Board Update: Phase Approach to Reentry SY 20-21

9/15/2020
Provide the School Board of Commissioners an update on Phased Approach to Reentry for SY 20-21:

- Model and Metrics
- Key Elements of the Model (Academic Model, Safety)
- Timeline and Next Steps
### Values

<table>
<thead>
<tr>
<th>Values</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Students First</strong></td>
<td>We believe that students can achieve at their highest levels if we hold ourselves to an expectation of excellence and focus on students’ holistic needs, setting them up for lives of choice and purpose.</td>
</tr>
<tr>
<td><strong>Racial Equity</strong></td>
<td>We strive to build diverse, inclusive, and antiracist classrooms and teams, deploy our resources to ensure students and team members get the opportunities they need to succeed, and ensure our classrooms and work environments respect the dignity of all.</td>
</tr>
<tr>
<td><strong>Continuous Improvement</strong></td>
<td>We endeavor to get better and achieve more through hard work and continuous learning, both as individuals and as a system.</td>
</tr>
<tr>
<td><strong>Integrity</strong></td>
<td>We hold ourselves to the highest possible standards of professionalism and service and communicate with candor and care.</td>
</tr>
<tr>
<td><strong>Community</strong></td>
<td>We treat each other with love and respect, work effectively across lines of difference, and continuously build the supportive, inclusive community within IPS that we desire for our city.</td>
</tr>
</tbody>
</table>
Vision for school year start in light of COVID-19

1. IPS needs to maximize in-person time for the purpose of prioritizing high-quality instruction to our students ...

2. While prioritizing the safety of our students and staff ...

3. And operating in alignment with city planning and expectations for reopening the economy.
When IPS returns to school, the following “non-negotiables” will need to be in place:

- **Social distancing prioritized;** including monitoring class size and cohorting students where possible.

- **COVID-specific safety protocols must be in place at all schools**, including *but not limited to* plans to: a) limit use of common spaces; b) disinfect spaces and equipment at regular intervals; and c) respond to ill students and staff, etc.
When IPS returns to school, the following “non-negotiables” will need to be in place

- A full-time e-learning option must be available to all students who must opt-out of in-person school: IPS must ensure that students and families for whom school is unsafe must have a full-time e-learning option. This is also crucial for protection against enrollment loss to virtual schools and/or home schooling.

- E-learning must be quickly implementable for 100% of students if rolling closures occur: Even if IPS is able to return to in-person learning, until a vaccine is widely available, IPS must be ready to transition fluidly between remote and in-person learning options.

- Extended time options must be available for our neediest students: Our low-income students of color are most likely to be adversely affected by extended closures. IPS must organize to provide our neediest students with additional tutoring, supports and time to learn grade-level content.

- Social emotional learning will be prioritized but will need to evolve: Classic relationship-building activities, such as advisory groups or home visits, will need to change, but IPS’ commitment to supporting students’ emotional needs will not.
When IPS returns to school, the following “non-negotiables” will need to be in place:

IPS must balance increased COVID-related expenses while anticipating the possibility of declining revenue: Facilities changes, smaller bus routes, and new IT infrastructure could incur significant new costs for the district. That said, the district must prepare to implement them in a financially sustainable way, anticipating that IPS and all other school districts may face a revenue hit as the state moves into recession.
Phase Approach to Reentry - General Info
• June 23, 2020:
  • Based on guidance from the MCPHD, the City of Indianapolis and in collaboration with all Marion County School Corporations:
    • All Marion County traditional public schools will be starting on their scheduled date and will offer instructional options in either the physical school setting or online for students who are not able or are uncomfortable returning to school on the scheduled start date.

• July 18th:
  • Recommendation to execute a full return to school for students and staff
    • There will be an option to opt into elearning
  • 2 week delayed school start

• July 30th:
  • Recommendation to start full virtual
IPS Average Attendance by Week

- Aug. 17-21: 70.2
- Aug. 24-28: 71.2
- Aug. 31-Sep. 4: 75.2
- Sep. 7-11: 78.2
The following schools have a YTD Attendance % of 90% or more!

<table>
<thead>
<tr>
<th>Impact Academy</th>
<th>Robert Lee Frost School 106</th>
<th>Enlace Academy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Merle Sidener Academy</td>
<td>Ernie Pyle School 90</td>
<td>Ignite@Elder Diggs</td>
</tr>
<tr>
<td>Rousseau McClellan School 91</td>
<td>Meredith Nicholson School 96</td>
<td>Herron High School</td>
</tr>
<tr>
<td>George Washington Carver School 87</td>
<td>William McKinley School 39</td>
<td>Riverside High School</td>
</tr>
<tr>
<td>CFI School 84</td>
<td>George Julian School 57</td>
<td>PLA@103</td>
</tr>
<tr>
<td>James Russell Lowell School 51</td>
<td>Raymond Brandes School 65</td>
<td>Christel House South</td>
</tr>
<tr>
<td>CFI 70</td>
<td>Cold Spring School</td>
<td>KIPP Indy Elem and Middle</td>
</tr>
</tbody>
</table>
86% of schools have distributed 90% or more of their devices to students

- 32 of those schools have distributed 95% or higher
- 16 of those schools have distributed 100%
Below are some highlights of teachers doing remote instruction in some schools.

1. Kindergarten Teacher **Robin Nichols**, from Meredith Nicholson, teaching an **ELA lesson** and **Math lesson**.
2. Below are clips of 3 teachers from Harshman Middle School
   a. **Ms. Thomas’ Class**
   b. **Mr. Wallace’s Class**
   c. **Mr. Hesser’s Class**
3. 9th grade Algebra 1 teacher **Camille Cousins** and her SPED co-teacher **Garrett Gieseke** from Crispus Attucks High School. **teaching an Algebra 1 lesson**
Current Context

Other Key Initiatives

- Planned and executed a Student Support Strategy
  - IPS Learning Hubs
  - Student Support Network
  - In Person Related Services
- Transitioned to elearning (1:1) Capability
  - Purchased over 20k devices (chromebooks/ipads)
  - Purchased over 8k mifis
- Food Service a Priority During Virtual Learning
  - IPS/Gleaners Partnership
Current Context

Phasing back into in-person learning (shared in 7/2020)

Phase 1
- IPS Full Remote Learning is the default for all students
- IPS establishes support strategies to serve our most vulnerable
- Food service is available across the organization

Phase 2
- Initiated after 14 day average of 5% (or lower) positivity rate
- Identify students who may return to in person learning (will have the ability to opt-into full remote)

Phase 3
- Metrics established upon the start of phase 2
- All students may return to in person learning (will have the ability to opt-into full remote)

Phase 2 will not be implemented any earlier than October 2
Updated Phase In Approach

What is the primary metric being used for determination?

- Marion County Positivity Rate: All Tests
  - Source: Indiana Department of Health Dashboard (Here)
  - 7 Day Moving Average
  - 6 Day Lag

How will the Phase in Approach align with the Marion County Public Health Department Guidance (Here)?

- Consistent Metric usage and levels for determination
- Slight variation with grade configuration in the Orange Level
## Updated Phase In Approach

Current Positivity Rate: 5.2% (9/14/2020)

<table>
<thead>
<tr>
<th>Grade Configuration</th>
<th>Level</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Green (less than or equal to 5%)</td>
</tr>
<tr>
<td>PK-6</td>
<td>100% in person</td>
</tr>
<tr>
<td></td>
<td>Full time remote opt-in option</td>
</tr>
<tr>
<td></td>
<td><em>this will apply to a 6th grade student if their schedule is departmentalized</em></td>
</tr>
<tr>
<td>MS (7-8)*</td>
<td>100% in person</td>
</tr>
<tr>
<td></td>
<td>Full time remote opt-in option</td>
</tr>
<tr>
<td>HS</td>
<td>100% in person</td>
</tr>
<tr>
<td></td>
<td>Full time remote opt-in option</td>
</tr>
</tbody>
</table>
Additionally, we will monitor the information below:

- Average daily student attendance
- Average daily staff attendance
- Adequate substitute teaching coverage
- Seven-day trend in COVID cases in Marion County
- Availability of COVID testing
- Capability of timely contact tracing
- Turnaround time for COVID testing results
Updated Phase In Approach

- Consistent with Marion County Public Health Department and Indiana Department of Health guidance
- Alignment with local districts and school corporations
- Responsive to current research pertaining to age and transmission
- Responsive to our vision that has guided our planning process
Updated Phase In Approach

Additional Rationale: Current Data

Percent Positive of COVID-19 Tests, with School Guidance Color Zones
Marion County, March 13 - September 04, 2020

Percent Positive of COVID-19 Tests

Date


DR4634 Joe Gibson MCPHD EPI (epidemiology@marionhealth.org) 2020-09-11 Data Source: Indiana MPH Data Hub (https://hub.mph.in.gov/dataset/covid-19-county-wide-test-case-and-death-trends)
Updated Phase In Approach

Additional Rationale: Current Data

COVID-19 Newly Confirmed Cases, Marion County Residents, 3-15-2020 - 09-10-2020

- Daily Average (across 7 days)
- Newly Confirmed Cases

Data Source: IDH Management Performance Hub
DR4417 Jennifer Zuker MCPHD EPI (epidemiology@marionhealth.org)
2020-09-11
Phase Approach to Reentry - Key Elements
Aligning on Key Terms

- Hybrid Model
  - Some students attend class in person, while others join remote, rotating back and forth (some students will opt for fully remote)
- Concurrent Classroom
  - Homeroom or Teacher of Record is responsible for instructing students in person and remotely at the same time
- Blended Learning Model
  - Flipped classroom, station rotation and/or playlist
- Quarantine Learning:
  - When a student/teacher has tested positive for COVID-19 or a student/teacher has to quarantine due to positive COVID-19 exposure

*These terms are not mutually exclusive. Multiple terms can be used in the model*
Hybrid Model: Who and When

- 7-12th grade students, rotate by alpha last name:
  - A-M attend Mon and Tuesday (exceptions for siblings in the same household with different last names)
  - N-Z attend Thursday and Friday (exceptions for siblings in the same household with different last names)
  - Wednesday is a mostly asynchronous remote day for all students (schools will be deep cleaned)

*this will apply to a 6th grade student if their schedule is departmentalized*
Phase-In Approach to Reentry

Hybrid Model: Instructional Delivery

- Homeroom Teachers and Teachers of Record (TOR):
  - Responsible for instructing, assessing and grading students assigned to their rosters whether they are in person or remote
  - Will utilize a blended learning model synchronously in concurrent classrooms

- Schools Will Manage Specific Models. Which May Include:
  - Pooling resources
    - Assign different components of the instructional cycle to grade level team or other instructional support staff
  - Departmentalize:
    - Grade level teachers divide core content subjects, prepare lessons, assignments and assessments for all students on grade level in certain content areas.
  - Assign a teacher per grade level to instruct the students who opt for fully remote (K-6 grade teachers).
  - Assign a virtual section to teachers for students who opt for fully remote.
Phase-In Approach to Reentry

Academic Model: What happens if a student is in quarantine?

- **Student Tests Positive**
  - Family reports positive diagnosis and students are not required to complete any work or attend school until they are cleared to return. Family can select to have the student participate.
  - Upon return, student should be given up to 7 days to complete assignments, watch lessons on Teams
  - Students will be marked absent unless their parent elects for them to participate in remote learning during this time. Schools should track this information.

- **Student is Exposed, Not Positive**
  - Revert back to remote learning and student follows schedule in synchronous fashion
Phase-In Approach to Reentry

Academic Model: What happens if a teacher is in quarantine?

- **Teacher Tests Positive**
  - Teacher reports positive case and is healthy enough to provide remote learning OR
  - Teacher is not healthy enough and not required to complete pre-recorded lessons or sub materials. Schools can provide continuous instruction by:
    - Adding opt-in remote students to another teacher on grade level or department and participate via TEAMS in their class. A Parallel substitute or another member of school team provides instruction for in-person students.
    - An Instructional coach, MCL, Dept Head or another member of the leadership team, pre-records mini lessons, provides once daily check-ins to take attendance to make sure students can access the posted videos and assignments. A substitute or another member of school team can provide supervision for in-person students participating with teacher delivering instruction remotely.

- **Teacher is Exposed, Not Positive**
  - Teacher provides instruction via remote learning for all students. Potential Options schools can use:
    - HR and/or Marion County Health Dept would make determination if the entire class would need to quarantine and revert to remote learning.
    - If students are permitted to continue in person, provide a substitute or another member of the school team to supervise in person students in remote learning.
Phase-In Approach to Reentry

Notes About Model:

- There will be some disruption caused by this shift
- The model discussed is dependent on one important key factor:
  - # of students who opt into the full remote option
- As we collect the information, we will be able to make adjustments as needed
- Working through professional learning opportunities between now and mid-October
Phase-In Approach to Reentry

At risk staff
- HR reviewing ADA accommodations and leave requests individually.
- Some of these roles will be able to be converted to virtual roles; others may be approved for leave.

Substitutes
- Substitute teachers will be sent in cohorts to schools to minimize risk of spreading exposure across schools.
- Substitutes will be trained on IPS-safety protocols.

Communication
- The IPS homepage has been updated to give detailed guidance to staff on our federal leave policies, sick bank day policies, and resources on pay.
Phase-In Approach to Reentry

COVID Response Plans at Schools

School and District Protocols:

- **Prevention:** IPS released a Safety Guidebook for all staff and family. This document describes key safety steps, guidance on when to stay home, how to self-screen, and our reporting protocol.

- **Response:** All schools must have a school-specific COVID response team who ensures that protocols are followed properly for prevention and response to potential cases.

- **Follow up:** IPS is seeking to ensure part-time nurse coverage at all schools.
What happens when a student/staff member is positive?

- In all positive cases, IPS will work directly with the Marion County Public Health Department (MCHD) and district/school administrators to do contact tracing.
- All positive cases will be isolated for a minimum of 10 days:
  - In cases where students feel well enough to attend school during the 10-day isolation, they can do so remotely.
  - In cases where staff feels well enough to work during the 10-day isolation, they can do so remotely.
- IPS will notify those who have been in close contact with a COVID-positive person and will strongly recommend that they quarantine for 14 days, from the day of exposure:
  - Students who are quarantined will be able to attend school remotely.
  - Staff who are quarantined will be able to work remotely.
- IPS will notify families of direct contact with positive cases while continuing to protect the privacy of any positive student or staff.
- IPS will track all data.
Phase-In Approach to Reentry

Facilities Safety Planning (consistent with July 2020 strategy)

Facilities have been adapted to promote student safety

- IPS has begun installing touchless water fountains in all schools and purchased reusable water bottles for students
- Bottled water has been purchased to supplement schools needs
- IPS has installed barriers in all offices to ensure distance between any office visitors and front office staff
- IPS is deploying desks to schools that have tables or other seating inappropriate for social distancing
- IPS has sent mandated signage to all schools teaching proper hand cleaning, symptom screening, etc.
- IPS has installed hand sanitizer dispensers outside all school cafeterias.
Phase in Approach to Reentry

PPE and Safety Materials (consistent with July 2020 strategy)

- Masks and face shields
  - IPS is providing a free reusable mask to all students. Students are also required to have 3 additional reusable masks
  - IPS is providing a face shield and reusable mask to all direct managed staff
  - Disposable masks for backup will be stored on all buses and in any offices
- Disinfectant and hand sanitizer
  - There will be disinfectant spray, paper towels, and hand sanitizer in all classrooms and offices, provided by the district
  - Reserves for refilling spray bottles and sanitizer bottles are stored at each school
- Soap and paper towels
  - IPS has ordered increased stocks of soap and paper towels to promote hand washing
To promote social distancing on buses, IPS is using several strategies to reduce daily ridership:

- Enforcing walk zones at 13 schools through the addition of crossing guards to reduce crowding on high density routes
- Promoting IndyGo transit use for high school students
- Executing a transportation opt-out process to shift non-essential riders to alternative modes of transportation (carpool, bike, etc.)
- Additionally, riders will decrease due to families opting for full remote
- Routing optimization; removal of “ghostriders”
- Space created by reduction of riders allows for greater social distancing through the practice of one rider per seat unless from same household (target of 24-28 students per bus)
Additional measures will be taken to mitigate the risks associated with COVID-19 during daily transportation:

- All students/staff must wear face masks at all times while riding the bus.
- Bus monitors will be provided hand sanitizer for students when boarding.
- Windows/vents will remain open to promote cross ventilation as weather allows.
- Buses will be regularly deep cleaned, and disinfected daily between routes for high traffic areas (railing, seats, etc.).
- Students will be boarded back-to-front, unloaded front-to-back, and assigned seats to promote socially distancing to the greatest extent possible.
Phase Approach to Reentry - Next Steps/Timeline
Subject to change - will continue to monitor data

<table>
<thead>
<tr>
<th>Date</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week of 10/19</td>
<td>Full Execution of Approach</td>
</tr>
<tr>
<td>Week of 10/12</td>
<td>Full Virtual</td>
</tr>
<tr>
<td>Week of 10/5</td>
<td>PK-3 in person, 4-12 Full Virtual</td>
</tr>
<tr>
<td>9/17</td>
<td>IPS All Staff Meeting</td>
</tr>
<tr>
<td>9/15</td>
<td>Board Work Session</td>
</tr>
<tr>
<td>9/15-9/21</td>
<td>• elearning opt in</td>
</tr>
<tr>
<td></td>
<td>• transportation opt out</td>
</tr>
</tbody>
</table>
Phase-In Approach to Reentry

- **For Families: Full Time Remote Opt-In**
  - Window: 9/15 - 9/21
  - How: Families will work directly with their schools

- **For Families: Transportation Opt-Out**
  - Window: 9/15 - 9/21
  - How: Families will work directly with their schools

- **For IPS:**
  - Dashboard for positive cases (in development)
  - Student schedules
  - Teacher PD and Support
  - Transportation Readiness
  - Clear and Consistent Communication
COVID Response
March 2020–Present

Total Projected COVID Related Expenditures for SY 2020-21

- Transportation, $2,722,995
- Professional Learning, $241,144
- Personal Protective Equipment, $1,161,027
- Nursing, $702,000
- Information Technology, $453,392
- Human Resources, $1,452,905
- Foodservice, $430,498
- Facilities, $3,111,500
- E-Learning (Take-Home), $356,846
- Childcare First Responders, $24,900

Current and Projected expenditures for COVID Preparation for SY 2020-21 = $28M+
COVID Response

March 2020 to Present

- Current and Projected expenditures for COVID Preparation for SY 2020-21 = $28M+
- Federal Emergency Management Assistance (FEMA) covers 75% of eligible expenditures. IPS projects $2M of reimbursement
- Remaining $26M to be reimbursed with CARES Act ($14M), additional federal or state grants, philanthropy, and Operational Reserves
- IPS has and will need to continue funding all expenditures upfront and will seek reimbursement over the course of the next 1–2 years in order to appropriately support a safe learning environment for its staff and students.

<table>
<thead>
<tr>
<th>Expenditure Category</th>
<th>Total $ Projected Expenditures</th>
<th>% Total Project Expenditures</th>
<th>% Total Project Expenditures (Not IT)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academics</td>
<td>$188,867.00</td>
<td>0.7%</td>
<td>1.7%</td>
</tr>
<tr>
<td>Childcare First Responders</td>
<td>$24,900.00</td>
<td>0.1%</td>
<td>0.2%</td>
</tr>
<tr>
<td>E-Learning (Devices)</td>
<td>$17,936,205.50</td>
<td>62.3%</td>
<td>0.0%</td>
</tr>
<tr>
<td>E-Learning (Take-Home)</td>
<td>$356,845.79</td>
<td>1.2%</td>
<td>3.3%</td>
</tr>
<tr>
<td>Facilities</td>
<td>$3,111,500.00</td>
<td>10.8%</td>
<td>28.7%</td>
</tr>
<tr>
<td>Foodservice</td>
<td>$430,497.97</td>
<td>1.5%</td>
<td>4.0%</td>
</tr>
<tr>
<td>Human Resources</td>
<td>$1,452,905.24</td>
<td>5.0%</td>
<td>13.4%</td>
</tr>
<tr>
<td>Information Technology</td>
<td>$453,392.38</td>
<td>1.6%</td>
<td>4.2%</td>
</tr>
<tr>
<td>Nursing</td>
<td>$702,000.00</td>
<td>2.4%</td>
<td>6.5%</td>
</tr>
<tr>
<td>Personal Protective Equipment</td>
<td>$1,161,027.00</td>
<td>4.0%</td>
<td>10.7%</td>
</tr>
<tr>
<td>Professional Learning</td>
<td>$241,143.59</td>
<td>0.8%</td>
<td>2.2%</td>
</tr>
<tr>
<td>Transportation</td>
<td>$2,722,995.20</td>
<td>9.5%</td>
<td>25.1%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$28,782,279.67</strong></td>
<td><strong>100%</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

COVID One-Time Funding

- CARES Act: Receivable as of 9/10/20
- CARES Act - Non-Pub per poverty: Allocated to Non-Pubs per IDOE
- CARES Act - Non-Pub per enrollment: Legal opinion 9/10/20 - "per poverty"
- FEMA: Estimate as of 9/14/20
- GEER Grant: Estimate as of 9/14/20
- IPS Foundation: Received as of 9/10/20
- Marion County ELearning: Received as of 9/10/20

Projected One-Time Funding: $18,350,000.00

Net Inflow/(Outflow): $(10,432,279.67)