, and will be updated throughout the school year, as necessary, to respond to local circumstances. *Every effort has been made to ensure that the plan is accessible to all individuals in accordance with the Web Content Accessibility Guidelines (WCAG) 2.0 Level A/AA. The plan can also be translated into other languages, via the G-Translate feature available on the district website*

As part of its planning for the reopening of schools and the new academic year, the district has developed a plan for communicating all necessary information to district staff, students, parents/guardians, visitors and education partners and vendors. The district will use its existing communication channels – including School Messenger, email, regular mail, newsletters, correspondence with homes, phone calls, in-person meetings, and video conferencing – as well as appropriate signage and training opportunities to support the dissemination of consistent messaging regarding new protocols and procedures, expectations, requirements and options related to school operations throughout the pandemic. The district will rely on these channels to communicate news, requirements and updates related to all aspects of reopening. Written information and phone communications via School Messenger will be translated in the family's first language.

Social Distancing and Personal Protective Equipment (PPE)

The district has developed a plan with policies and procedures for maintaining social distancing of all students, faculty, and staff when on school facilities, grounds and transportation. Plans and procedures include:

- Unidirectional hallways and staircases
- Markings to reinforce social distancing of six feet
- Signage educating on hand hygiene, respiratory hygiene, and proper use of PPE

If social distancing of 6 feet cannot be maintained, proper face coverings must be worn in common areas such as hallways or school buses. For those medically unable to wear face coverings, alternative barriers and social distancing protocols will be implemented on a situational basis to best protect the students and those who work with the student(s) most directly.

Students, staff, and visitors to our schools will be expected to wear face coverings indoors and outside, including on the school bus, when six-foot physical distancing is not possible. Students will be allowed to remove face coverings during meals, instruction, and for short breaks so long as they maintain appropriate social distance. Students who are unable to medically tolerate a face covering will not be required to wear one.

Because students and staff will need to be prepared to wear a face covering if another person unexpectedly cannot socially distance, they will be required to wear a face covering in all common areas (e.g., entrances and exits) and when traveling around the school.

Face coverings will be provided to students and staff, if needed, at no cost. Acceptable face coverings for COVID-19 include, but are not limited to, cloth-based coverings and surgical masks that cover both the mouth and nose.

An employee is allowed to wear their own acceptable face covering if they choose. Employees with healthcare provider documentation stating they are not medically able to tolerate face covering will not be required to do so.

Face coverings may be challenging for students (especially younger students) to wear in all-day settings such as school, so there may be periods of time when masks are not worn.

Face coverings should not be placed on:

- Children younger than 2 years old
- Students where such covering would impair their health or mental health, or where such covering would present a challenge, distraction, or obstruction to education services and instruction
- Anyone who has trouble breathing or is unconscious

- Anyone who is incapacitated or otherwise unable to remove the cloth face covering without assistance

The district will instruct students, parents/guardians and staff, contractors and vendors on:

- The proper way to wear face coverings
- Washing hands before putting on and after removing their face covering
- Proper way to discard disposable face coverings

Health and Safety Checks

The district has developed resources to educate parents/guardians and staff members regarding the careful observation of symptoms of COVID-19 and health screening measures that must be conducted each morning before coming to school. The resources include the requirement for any student or staff member with a fever of 100° F or greater and/or symptoms of possible COVID-19 virus infection to not come to school. The Centers for Disease Control and Prevention (CDC) [list of Coronavirus symptoms](#) was used to develop these resources.

A combination of electronic survey and paper forms will be used for families to do a symptom check in the home and submit to the school district. Students who did not have this completed in advance will be checked at specified entrances to the building prior to entry. Students who do not pass the screening will be isolated for appropriate evaluation by the nurse, followed by appropriate notification to parents for removal from school and medical attention as appropriate.

Home health checks and school screenings will include daily temperature checks and screening questionnaires per [New York Forward Pre-K to Grade 12 School Guidelines](#). Data collected will be on a “cleared” / “not cleared” metric with benchmarks being 100 degree temperature and symptom and travel criteria as established by New York Department of Health and State Education Department.

The school district has designated the superintendent of schools as their COVID-19 Safety Coordinator. This individual shall be responsible for the continuous compliance with all aspects of the school’s reopening plan, as well as any phased-in reopening activities necessary to allow for operational issues to be resolved before activities return to normal or “new normal” levels.

Cleaning and Disinfecting

The district will ensure adherence to hygiene and cleaning and disinfection requirements as advised by the CDC and DOH, including “Guidance for Cleaning and Disinfection of Public and Private Facilities for COVID-19,” and the “STOP THE SPREAD” poster, as applicable. Cleaning and disinfection logs will be maintained that include the date, time, and scope of cleaning and disinfection.

Examples of facility types where cleaning and disinfection frequency will be distinguished include

- Bathrooms
- Athletic training rooms, locker rooms
- Health offices, isolation rooms
- Administrative offices (main office, reception area)
- Frequently touched surfaces in common areas (door handles, elevator buttons, copy machine keypads, etc.)
- Breakrooms
- Cafeterias/Kitchens
- Computer labs
- Science labs
- Classrooms
- Maintenance offices and work areas
- Bus Garage
- Buses, school vehicles
- Libraries
- Large meeting areas (auditoriums, gymnasiums, music rooms)
- Playgrounds (cleaning only)
- Outdoor seating areas (plastic or metal)

Students, faculty, and staff will be trained on proper hand and respiratory hygiene, and such information will be provided to parents and/or legal guardians on ways to reinforce this at home.

The district will provide and maintain hand hygiene stations around the school, as follows:

- For handwashing: soap, running warm water, and disposable paper towels.
- For hand sanitizing: an alcohol-based hand sanitizer containing at least 60% alcohol for areas where handwashing facilities may not be available or practical.
- Accommodations for students who cannot use hand sanitizer will be made.

Regular cleaning and disinfection of the facilities will occur, including more frequent cleaning and disinfection for high-risk and frequently touched surfaces. This will include desks and cafeteria tables, which should be cleaned and disinfected between each individual’s use. Cleaning and disinfection will be rigorous and ongoing and will occur at least daily, or more

frequently as needed. The district will ensure regular cleaning and disinfection of restrooms. Restrooms should be cleaned and disinfected more often depending on frequency of use.

Required Closure Due to COVID-19

The district will collaborate with the local health department to determine the parameters, conditions or metrics (e.g., increased absenteeism or increased illness in-school community) that will serve as early warning signs that positive COVID-19 cases may be increasing beyond an acceptable level. Such conditions/metrics may include:

- The regional infection rate rises over 9% after Aug. 1 and reopen if the daily infection rate remains below 5 percent using a 14-day average, unless otherwise directed from the LOCAL Washington County Health Department.
- The absentee rates impact the ability of the school to operate safely.
- Under the direction of the Washington County Health Department, NYSDOH, or NYSED.

The district may modify its scheduling prior to closing to help mitigate a rise in cases. This may include reducing or ceasing operations or moving services to remote operations. Any decisions will be made in consultation of the school physician and/or the Washington County Health Department.

Management of Ill Person, Contact Tracing, and Monitoring

The district requires students or staff with a temperature of 100 F or higher, signs of illness, and/or a positive response to the questionnaire to be sent directly to a dedicated isolation area where students are supervised, prior to being picked up or otherwise sent home. Students will be supervised in the isolation area while awaiting transport home and will be separated by at least 6 feet. Students will be escorted from the isolation area to their parent/guardian. Students or staff will be referred to a healthcare provider and provided resources on COVID-19 testing.

If there are several students waiting to see the school nurse, students must wait at least 6 feet apart. The district has designated areas to separate individuals with symptoms of COVID- 19 from others until they can go home or to a healthcare facility, depending on severity of illness. One area will be used to treat injuries, provide medications or nursing treatments, and the other area will be used for assessing and caring for ill students and staff. Both areas will be supervised by an adult and have easy access to a bathroom and sink with hand hygiene supplies.

The isolation area is located in the main building on campus near the nurse's office.

PPE requirements for school health office staff caring for sick individuals includes both standard and transmission-based precautions. In areas with moderate to substantial community transmission, eye protection (e.g., goggles or face shield) should be added. When caring for a suspected or confirmed individual with COVID-19, gloves, a gown, eye protection, and a

fit-tested N-95 respirator will be used, if available. If an N-95 respirator is not available, a surgical face mask and face shield will be used.

School health office cleaning will occur after each use of cots, bathrooms, and health office equipment (e.g., blood pressure cuffs, otoscopes, stethoscopes). Health office equipment will be cleaned following manufacturer's directions.

Disposable items will be used as much as possible (e.g., disposable pillow protectors, disposable thermometers, disposable thermometer sheaths or probes, disposable otoscope specula).

The district has established protocols and procedures, in consultation with the local health department(s), about the requirements for determining when individuals, particularly students, who screened positive for COVID-19 symptoms can return to the in-person learning environment at school. This protocol includes:

1. Documentation from a health care provider following evaluation
2. Negative COVID-19 diagnostic test result
3. Symptom resolution, or if COVID-19 positive, release from isolation

The district will refer to DOH's ["Interim Guidance for Public and Private Employees Returning to Work Following COVID-19 Infection or Exposure"](#) regarding protocols and policies for faculty and staff seeking to return to work after a suspected or confirmed case of COVID-19 or after the faculty or staff member had close or proximate contact with a person with COVID-19.

The district requires that individuals who were exposed to the COVID-19 virus complete quarantine and have not developed symptoms before returning to in-person learning. The discharge of an individual from quarantine and return to school will be conducted in coordination with the local health department.

The district will notify the state and local health department immediately upon being informed of any positive COVID-19 diagnostic test result by an individual within school facilities or on school grounds, including students, faculty, staff, and visitors of the district.

To assist the local health department with tracing the transmission of COVID-19, the district has developed and maintained a plan to trace all contacts of exposed individuals in accordance with protocols, training, and tools provided through the New York State Contact Tracing Program.

Districts may assist with contact tracing by:

- Keeping accurate attendance records of students and staff members
- Ensuring student schedules are up to date

- Keeping a log of any visitor which includes date and time, and where in the school they visited
- Assisting the local health departments in tracing all contacts of the individual in accordance with the protocol, training, and tools provided through the NYS Contact Tracing Program

Confidentiality must be maintained as required by federal and state laws and regulations. School staff should not try to determine who is to be excluded from school based on contact without guidance and direction from the local health department.

High Risk Individuals

Accommodations, to the extent that is reasonable and possible, may be made on a case-by-case basis for vulnerable populations, including students, faculty and staff who are at increased risk for severe COVID-19 illness, and individuals who may not feel comfortable returning to an in-person educational environment. These accommodations may include but are not limited to remote learning or telework, modified educational or work settings, or providing additional PPE to individuals with underlying health conditions. Adjustments may be made to allow for more protective PPE (e.g. use of gowns, N95s, or face shields). Steps may also be taken to further reduce population density. Additional measures may also be applied for student or staff populations, including individuals who have hearing impairment or loss, students receiving language services, and young students in early education programs, ensuring that any modifications minimize COVID-19 exposure risk for students, faculty, and staff, to the greatest extent possible. Each situation will be managed on a case-by-case basis.

Guests and Visitors to the District

The district will be limiting guest and visitor access to the school building. Parents/caregivers who need to pick-up or drop-off students will do so at designated areas where health screenings may take place to ensure the health and safety of the visitor, students, faculty, and staff.

Parents/guardians will report to the front office and not go beyond unless:

- Medical emergency involving their child(ren)
- CSE, CPSE, 504 Plan meeting where videoconferencing, phone access, and/or rescheduling the meeting was not possible.

Parents/guardians will report to the front office and not go beyond unless:

- CSE, CPSE, 504 Plan meeting where videoconferencing, phone access, and/or rescheduling the meeting was not possible.
- Individual(s) involved in training students, faculty, and/or staff in COVID-19 related information (e.g. PPE training) where videoconferencing, phone access, and/or rescheduling the meeting was not possible.

Any vendors who need to enter the building will be subject to a health screening prior to entry to the building. Any deliveries will be done, with drop-off and pick-up of materials occurring outside

the building whenever possible. Social distancing and PPE will be required for vendors during interactions with staff where social distancing cannot be maintained.

Essential visitors to facilities will be required to wear face coverings and will be restricted in their access to our school buildings.

Child Nutrition & Childcare

School meals will continue to be available to all students, including those attending school in-person and those learning remotely.

Meals onsite

For students onsite, meals will be provided while maintaining appropriate social distancing between students. Students do not need to wear face coverings when seated and eating so long as they are appropriately socially distanced.

The district will ensure social distancing between individuals while eating in the school cafeteria. If not feasible, meals may be served in alternate areas (e.g., classrooms) or in staggered meal periods to ensure social distancing and proper cleaning and disinfection between students.

The sharing of food and beverages (e.g., buffet style meals, snacks) is prohibited, unless individuals are members of the same household. Adequate space will be reserved for students, faculty, and staff to observe social distancing while eating meals.

Meals will be served through our traditional serving lines. Meal options will be reduced to better meet health and safety requirements both on-site and for meals being delivered to remote locations. The District will remain compliant with the Child Nutrition Program requirements. This includes addressing the needs of students with food allergies.

Hand hygiene will be maintained and promoted at meal times with students washing hands or using hand sanitizer prior to and after consuming meals. Cleaning staff will clean and disinfect high touch areas in the kitchen and the seating area in the cafeteria between meal times for students. Food sharing will be prohibited and the 'share table' eliminated from the cafeteria.

Meals offsite/remote

Meals will be provided to students while participating in remote sessions. Meals will be delivered to locations close to families homes to ensure easier access to meals (e.g. bus stops), should families choose to participate in the school lunch program. Meal options will be reduced to better meet health and safety requirements both on-site and for meals being delivered to remote locations. The District will remain compliant with the Child Nutrition Program requirements. This includes addressing the needs of students with food allergies.

Childcare

Families in need of childcare assistance during hybrid and remote learning sessions are encouraged to reach out to the Southern Adirondack Child Care Network, Inc. for assistance. Contact information is available below:

Southern Adirondack Child Care Network, Inc.

Anastasia Golovina, Early Childhood Program Assistant

88 Broad Street

Glens Falls, NY 12801

Phone: (518) 798-7972 ext. 209

Fax: (518) 812-0799

Email: golovinaa@saccn.org

Website: <http://www.saccn.org/>

Mental Health and Wellness

Measures will be taken to ensure the mental health and wellness of students, faculty, and staff during the 2020-2021 school year. The measures are as follows:

- Continued support of students through elementary and high school counselors, school psychologist, and school social worker.
- Mental health support will be provided for students who are both in district and remote throughout the school year.
- The district is securing family mental health services through Behavioral Health Services North using a community school model with a target starting date of mid-fall.
- For faculty and staff, Employee Assistance Program (EAP) will be provided as an additional benefit during the school year.

In addition to these services, appropriate measures will be taken on a daily basis to ensure the new challenges of in-person education do not create an undue burden on teachers, staff, and students through the following means:

- Mask breaks as allowed and outlined by DOH guidance
- Professional development opportunities regarding COVID-19 and safety measures to minimize the spread
- Instruction on hand and respiratory hygiene
- Appropriate access to physical activity and time outside within appropriate social density and distancing guidelines.

Instructional Setting for 2020-2021: Hybrid Model

The Elementary School will be utilizing a hybrid daily schedule with students in each classroom being split into two groups. As an example, one group will attend Monday and Tuesday with the second group attending on Wednesday and Thursday. On the days that the students are not attending their physical classes they will be attending via remote learning. Kindergarten and Pre-K will utilize a half day schedule. These classrooms will also be split in half with one group attending in the morning and the other in the afternoon session. Special Education students in Self Contained classrooms will attend four days a week.

Addressing student need: AIS, Special Education, CPSE, 504 Plans, LEP, Recovery from 2019-2020

Focus on the most needy of our student population to insure a Free Appropriate Public Education (FAPE) regardless of their educational setting (in-person or remote).

For our IEP, CPSE, and 504 students:

- Self-contained classrooms and students requiring additional classroom support (e.g. 1-1 aide) will be in attendance for each in-person session (4 days a week).
- Intentionally develop a remote learning environment that supports students' diverse learning needs including focus on essential learning goals
 - extended time for learning and reflection
 - realistic schedules for distance learning
 - ensure content and text are accessible to all learners by utilizing accessibility features such as a screen reader, braille display with document editors, and speech-to-text and text-to-speech functions
- Provide support and resources focused on addressing students' social emotional needs
- Case managers will monitor student progress for issues of regression, additional needs, or need of compensatory services and report those needs to the CSE for possible action.
- Daily check-ins with special education students in remote learning
- Appropriate protective and instructional measures for students who are at high risk for COVID-19 exposure
- Consistent communication with parents on student progress with adequate documentation of services and progress for CSE meetings

For ELL students:

- Completion of ELL identification within the first 30 days of the start of the school year for all students who enrolled during the school closure in 2019-2020 and summer of 2020
- Resumption of all necessary services within 10 days of the start of the 2020-2021 school year.

- Through cooperation with WSWHE BOCES, ensure ELL services are provided to the appropriate level based on the student's level of need

Recovery of 2019-2020

Students in grades K-8 who have been identified as not meeting grade level standards in ELA, Reading and/or Mathematics at the conclusion of the 2019-2020 school year will receive either Tier 2 or Tier 3 Academic Intervention Services. Students in grades 9-12 who have not met the required standards/received course credit in Regents Level courses will receive remediation either through Summer School programs, Credit Recovery opportunities and/or Academic Intervention Services.

Compensatory services will be provided based on the evidence gathered by the teachers and presented to the CSE for consideration. Additional services will be provided, as needed or required, to address any regression during the closure period in 2019-2020.

Transportation

The district will conduct transportation activities that are consistent with state-issued public transit guidance and NYSED School Reopening guidelines. Students and school staff must wear acceptable face coverings at all times on school buses (e.g., entering, exiting, and seated) and should maintain appropriate social distancing to the extent practicable.

Students who are able will be required to wear masks and social distance on the bus to the extent practicable; however, students whose physical or mental health would be impaired are not required to wear a face covering, but must be appropriately socially distanced. The district may take measures (e.g. assign seating) to ensure social distancing protocols are maintained for student entry onto and exit off of the bus. Members of the same household may be seated within 6 feet of each other. Parents and legal guardians are encouraged to drop off or walk students to school to reduce density on buses.

All buses that are used every day by districts and contract carriers will be cleaned/disinfected once a day. High contact spots will be wiped down after the morning (AM) and afternoon (PM) run depending upon the disinfection schedule.

School buses shall not be equipped with hand sanitizer due to its combustible composition and potential liability to the carrier or district. School bus drivers, monitors and attendants must not carry personal bottles of hand sanitizer with them on school buses.

Wheelchair school buses will configure wheelchair placement to ensure social distancing of 6 feet.

Whether school is in session remotely or otherwise, pupil transportation will be provided to nonpublic, parochial, private, charter schools or students whose Individualized Education Plans have placed them out of district whose schools are meeting in in-person sessions.

All students are entitled to transportation by the district to the extent required by law. Transportation departments do not have the ability or the right to deny transportation for children who are in foster care, homeless or attend private or charter schools. Parents who may have missed the due date to request out of district transportation due to a reasonable excuse may file a 310 appeal with the Commissioner of Education.

Attendance Reporting

Both daily and period by period attendance will be taken daily. Attendance for students in-person will be taken by the classroom teacher. Students, when participating in remote learning, will be required to login to their Google Classroom. High School students will be required to login for each class, every day. Elementary students will be required to log in daily.

Attendance will be tracked and monitored and tracked by district staff to ensure student attendance. All students are expected to attend school, either remotely or in-person, on a daily basis per their assigned days. Students of compulsory school age are mandated to attend school per education law and state regulation. Academic consequences may result for students who are not actively participating in their education.

Grading and Grade Reporting

Student grades will be maintained by the classroom teachers on a regular basis to ensure student understanding of the material being taught, to track student academic progress, and provide parents, guardians, and caregivers feedback on student progress throughout the school year. Academic work from both remote learning and in-person learning will be included in a students overall academic performance. Teachers will communicate with students and families the weighting of assignments in their classes and the expectations of students for their classes during the 2020-2021 school year.

Athletics and Extracurricular Activities

The Salem Central School District intends to participate in interscholastic competition for the 2020-2021 school year. The district will abide by the regulations and guidelines established by the CDC, DOH, SED, and NYSPHAA in that participation under the most recent guidance as it becomes available. All CDC guidelines for competition, practices, and transportation will be followed under the direction of the building principal and athletic director. Details of these guidelines may be found at ["Interim Guidance for Sports and Recreation During the COVID-19 Public Health Emergency"](#).

The district will also work to maintain extracurricular activities for students in the district. Activities will be held to the same standards as the classroom instruction for social distancing, PPE usage, cleaning and disinfecting, and managing the risk of COVID-19 transmission. Where possible, extracurricular activities will be conducted remotely. These guidelines will be under the direction of the building principals and are subject to change pending updated guidance, as it becomes necessary.

Technology and Connectivity

The district will provide devices for students during in-person instruction and rely on devices in the home for remote learning sessions. To help improve access to connectivity, the district has installed wifi applications to broadcast bandwidth into the districts west (bus garage) parking lot area to facilitate student accessibility. To help alleviate device concerns, the district will encourage students to bring their own devices to in-person learning to make more district devices available to families without devices or to those who have limited access.

The district is waiting for approvals for Smart Bond funding for the purpose of moving grades 7-12 to 1:1: device delivery model. Implementation of this initiative will occur as quickly as possible after approval by the State. Until that time, the district will also implement paper-based learning opportunities for students in households where connectivity, transportation issues to connectivity, and/or device limitations are an inhibiting factor to a student's access to learning.,

Playgrounds and Recess

As an important part of student mental health and wellness, the playground will be open and recess will still occur for students. Recess will be held outside, weather permitting. Visual aides will be utilized as reminders to promote social distance and PPE will be worn, as appropriate. Playground equipment will be cleaned after each use to help prevent the spread of COVID-19

Protocols for School Safety Drills

The district will conduct fire (evacuation) and lockdown drills as required by education law and regulation and the fire code. All students will receive instruction and participate in emergency procedures while they are in attendance for in-person instruction. Drills will be conducted in a manner that maintains social distancing at exits and gathering points outside the building, while still preparing students to respond to emergencies. Modification to the drills may include staggering drills by building, grade level, or classroom or conducting lockdown drills that exclude physically hiding.. Students will be instructed that if there was an actual emergency that required an evacuation or lockdown, the most imminent concern is to get to safety. Maintaining social distancing in an actual emergency may not be possible and should not be first priority.

Key References

- [State Education Department Issues Guidance to Reopen New York State Schools \(July 16, 2020\)](#)
- [State Education Department Presents Framework of Guidance to Reopen New York State Schools \(July 13, 2020\)](#)
- [Interim Guidance for In-Person Instruction at Pre-K to Grade 12 Schools During the COVID-19 Public Health Emergency, NYS Department of Health \(July 13, 2020\)](#)
- [Interim Guidance for Sports and Recreation During the COVID-19 Public Health Emergency \(June 26, 2020\)](#)
- [Interim Guidance for Food Services during the COVID-19 Public Health Emergency. \(June 26, 2020\)](#)
- [Interim Guidance for Office-Based Work during the COVID-19 Public Health Emergency. \(June 26, 2020\)](#)
- [Interim Guidance for Public Transportation Activities during the COVID-19 Public Health Emergency. \(June 26, 2020\)](#)
- [New York State Department of Health Novel Coronavirus \(COVID-19\)](#)
- [New York State Education Department Coronavirus \(COVID-19\)](#)
- [Centers for Disease Control and Prevention Coronavirus \(COVID-19\)](#)
- [Occupational Safety and Health Administration COVID-19 Website](#)

Signage

- <https://www.cdc.gov/coronavirus/2019-ncov/communication/print-resources.html?Sort=Date%3A%3Adesc>
- <https://www.cdc.gov/coronavirus/2019-ncov/downloads/2019-ncov-factsheet.pdf>
- <https://www.cdc.gov/handwashing/pdf/18-294906-germs-are-everywhere-p.pdf>
- <https://www.cdc.gov/coronavirus/2019-ncov/downloads/stop-the-spread-of-germs.pdf>
- https://coronavirus.health.ny.gov/system/files/documents/2020/03/13066_coronavirus_novisitors_poster.pdf