Enhanced Continuity of Learning Plan 4.0: Reimagining Schools

School Board Meeting
Friday, June 26, 2020
Essential Questions

I. In what ways will the recommendations from our Thought Partners, Center for Disease Control (CDC), Virginia Department of Education (VDOE), and Northern Virginia Regional School Divisions guide our reopening planning?

II. How does planning for multiple models prepare us to protect the health, safety, and wellness of our students and staff?

III. How will the Cross-Functional Planning Teams develop action plans to guide preparations and operations to reopen our schools?

IV. When and how can you get involved and engaged to support our reopening plans?
Over three sessions throughout June 2020, we convened 27 internal and external stakeholders to share research and encourage conversation to drive our reopening plan in the following ways:

<table>
<thead>
<tr>
<th>Provide</th>
<th>Promote</th>
<th>Provide</th>
<th>Guide and Inform</th>
<th>Assist</th>
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<tbody>
<tr>
<td>specific guidance for reopening schools to ensure the safety, health, and well-being of students and staff.</td>
<td>high levels of achievement for all learners while addressing potential learning losses extending from the crisis and school closings.</td>
<td>insight into the development of our action plans for reopening schools and building.</td>
<td>our decision-making process on when and how to reopen schools.</td>
<td>the system in working through uncertainty, adversity, and engaging others in understanding the implications related to the reopening scenarios.</td>
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## Alexandria City

<table>
<thead>
<tr>
<th>Role/Position</th>
<th>Name</th>
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<tbody>
<tr>
<td>Alexnadia City Bruhn-Morris Family Foundation President</td>
<td>Ms. Lori Morris</td>
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<tr>
<td>Campagna Center Chief Executive Officer</td>
<td>Dr. Tammy Mann</td>
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<tr>
<td>Chamber of Commerce – Board Chair</td>
<td>Mr. Dave Millard</td>
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<tr>
<td>City Manager</td>
<td>Mr. Mark B. Jinks</td>
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<td>Honorable Mayor</td>
<td>Mr. Justin Wilson</td>
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<td>Alexandria Health Director</td>
<td>Dr. Stephen A. Haering</td>
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<td>Northern Virginia Community College (NOVA)</td>
<td>Dr. Annette Haggray</td>
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<td>Alexandria City Public Schools (ACPS)</td>
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<tr>
<td>Superintendent of Schools</td>
<td>Dr. Gregory C. Hutchings, Jr.</td>
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<td>School Board Chair</td>
<td>Ms. Cindy M. Anderson</td>
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<td>Chief Accountability Officer</td>
<td>Mr. Clinton Page</td>
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<tr>
<td>Chief Academic Officer</td>
<td>Dr. Terri H. Mozingo</td>
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<tr>
<td>Executive Director of Secondary Instruction</td>
<td>Dr. Gerald R. Mann, Jr.</td>
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<td>Chief Financial Officer</td>
<td>Mr. Dominic Turner</td>
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<td>Chief of School and Community Relations</td>
<td>Ms. Julia Burgos</td>
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<td>Chief of Staff</td>
<td>Dr. Stephen Wilkins</td>
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<tr>
<td>Chief of Student Services, Alternative Programs, and Equity</td>
<td>Dr. Julie Crawford</td>
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<tr>
<td>Chief Technology Officer</td>
<td>Dr. Elizabeth Hoover</td>
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<tr>
<td>Education Association of Alexandria</td>
<td>Ms. Dawn Lucas</td>
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<tr>
<td>Human Resources</td>
<td>Ms. Sandra Hardeman</td>
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<tr>
<td>Parent Teacher Advisory Council President</td>
<td>Ms. Katy Matthews</td>
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<td>Principals</td>
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<td>Ms. Pree Ann Johnson, James K.</td>
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<td>Polk Elementary School</td>
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<td>Ms. Pierrette Peters, Francis C.</td>
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<td>Hammond Middle School</td>
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<td>Mr. Peter Balas, T.C. Williams High School</td>
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<tr>
<td>Staff</td>
<td></td>
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<tr>
<td>Ms. Ashley Sandoval, Cora Kelly School for Math, Science, and Technology</td>
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<td>Ms. Donita Muse, George Washington Middle School</td>
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<td>Mr. Benjamin Hammond, T.C. Williams High School</td>
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**Other**

- Dr. Gerald R. Mann, Jr.
- Ms. Julia Burgos
- Mr. Clinton Page
- Dr. Stephen Wilkins
- Dr. Julie Crawford
- Ms. Dawn Lucas
- Ms. Katy Matthews
- Ms. Ashley Sandoval
- Ms. Donita Muse
- Mr. Benjamin Hammond
- T.C. Williams High School
Guiding Questions for Thought Partners

- In your opinion, what did the city and school division do well in response to the COVID-19 crisis? What modifications or additions would you recommend?
- What are the positive and negative implications for school reopening in the Fall?
- What internal and external factors will help guide and inform our decision-making process on when and how to reopen schools?
- How can ACPS ensure that the educational planning processes meet the needs of all students during the reopening?
- How do we create a plan to ensure the overall safety, health, and wellness of our students and staff?
- How can our community partners help us work through risk-mitigation factors, uncertainty and adversity, and engage others in meaningful ways to understand how the Fall opening might be different than a typical school year?
- What are three-five opportunities and challenges that could inform the actions related to the reopening scenarios?
- What are the student/family implications and/or perceptions of a learning model where students only spend 25% - 50% in school?
- How do we ensure effective and collective communication of the plan to reopen?
Our support of students and staff will be informed by data; extending beyond academics to build belonging, address learning loss, and complex social/emotional needs.

We are united, speak with a common voice and pull together across agencies as a community to collaboratively support our students, staff, and families.

Our plans are designed to protect the health and safety of our students and staff; anticipating and recognizing that there are differing needs, perceptions, and expectations for what this means.
Virginia states that the CDC guidance for schools should serve as the foundational public health guidance for schools.

The CDC offers ways in which schools can protect students and staff to slow the spread of COVID-19:

- **Promote** behaviors that reduce the spread of COVID-19
- **Maintain** healthy environments
- **Maintain** healthy operations
- **Prepare** for when someone gets sick

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**Promoting Behaviors that Reduce Spread**

Promote behaviors that reduce the spread of COVID-19.
Both the Forward Virginia Blueprint from Governor Northam, as well as the VDOE’s Return to School Plan, provide guidance in the form of a phased approach so that divisions may gradually resume in person instruction and reopen school buildings while still protecting and prioritizing the health and safety of student and staff.

**PHASE 1**
Remote learning is the dominant method of instruction

**PHASE 2**
Limited in-person instruction with distancing measures (PK-3rd, EL students)

**PHASE 3**
In-person instruction with distancing measures + remote learning exceptions allowed
## VA State Guidance (06/17)

### Phases I, II, and III

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Details</th>
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<tr>
<td>Maintain 6 feet separation between people whenever possible</td>
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<tr>
<td>Require the use of cloth face coverings by staff when at least 6 feet separation cannot be maintained</td>
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<tr>
<td>Encourage the use of face coverings in students, as developmentally appropriate, in settings where 6 feet separation cannot be maintained</td>
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<td>Daily health screenings (Q &amp; A) of students and staff who are at school</td>
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<td>Implement enhanced hygiene, cleaning and disinfecting practices recommended by the CDC</td>
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<td>Physical distance should be created between students on buses when possible e.g. seat children one per seat, every other row, limiting capacity as needed. Children living together, such as siblings, may sit together.</td>
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</table>
Superintendents and Leaders across 9 Divisions met on June 10 to share approaches to reopening schools and discuss potential commonalities in planning in the following areas:

**FACILITIES**
- 6 Feet Physical Distancing
  - Classrooms *(to greatest extent possible)*
- Entering/Exiting Building
- Transportation
- Face Coverings
- Alternative Space Usage

**SCHEDULING**
- Staffing *(and support such as child care)*
- Instructional Schedule
- Levels: ES, MS, HS
  - Requirements for Synchronous & Asynchronous Learning
- Core and Non-Core

**COMMUNICATIONS**
- Sharing of Plans
- Involvement of Stakeholders
- Alignment of Comms before Major Updates
- Building Influence and Trust
- Community Communication

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Reopening Models

Guiding Resources + Partners

ACPS Reopening School Models

Model 1
Traditional, 100% In-Person

Model 2
Hybrid of In-Person & Virtual

Model 3
100% Virtual Learning

National (CDC)

State (VDOE - Recover, Redesign, Restart 2020)

Division / Local Community (Thought Partners)
# Reflections on Models (Chairs + Leads)

## Model 1
### Traditional, 100% In-Person

**BENEFITS**
- Although many operations will remain the same, physical distancing will create a very different environment
- Potential for achieving a greater work/life balance for families

**CONSIDERATIONS INCLUDE**
- Changing state requirements (e.g. for group size limits)
- Availability of PPE to support 100% of the students in buildings
- Adjustments to hosting large gatherings / school-wide events (parent/teacher conferences, back to school night, etc.)
- Implications to relationships with face coverings
- Unable to meet social distancing guidelines at or over school capacity

## Model 2
### Hybrid (In-Person & Virtual)

**BENEFITS**
- Provides a sense of connection and safety back in school buildings
- Structure and connection in classrooms

**CONSIDERATIONS INCLUDE**
- Maintaining quality + consistency of instruction across virtual and in-person settings
- Alignment and collaboration with other regional divisions
- Emergency drills / rapid response procedures for confirmed case(s)
- Social and Emotional Learning (SEL) and counseling support to ease fears of in-person interactions
- Protocols for common space usage (gym, cafeteria)

## Model 3
### 100% Virtual Learning

**BENEFITS**
- Repurpose tools and use learnings from Spring 2020
- Lower health risks and limited costs for PPE

**CONSIDERATIONS INCLUDE**
- Alignment and collaboration with other regional divisions conducting virtual learning
- Family communications and support (e.g. Childcare)
- Major budget implication (payroll, operations, Human Resources)
- Redesign delivery of all in person operations (e.g. professional learning to virtual)
Guiding Principles of Continuity of Learning Plan 4.0

- Increase **Equitable Access** to Improve Learning Outcomes for All Students
- Ensure the **Voices** of Parents, Families, Students
- Study Lessons Learned and Data for Preparation and Execution
- Value **Community Coordination and Collaboration**
- Build **Trust and Allow Creative Ideas** for Reopening
- Embrace **Flexibility** While Facing Unprecedented Challenges
- Ensure Clear, Consistent, and Frequent Communication
- Ensure Students Have **Access to Technology and Connectivity**
Who Is Involved

Thought Partners + Advisors
Provide recommendations and share community needs and areas of support

VA State Guidance
Develop phased approach to reopening, as well as health and safety guidelines

Cross Functional Planning Teams
Evaluate models, make decisions, and build action plans to guide preparations and operations for re-opening in support of ACPS Guiding Principles

- Social, Emotional, and Academic Learning
- Human and Capital Resources
- Health and Safety
- Financial Management
- School and Community Relations

Focus Groups
Students + Families Staff + Teachers Community Partners
Provide feedback - confidence, concerns and outstanding questions

School Board
Approve plans and build awareness across constituents

Project Team (Dr. Gregory C. Hutchings, Jr. and Dr. Terri H. Mozingo)

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## Cross Functional Planning Teams

**Social, Emotional, and Academic Learning (SEAL)**

*Drs. Julie Crawford and Gerald R. Mann, Jr.*

- Curriculum and Instruction - *Dr. Gerald R. Mann, Jr.*
- Accountability - *Clinton Page*
- Professional Learning - *Cory Kapelski*
- Student Support Services - *Dr. Julie Crawford*
- Technology - *Dr. Elizabeth Hoover*

**Human and Capital Resources**

*Dr. Stephen Wilkins*

- Capital Improvement Program (CIP) - *Erika Gulick*
- Facilities - *John Finnigan*
- Human Resources - *Sandra Hardeman*

**Health and Safety**

*Dr. Alicia Hart*

- Cleaning and Maintenance - *Anita Cordova*
- Personal Protective Equipment - *Mark Carlson*
- School Nutrition - *Cynthia Hormel*
- Security - *John Contreras*
- Student Health - *Dr. Elaine Gerard*
- Transportation - *Kifaya Hamad*

**Financial Management**

*Dominic Turner*

- Budget - *Robert Easley*
- Payroll - *Michael Covington*
- Procurement - *Dayanna McMullen*

**School and Community Relations**

*Julia Burgos*

- Communications - *Helen Lloyd*
- Family and Community Engagement (FACE) - *Krishna Leyva*
- Partnerships - *Kurt Huffman*
We will operate in phases, so that we can test ideas, gather data, and constantly evolve the plan. Throughout the process, we will remain agile and willing to adjust course based on new information.

Each phase has its own purpose, set of outputs, and roles. Communications will be developed throughout, with updates provided across the ACPS community.
How the Sprints Work Together

### Goals

<table>
<thead>
<tr>
<th>June 22</th>
<th>July 3</th>
<th>July 6</th>
<th>July 17</th>
<th>July 22</th>
<th>July 31</th>
<th>Aug 1</th>
<th>Aug 14</th>
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<tbody>
<tr>
<td><strong>Sprint 1</strong></td>
<td><strong>Sprint 2</strong></td>
<td><strong>Sprint 3</strong></td>
<td><strong>Sprint 4</strong></td>
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Chairs + Leads build an understanding of reopening models and instructional frameworks. Essential actions and guiding questions from VDOE and Thought Partners are prioritized.

Cross Functional Planning Teams tackle major areas of design and redesign, developing action plans and prototypes to support each return model.

Cross Functional Planning Teams further detail action plans and prototypes based on feedback from focus groups, budget and implementation feasibility, drafting the final plan.

ACPS Leaders finalize plans and prepare comprehensive reopening report, communicating widely to build awareness and support implementation across community.

### Outputs

**June 22**
- Benefits and risks associated with each reopening model
- Calendar + Guiding Tools for Sprints 2 + 3
- Timeline of key decision points
- Current Budget
- Proposed Master Schedule + Instructional Model
- Initial Budget Analysis
- Prioritized policies and processes to be addressed
- Draft Action Plans + Prototypes for feedback
- Focus Groups activated
- Action Plans + Prototypes
- Increased stakeholder involvement through Focus Groups + Advisory Teams
- School Leader planning initiated
- Budgets finalized
- Updates to policies and processes proposed

**Aug 1**
- Comprehensive Reopening Report
- Plans Submitted to VDOE
- Guidance for students and families
Reopening Planning Timeline for Key Decisions

**SPRINT 1**
June 22 - July 3
Goal: Chairs + Leads build an understanding of reopening models and instructional frameworks.

- June 17: Launch Cross-Functional Planning Co-Chair Meeting
- June 24: Co-Chairs Launch 1st Meeting with Planning Co-Leads Teams
- July 6: Planning Team Meetings #2-4 (Repurpose Mon, Weds meetings)

**SPRINT 2**
July 6 - July 17
Goal: Cross Functional Planning Teams tackle major areas of design and redesign.

- July 16: Draft Planning Team Reports Due
- July 21: Planning Team Meetings #5-8 (Repurpose Mon, Weds meetings)

**SPRINT 3**
July 21 - July 31
Goal: Cross Functional Planning Teams draft the final plan.

- July 30: Draft Planning Team Reports Due
- July 31 - Aug 10: Preparing Comprehensive Reopening Report; Thought Partners Engaged
- Aug 7: School Board Update

**SPRINT 4**
Aug 1 - Aug 14
Goal: ACPS leaders finalize plans.

- Aug 14: Plan due to the State

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Alexandria City Public Schools

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How can our community stay involved and up-to-date?

**July 1**
- Summary of the Planning Process
  - Available on ACPS Express

**July 6 through July 13**
- Webinars, Surveys & Focus Groups to Obtain Feedback Regarding Reopening our Schools

**Early August**
- Updated Plans + Presentations
  - Available on ACPS Express

**August 12**
- Final Plan + Presentation, as well as FAQs Available on ACPS Express
Our Future Deliverables

- Cross-Functional Planning Team Progress Updates, including Draft Action Plans
- Focus Group Feedback and Adjusted Action Plans; Thought Partner Engagement
- Communications regarding Budget Forecasts and Programmatic Changes
- Comprehensive Reopening Report and Guidance for SY 2020-2021 for Staff, Families + Students
Stay Up-to-Date

Find Information on the Planning for the Reopening of Schools in the Update Center on the ACPS-at-Home website: https://www.acps.k12.va.us/reopening-planning
Questions and Discussion