



The CMS Phased Return to In-person Instruction Plan

Charlotte-Mecklenburg Board of Education

September 16, 2020

Objectives

- Share a return to face-to-face instruction plan
 - The plan will include a timeline for a phased in return of both teachers and students
 - Staff will share how metrics informed the development of the plan
- We will ask the Board of Education to approve the plan and authorize the ability to implement furloughs

Local Context

Governor declared K–12 public schools in NC will open in Plan B

CMS Board voted to begin the school year in Plan C, with the understanding that staff would, in parallel, develop a viable plan to transition to Plan B

CMS Board voted July 30 to begin bringing our exceptional students back to school for in-person learning. Identified students will begin transitioning to in-person learning as early as September 29.

Plan	Public Health Scenario	Back to School Scenario
Plan A	State COVID-19 metrics continue to stabilize and/or move in a positive direction.	Minimal social distancing required. All students attend school, at the same time and in-person daily.
Plan B	State COVID-19 metrics worsen and it is determined additional restrictions are necessary.	Moderate social distancing required. School facilities and vehicles limited to no greater than 50% maximum capacity.
Plan C	Only if state COVID-19 metrics worsen significantly enough to require suspension of in-person instruction and implementation of remote learning plans required by Session Law 2020-3.	Remote learning only. No students utilize district facilities or transportation.

Guiding Principles

- The safety of our students and school-based faculty/staff is of utmost importance
- Children benefit most from in-person learning and the association socialization which accompanies it
- Data (e.g., state and local public health metrics, operational effectiveness, etc.) will inform the timing and rapidity with which CMS transitions to Plan B
- The transition to Plan B will be staggered by grade level(s) (i.e., CMS will not transition all grade levels, PreK – 12, to Plan B simultaneously)
- Attendance groups A, B and C will remain intact (i.e., CMS will not reduce the number of attendance groups)
- Decisions will be made districtwide (i.e., CMS will not transition schools in one part of the district at a different cadence than schools in another part of the district)

Stakeholder Engagement

Principal Leadership Advisory Team (PLAT)

Superintendent's Teacher Advisory Council (STAC)

Teacher Design Session (teachers identified and selected by principals and central office instructional leaders)

Generation Nation (student feedback sought on remote learning)

Focus group with cross section of families and parent-facing organizations (e.g., YMCA, Charlotte Bilingual Preschool, West Side Education Think Tank, etc.)

Mecklenburg County PTA Council - two breakout sessions during September 12 conference

Data-Informed Plan

Data-Informed, Phased-In Approach

- Phase one: Bright Beginnings and NC Pre-K
- Subsequent phases will bring students back by grade level over time
- Some amount of time is needed between phases:
 - Given A, B, C attendance designations, it will take three weeks for each student in a given grade level to experience in-person instruction
 - Time needed to assess the stability of public health and operational metrics
 - Time needed to adjust processes (e.g., symptom screening) for future phases based on what we learn in current phase
- Students in the Full Remote Academy will continue with remote instruction full-time

Model

Phase 1 - PreK

A, B, C groups do not apply;
excludes Montessori PreK

Phase 2 - Montessori PreK, K – 5

Phase 3 - 6 – 8

Phase 4 - 9 - 12

Best case scenario, with all public health and operational effectiveness metrics remaining stable, it will take 12 weeks, from the beginning of phase 1, to complete the phased transition to Plan B.

Week	1	2	3	4	5	6	7	8	9	10	11	12
PreK	PreK students (excluding Montessori PreK)											
K				A	B	C	A	B	C	A	B	C
1				A	B	C	A	B	C	A	B	C
2				A	B	C	A	B	C	A	B	C
3				A	B	C	A	B	C	A	B	C
4				A	B	C	A	B	C	A	B	C
5				A	B	C	A	B	C	A	B	C
6							A	B	C	A	B	C
7							A	B	C	A	B	C
8							A	B	C	A	B	C
9										A	B	C
10										A	B	C
11										A	B	C
12										A	B	C

Supplemental Care for Students

After School Enrichment Program (ASEP)

- Before- and after-school programs will operate at as many of the existing 96 licensed sites as demand and staffing availability allow
- Registration will begin at the onset of phase 1 and programming will begin at the onset of phase 2
- Before- and after-school programs will be prioritized for students during their in-person learning weeks and be available for students learning remotely as space allows

Metrics; Health and Safety for In-person Learning

Dashboard

Plan B Readiness Dashboard

Key Considerations for Metrics Dashboard:

- The dashboard aims to provide a general framework for decision-making and recommendations related to in-person learning at the community, district, and school levels.
- The dashboard does NOT include all data points or additional factors that will be considered when making specific recommendations and decisions.
- The numbers and percentages listed in the dashboard are only intended to provide general guidelines and may vary based on multiple factors, including additional community-level metrics, the current number of schools at which in-person learning is occurring, the current number of individuals attending in-person at a specific school, and the results of public health case investigation and contact tracing processes.
- The dashboard may be updated due to new guidance, current operational status of CMS, and/or other considerations.



Minimal community spread

Moderate community spread

Substantial community spread

Public Health Metrics

Community Transmission and Disease Trends

Metric	Minimal community spread	Moderate community spread	Substantial community spread
Case rate per 100,000 persons (7 days)	< 10 cases/100k	10 – 100 cases/100k	> 100 cases/100k
Test Positivity % (7-day average)	< 5%	5 – 10%	> 10%

Both metrics in green for >14 days: Consider/continue in-person learning at all schools in compliance with State's orders. One or both metrics in yellow (and no metrics in red) for > 14 days: Consider/continue in-person learning only for specific prioritized student populations in collaboration with Mecklenburg County Public Health (MCPH). One or more metrics in red for >14 days: Consider virtual learning for all students in collaboration with MCPH.

District Level Case Monitoring

Current number of schools impacted by cases and quarantine at the District Level

Metric	Minimal community spread	Moderate community spread	Substantial community spread
Schools with cases Schools* with at least one positive case within the past 14 days	< 10	10 – 50	> 50
Schools with quarantined individuals Schools* with at least 25 individuals in active quarantine within the past 14 days	< 10	10 – 50	> 50

All metrics in green: No restrictions on in-person learning in compliance with State's orders. One or more metrics in yellow (and no metrics in red): District will consult with Mecklenburg County Public Health for recommendations at the district and school-level. One or more metrics in red: Consider short-term classroom or school closure in collaboration with Mecklenburg County Public Health.
* Number of schools are general guidelines and will vary based on the current number of schools at which in-person learning is occurring in addition to other relevant factors.

School Level Case Monitoring

Current cases in isolation and current persons in quarantine at the school level

Metric	Minimal community spread	Moderate community spread	Substantial community spread
Cases in a School Number* of individuals at a specific school** who have tested positive within the past 14 days	0 – 1	2 – 10	> 10
School Clusters Clusters*** within a school within the past 28 days	0 – 1	2	> 2
Individuals in Active Quarantine Number* of individuals at a specific school who are in active quarantine due to an exposure at a school within 14 days	< 15	15 – 50	> 50

All metrics in green: Follow recommendations of Mecklenburg County Public Health. One or more metrics in yellow (and no metrics in red): District will consult with Mecklenburg County Public Health for recommendations re: short-term closures at the classroom(s) or school-level. One or more metrics in red: Consider short-term school closure in collaboration with Mecklenburg County Public Health.
*Numbers are only general guidelines and will vary based on the size of classes, number of individuals attending in-person at a school, and the results of case investigation and contact tracing processes, including specifically whether the cases attended while infectious and whether they are all linked to a specific exposure (e.g. same classroom).
**Students attending full-remote academy not included in case counts.
***Clusters are defined as 5 or more potentially linked cases within 14 days.

District Operational Metrics

Metric	Minimal community spread	Moderate community spread	Substantial community spread
Child Nutrition School cafeteria adequately staffed and stocked	> 90%	75 – 90%	< 75%
Transportation Bus routes staffed	> 90%	75 – 90%	< 75%
Total Staffing Staff working on-site (consider substitutions, leave and alternative work requests)	> 90%	75 – 90%	< 75%
Custodial Schools with adequate custodial staff to maintain enhanced cleanliness standards	> 90%	75 – 90%	< 75%
Nurses Schools with a full time nurse or full time coverage	> 90%	60 – 90%	< 60%

All metrics in green: District operating as planned. All metrics in yellow: District operation plans may need to be adjusted to begin/continue to limit in-person learning option to specific prioritized student populations. Metrics in red: Consider maintaining/return to virtual learning.

School Readiness Metrics

Metric	Minimal community spread	Moderate community spread	Substantial community spread
Instructional Staff Schools with adequate teaching staff to support both in-person and remote instruction	> 90%	60 – 90%	< 60%
School Facility Schools meeting safety standards (e.g., desks spaced for social distancing, signage in place, protective shield in the front office, hallway markings, etc.)	> 95%	85 – 95%	< 85%
Infection Control & PPE supplies Schools with required/ recommended quantities of items on the NC DHHS infection prevention checklist	> 95%	85 – 95%	< 85%
Health & Safety Training Schools where at least 90% of staff completed health and safety trainings	> 95%	85 – 95%	< 85%

All metrics in green: Schools ready to open/remain open. All metrics in yellow: Limited school openings based on readiness and prioritized student population. Metrics in red: Consider maintaining/return to virtual learning.

School Readiness and Safety Audits

School readiness audits will be performed at all CMS schools.

Learning community superintendents will work with school leadership to evaluate readiness across many elements, including Personal Protective Equipment (PPE), classroom set-up, scheduling, as well as plans to execute key procedures such as arrival/screening and handling suspected cases.

School Checklist for Reopening and Safety		
* Required		
1. Name of Person Completing Checklist	10. Are there 6ft markings for students to line up? <i>Mark only one oval.</i> <input type="radio"/> Yes <input type="radio"/> No	25. Are all desks spaced 6ft apart on center? <i>Mark only one oval.</i> <input type="radio"/> Yes <input type="radio"/> No
2. School	11. Which staff members will manage the symptoms screenings for bus riders? _____	26. If there are more desks than student limit, are they labeled for different groups? <i>Mark only one oval.</i> <input type="radio"/> Yes <input type="radio"/> No
3. Learning Community <i>Mark only one oval.</i> <input type="radio"/> Central 1 <input type="radio"/> Central 2 <input type="radio"/> Northeast <input type="radio"/> Northwest <input type="radio"/> Southeast <input type="radio"/> Southwest	12. What is the identified location students will enter the building from the carpool areas? _____	27. Are student materials prepared for individual use? <i>Mark only one oval.</i> <input type="radio"/> Yes <input type="radio"/> No
Personal Protective Equipment	13. Are there 6ft markings for students to line up? <i>Mark only one oval.</i> <input type="radio"/> Yes <input type="radio"/> No	28. Are group areas marked for student seating with appropriate distancing (i.e. elementary carpets, tables) <i>Mark only one oval.</i> <input type="radio"/> Yes <input type="radio"/> No
4. Did each staff member receive at least 2 district-issued masks? <i>Mark only one oval.</i> <input type="radio"/> Yes <input type="radio"/> No	14. Which staff members will manage the symptom screenings for car-riders/walkers? _____	
	15. What is the identified location for staff/visitors to enter the building for symptom checks? _____	

Health & Safety During In-Person Learning

- Symptom screening
- Cohorting students to minimize transitions and equipment sharing
- Student schedules reflect additional time for social distanced breaks to include restroom, hand-washing
- Addressing student illness
- Isolation room procedures

Operations and Facilities Readiness

Transportation

- All students who are in the A, B, C rotations have been assigned to buses
- Transportation will begin on the first day of face-to-face instruction for any phase; Exceptional Children transportation to begin September 29
- Maximum 24 per bus (one child per seat)
- Attestation process for students before boarding bus
- High school end bell time adjusted



CMS Eats @ Home

How the program will change once we're in phase 2 of transition to B

- September 29: Charlotte-Mecklenburg Academy, Metro School, all Specialized Behavior Support (SBS), Extensions and EC Pre-K return to school daily in up to 80 schools; CMS Eats @ Home continues weekly meal bundle delivery and pick up at 40 school sites
- **Phase 1 - date TBD:** all Pre-K return to school daily; CMS Eats @ Home continues weekly meal bundle delivery and pick up
- **Phase 2 - date TBD** (planned for three weeks after Phase 1): K-5 return to school in A, B and C weekly rotations; **CMS Eats @ Home transitions to weekly meal bundle pick up only from this point forward; buses and available drivers fully involved in transporting students.** Some adjustments to pick up sites will be made, including possibly increasing number of open pick-up sites
- Students in school daily and/or on their weekly rotation will receive breakfast and lunch in school and will not receive meal bundles for that time or week

Health and Safety Infection Control & PPE*

NCDHHS** Requirements/Recommendations

Provided for Staff & Students	Provided for Facilities	In Process of being Provided
Face coverings (staff and students)	Hand Soap	Face shield – 1 per school-based staff
Hand sanitizer (individual bottle for staff and supervised use for students)	Hand sanitizer dispensers and stands (various areas of buildings)	Additional hand sanitizer (1 gallon container) and 2 hand sanitizer stations for isolation rooms
Multipurpose alcohol-based wipes	Acrylic barriers for main office	Sanitizing/disinfectant spray bottles for teacher/staff cleaning of classes/equipment as needed
Emergency Personal Protective Equipment (PPE) for nurses and designated staff (for medical purposes)	COVID related signage and floor markers	Booster pack of emergency PPE from the state (additional face shields and surgical masks)
Disposable cups for drinking from water fountains	Signage above water coolers to restrict drinking directly from fountain	Water bottles for each student
Digital thermal thermometers	Electrostatic disinfectant sprayers and disinfectant product for specialized cleaning	Several desk style acrylic barriers for shared use in schools

*Cleaning Products Will be Reordered and Restocked

**North Carolina Department of Health and Human Service

Health and Safety – \$3.7M+ Invested

Supplies ordered and on hand include, but are not limited to:

66,000 - bottles of hand sanitizer (various sizes)

10,500 - gallons of hand soap

1,300,000 - pairs of gloves

155,000 - various face coverings / shields for staff

48,000 - face coverings for Exceptional Children and K-2 students (youth size)

35,000 - alcohol wipes and disinfectant spray product

Health and Safety – Facilities

Air Flow / Circulation

- HVAC (heating, ventilation and air conditioning) system operation schedules have been adjusted to provide conditioned air for longer durations with the intent to balance temperature and humidity levels while operating fans for longer periods of time.
- All exhaust fans were verified for proper operation to ensure continuous air flow movement in hallways and restroom areas.
- Optimize HVAC systems' air flow by thoroughly cleaning all air side components in order to restore operational parameters as close as is possible to the original designed air flow; ongoing since 2015
 - Completed air optimization projects at 50 schools (22 are in schools without outside air)
 - Remaining 17 schools without outside air scheduled for completion in 2020-2021

Health and Safety – Facilities (cont.)

Filtration / Air Filters

- Upgrade from current MERV-8 filters to MERV-10 filters
 - Schools with no or partial outside air (completion by mid-October)
 - Other schools by end of December 2020
- Engaging three engineering consultants to evaluate and recommend any additional cost-effective and relevant solutions for mitigating the issue of airborne aerosol transmission of viruses

Ventilation / Outside Air Introduction

- Increase fresh outside conditioned air introduction to the buildings by 10-15% where possible (must balance temperature and humidity)
- For sites with no mechanical outside air capability, windows and/or interior doors may be opened to improve air flow from hallways and exterior areas
- Continuing to research and consider other strategies/technologies to improve air quality and movement of air

Student Learning Experiences During Plan B

Full Remote Academy Expectations

- Participation will continue throughout the first semester and families will have an opportunity to re-evaluate their FRA decisions for the second semester
 - Requests for transfer in and out of the Full Remote Academy should be submitted in writing via email, fax or hand-written letter to the assigned school's registrar before Friday, December 4, 2020.
 - Requests to transfer between Plan C (or the district's current attendance plan) and the FRA prior to the second semester should be handled at the school level.

Full Remote Academy Expectations (cont.)

- Requests should be approved if the school can reasonably accommodate the request without major disruptions to the master schedule and the request meets at least one of the criteria below:
 - A member of the household, including but not limited to the student, received a new medical diagnosis which puts them in a high risk category
 - A sudden change in access to childcare
 - A sudden change in the family's finances or employment
 - A change in school assignment due to a move or approved transfer

Student Experience During Plan B

Instruction

- Direct access to teachers for daily instruction
- Opportunities for interventions/enrichment
- Small-group instruction should align to grade-level standards
- Exceptional Children, English Language Learner (ELL), Talent Development service time/accommodations will be met for students during remote and in-person instruction
- Teachers will provide opportunities for and encourage student collaboration/discourse during synchronous instruction
- All students will engage in a social emotional learning (SEL)/advisory block

Co-curricular Opportunities

- All schools, to the best extent possible, will begin offering co-curricular activities including before- and after-school clubs remotely to their students
 - Examples: Math Olympiad, Speech and Debate, etc.

Student Experience During Plan B (cont.)

Screen Time

- Students will be allowed to use print materials to reduce screen time and/or meet student needs.
- Synchronous/asynchronous instruction will be in alignment with district guidelines.
- Teachers should balance the amount of work and time students spend on asynchronous work (online or print materials), whether during the allotted class time, or time spent on homework and independent projects.
- Students should be provided with the opportunity to engage in asynchronous learning on their own/during their own time frames.
 - Time on camera for monitoring students as they work independently should be minimized, except when student supervision takes priority, such as when administering formal assessments.

Student Experience During Plan B (cont.)

Meaningful feedback

- Meaningful feedback will be provided to students and based on learning goals for content mastery
- Teachers will provide due dates for graded assignments that allow reasonable flexibility for completion

Social distancing

- In-person student activities will remain socially distanced during instruction, lunch, class changes, arrival and dismissal, and appropriate symptoms screenings will be done to ensure safety
- Class sizes: Adhere to K–3 guidelines and NCDHHS guidance for socially distancing, in-person students

Staffing and Supplemental Support

Child of Staff Full-Day Programming

Daily onsite option for children of school-based staff and bus drivers

- All K–8 children of school-based staff and bus drivers are eligible; children must be enrolled in CMS
- K-8 students may attend their assigned school or the school at which their parent / guardian works
 - If choosing the school at which the parent / guardian works, the grade span of the parent / guardian's school must include the student's grade of enrollment
- Full-day option offered during the student's two-week remote learning period
- Students will participate in their remote learning, supervised by school staff
- Students will not participate in in-person learning with their teachers during this time
- Supervision will be provided during the normal bell schedule by school-based staff as assigned by the principal. Before- and after-school care is not provided and must be determined separately.

Staff Expectations

Select Exceptional Children staff serving students in the following programs will return to work onsite beginning September 28: Metro School, Charlotte-Mecklenburg Academy, Extensions Program, Specialized Behavior Support (SBS) Program, Homebound and EC Pre-K Separate.

All other teachers will report to their school buildings two weeks before their students return.

Exceptions

- Teachers assigned to the Full Remote Academy may continue to work remotely during the 2020-2021 school year, depending on their caseload and the needs of their assigned students.
- School-based employees who have received approval from Human Resources to work remotely will be permitted to continue in a remote capacity through December 31, 2020, if their duties can be done remotely.

Overview of COVID-Related Leaves

Families First Coronavirus Response Act (FFCRA) and Paid Sick Leave Act

- All employees
- Up to 80 hours of paid sick leave (either full or $\frac{2}{3}$ pay)
- Up to 10 additional weeks of leave for childcare related reasons ($\frac{2}{3}$ pay)
- Diagnosed, quarantined, or caring for someone with COVID

CMS Local Emergency Leave

- Non-exempt employees only
- Up to 80 hours of paid leave
- Loss of work, childcare, diagnosed, quarantined, or caring for someone with COVID

Furloughs

What is a furlough? Temporary leave of absence (vs. layoff) allowing CMS to maintain the employment relationship with its valued employees who are temporarily without work due to remote instruction

Potential impact? Approximately 140 employees at risk of full furlough; approximately 1,225 partial furlough

Furlough vs. layoff?

Furlough status:

- Maintains the employment relationship
- Provides employees the opportunity to make immediate changes to benefits due to temporary financial hardship
- Allows employees to file for unemployment due to reduction of hours

Potential date? Only if necessary and not earlier than September 21

Recommendation

- Authorize the transition to Plan B, beginning with Phase 1
 - Pre-K teachers required to report to school buildings daily, no sooner than Monday, September 28
 - Pre-K students to return for in-person learning two weeks after the return of Pre-K teachers and no sooner than Monday, October 12.
 - Subsequent phases will be implemented with a minimum of three weeks between the beginning of each phase.
 - Decisions regarding the implementation of subsequent phases will be informed by the dashboard, and both the public health and operational readiness indicated therein.
- Authorize the ability to implement furloughs

Recommendation

Week	Sept. 29	Oct. 5	Oct. 12	Oct. 19	Oct. 26	Nov. 2	Nov. 9	Nov. 16	Nov. 23	Nov. 30	Dec. 7	Dec. 14	Dec. 21, 28	Jan. 5	Jan. 11	Jan. 18
PreK	Teachers Return		PreK students (excluding Montessori PreK)													
K				Teachers Return		A	B	C	A	B	C	A		B	C	A
1				Teachers Return		A	B	C	A	B	C	A		B	C	A
2				Teachers Return		A	B	C	A	B	C	A		B	C	A
3				Teachers Return		A	B	C	A	B	C	A		B	C	A
4				Teachers Return		A	B	C	A	B	C	A		B	C	A
5				Teachers Return		A	B	C	A	B	C	A		B	C	A
6							Teachers Return		A	B	C	A		B	C	A
7							Teachers Return		A	B	C	A		B	C	A
8							Teachers Return		A	B	C	A		B	C	A
9										Teachers Return		High School EOC Testing		B	C	A
10									Teachers Return				B	C	A	
11									Teachers Return				B	C	A	
12									Teachers Return				B	C	A	

Appendix

Athletics

Staggered Return of High School Athletic Teams to CMS Campuses

Monday, September 14, launched the start of our staggered return of high school athletic teams for skill development workouts on our campuses. No off-campus workouts are permitted at this time except for the October 12 – 31 gymnasium exception at high school voting sites. Below is the recommendation from high school athletic directors on staggered return dates for remaining teams to our campuses.

September 14, 2020 (*1st CMS pre-season skill development workout – previously approved.*)

[Cross Country](#) – run the school campus only

[Volleyball](#) – off-campus exception October 12 – 31 only if high school is an early voting site

November 4, 2020 – 1st NCHSAA practice

September 28, 2020

[Swim and Dive](#) – dry land workouts only on school campus

November 23, 2020 – 1st NCHSAA practice

September 30, 2020

[Basketball](#) - off-campus exception October 12 – 31 only if HS is an early voting site

[Cheerleading](#) – no mats

December 7, 2020 - 1st NCHSAA practice

October 5, 2020

[Men's Soccer](#)

[Men's & Women's Lacrosse](#)

January 11, 2021 - 1st NCHSAA practice

Athletics (cont.)

Staggered Return of High School Athletic Teams to CMS Campuses

October 12, 2020

Football

Marching Band* - Under Consideration

February 8, 2021 – 1st NCHSAA practice

October 19, 2020

Men's and Women's Golf

Men's Tennis

Women's Soccer

Softball

March 1, 2021 – 1st NCHSAA practice

October 26, 2020

Baseball

Women's Tennis

Men's & Women's Track and Field

Wrestling – no mats

April 12, 2021 – 1st NCHSAA practice