

To: Dr. Charles Johns
Board of Education

From: Learning Plan Development Team

Date: Monday, June 22, 2020

Re: Learning Plan for the 2020-21 School Year - Operational Considerations

Recommendation

At this time, no recommendation is being proposed for approval by the Board of Education. This document has been developed for the sole purpose of continuing the dialogue about planning for the 2020-21 school year.

The draft plan presented within this memo is grounded in the assumption that students will be required to maintain the Restore Illinois Phase 4 guidelines including, social distancing, face masks, and groupings smaller than 50. We anticipate that the interpretation of these guidelines may change over the next few months.

Background

At the Monday, June 8, 2020 Board meeting, the planning committee presented the first draft of a learning plan for the 2020-21 school year. Since that time, the administration has received considerable feedback from our students, parents, staff, and community members regarding the plan for the fall. As part of that feedback, many of our stakeholders presented ideas and suggestions of how to operationally prepare for the fall, in hopes of enabling students to resume face-to-face instruction as quickly as possible. With this feedback in mind, the planning committee has prepared an overview of the district's ongoing efforts to operationally prepare for our students to resume face-to-face instruction in our school facilities as soon as possible.

Our approach in developing this plan is consistent with the school district's commitment to implementing a deliberate, careful approach with our students' best interests in mind. To address the operational considerations for the upcoming school year, the plan development committee was expanded to include additional personnel that are subject-matter experts in their fields, including:

- Administration
 - Dr. Kim Ptak, Director of Operations / CSBO
 - Mr. Casey Wright, Associate Principal for Administrative Services
 - Mr. Scott Williams, Interim Associate Principal for Administrative Services
 - Mr. Ron Bean, Assistant Principal / Dean of Students
 - Mr. Bill Eike, Assistant Principal / Dean of Students
 - Dr. Lara Cummings, Assistant Principal for Student Services
 - Mr. Eric Etherton, Assistant Principal for Student Services
 - Mr. Brain Murdy, Plant Operator
 - Mr. Dan Whisler, Plant Operator
 - Mr. Joel Reyes, Safety and Security Manager

- Mr. Ryan Manly, Technology Services Manager
- Professional Services Consultants
 - Ms. Erin Miller, Associate Principal, Arcon Associates, Inc.
 - Mr. Paul Timm, V.P. of Physical Security Services, Facility Engineering Associates
 - Ms. Maureen Roskoski, Senior Professional, Facility Engineering Associates
 - Ms. Rebecca Cohen, District Manager - Quest Food Management Services, Inc.
 - Ms. Leslie Norgren, Regional Vice President - First Student, Inc.
 - Mr. Bryan Williams, Location Manager - First Student, Inc.
 - Mr. Yosh Islam, Regional Manager - Beck's Bookstores

As the planning team met, we utilized the same guiding principles that were defined as cornerstones of the learning plan for the 2020-21 school year:

1. Maintain the health and safety of all students and staff;
2. Provide meaningful and engaging academic experiences for all students;
3. Address the social and emotional needs of all students;
4. Provide consistency and stability for all students and staff; and
5. Provide continuous professional learning opportunities for staff that address learning needs unique to this time.

Draft Operations Plan for the 2020-21 School Year

Prior to presenting the operations plan for the 2020-21 school year, it is important to emphasize that this is a draft document.

The plan is grounded in the assumption that students will be required to maintain the Restore Illinois Phase 4 guidelines including social distancing, face coverings, and groupings smaller than 50.

This plan will continue to evolve based on the most recent public health information, guidance from the Illinois State Board of Education, feedback from stakeholder groups, and our guiding principles.

Our leadership team continues to work diligently on a daily basis, to ensure that we are prepared for the fall. Our goal is to open school in the fall and to transition back to face-to-face instruction as soon as it is safe, in accordance with guidance from the Illinois State Board of Education and the Illinois Department of Public Health.

It is estimated that the northeast health region, which includes Glenview and Northbrook, will transition to phase 4 (revitalization) by August. During this phase, gatherings of up to 50 people are allowed, and schools can reopen under guidance from the Illinois Department of Public Health. At this time, very minimal guidance has been offered. It is further estimated that a region will transition to phase 5 after a vaccine or highly effective treatment becomes widely available. Until that time, face coverings and social distancing will remain the norm. Progressing to the next phase will be guided by [metric data tracing](#).

With this knowledge, the committee identified a number of operational areas that will need to be addressed prior to students resuming face-to-face instruction. The following is a summary of those areas with a table of completed efforts and current, ongoing discussions. Please note that the activities for each area are updated on a daily basis. We will continue to keep the Board of Education apprised with the most recent information.

Table 1
School Building Entry Procedures


<p>According to the school district's most recent enrollment forecast¹, it is estimated that the school district will enroll 5,274 students, with 2,072 at Glenbrook North and 3,202 at Glenbrook South for the fall semester. Additionally, each school building has a large staff with several hundred full-time employees. Acknowledging the large number of individuals that are in each building on a daily basis, maintaining social distance, and implementing other safety measures will be challenging.</p>	
Completed Efforts	Next Steps as of June 18, 2020
<ul style="list-style-type: none"> ● Created a kiosk-based sign-in and sign-out system for students and staff (see pictures below). Upon entry, individuals are prompted to answer several health-related questions and to record body temperature. This will be implemented on July 1st for athletic camps and summer driver education programs. ● School facility hours have been limited for staff during the summer months (e.g., 7:00 AM - 4:30 PM). Sign-in and sign-out procedures must be followed. ● Face coverings are required upon entry and when in common areas for both students and staff (note: exceptions may be made for individuals with specific health conditions). Disposable coverings are available at the front entrance of all buildings; washable coverings or face shields for staff are being distributed as needed. 	<ul style="list-style-type: none"> ● The health team is working to develop protocols for students or staff members that arrive on campus and are unable to successfully complete the health questionnaire. ● We are in the process of designing signage to illustrate recent health guidance. ● The dean's office team is considering changes to entry procedures for students when school resumes, including possible adjustments to the open lunch process. ● The leadership teams at both schools are working together to discuss adjustments to the visitor procedure (e.g., who is allowed to visit the building and how they are signed into the building).

¹ [Enrollment Forecast Update](#) (December 2, 2019).

Kiosk Entry Questionnaire

Have you experienced any of the following? DEV-FMS17-02

Test Student
ID # 777777
Grade: 12




1. Fever, Cough, Chills, and/or Muscle Aches?
2. Sore Throat, Runny Nose, and/or Loss of Taste or Smell?
3. Nausea, Vomiting, and/or Diarrhea?
4. Shortness of Breath and/or Headache?
5. Close Contact, or Cared for Someone with COVID-19?
6. Your temperature

Kiosk Historical Record

Student Information DEV-FMS17-02

Test Student
ID # 777777
Grade: 12



Contact Information
Previous Questionnaires

Date	Fever, Cough, Chills, and/or Muscle Aches?	Sore Throat, Runny Nose, and/or Loss of Taste or Smell?	Nausea, Vomiting, and/or Diarrhea?	Shortness of Breath and/or Headache?	Close Contact, or Cared for Someone with COVID-19?	Temp
06/18/20	No	No	No	No	Yes	98.7
06/17/20	No	No	No	No	No	100
06/17/20	No	No	No	No	No	100
06/17/20	No	No	No	No	No	100
06/17/20	No	No	No	No	No	98
06/17/20	No	No	No	No	No	100
06/17/20	No	No	No	No	No	100
06/16/20	No	No	No	No	No	100
06/16/20	No	No	No	No	No	100

Table 2
Health Services Considerations

<p>The health team consisting of our school nurses, student services and special education leadership team members continue to meet on a weekly basis. Their team has focused on addressing health needs both within the nurse's offices as well as throughout the building.</p>	
Completed Efforts	Next Steps as of June 18, 2020
<ul style="list-style-type: none"> ● The school district has purchased a reasonable number of infrared, no-contact thermometers to be used throughout the building as needed. These thermometers produce a temperature result within 1-2 seconds. ● The health team has identified and placed orders for required PPE for medical professionals (e.g., school nurses) and regular staff. This includes latex-free gloves, face coverings, gowns, and other essential equipment. We do not anticipate any supply challenges related to the PPE identified as necessary. ● The school district has purchased specialized PPE for students with disabilities and staff that support students with disabilities. This includes clear face coverings that enable students with hearing disabilities the ability to see the lip movements of staff members when speaking. ● The Safety and Security Manager and school Security Coordinators have successfully completed the COVID-19 Contact Tracing course offered by Johns Hopkins University. They have already implemented the knowledge they acquired from this class with our first case of a staff member contracting COVID-19. 	<ul style="list-style-type: none"> ● The health team is working to develop protocols for students or staff members that become ill during the school day, ● The health and operations teams are identifying rooms located near the nurse's offices and the front of the school building to serve as isolation rooms. ● The student services team is working to develop communication and action plans, in alignment with guidance from the Illinois Department of Public Health and the Cook County Department of Public Health, should a student report that they have contracted COVID-19.

Table 3
Learning Space Considerations

The average multi-purpose classroom size at Glenbrook North and Glenbrook South is between 670 and 750 square feet. Evaluating square footage alone provides one perspective on the number of students that can fit within a classroom. When considering permanently installed fixtures such as casework, curriculum-specific materials (e.g., science lab tables, computer carts and desktop workstations), circulation space and space for a teacher, the capacity rate rapidly declines. Should our schools need to implement a 6 foot social distance zone for each student, a typical classroom capacity is limited to 12 students.

Completed Efforts	Next Steps as of June 18, 2020
<ul style="list-style-type: none"> ● The school district’s architects have prepared room layouts that comply with the 6 foot social distance zone parameter. Using these layouts the plant operations teams set up model rooms (see pictures below). ● The operations team reviewed the room utilization level at both Glenbrook North and Glenbrook South. Presently the majority of classrooms are utilized between 80-90% of the school day. 	<ul style="list-style-type: none"> ● The plant operations team has initiated the summer cleaning process. As part of this process, excess furniture is being removed from all learning spaces to facilitate the largest student enrollment possible while implementing social distancing guidelines. ● The instructional innovation and technology services teams are evaluating technical options for supporting simultaneous e-learning and face-to-face instruction in the classroom for two groups of students. ● The operations team has started to develop and evaluate options to potentially split the student population at each school (e.g., 50% of students would attend class on “A/Gold” days, and the remaining students will attend on “B/Blue” days).

Sample Science Room with Tables



Sample Science Room with Tablet-Arm Desks



Sample Multi-Purpose Classroom with Tables



Sample Multi-Purpose Classroom with Tables



Sample Multi-Purpose Classroom with Tablet-Arm Desks



Sample Cafeteria with Round Tables



Sample Cafeteria with Assorted Tables



Table 4
Common Space Considerations

Our schools have offered significant flexibility to our students for both lunch and SRT experiences. Students are permitted to gather in areas of the building that offer the ability for students to engage with each other in less structured settings such as hallways, student activity centers, libraries, and many other places of the building that offer quiet study and peer interaction opportunities, supervised by paraprofessionals. In these settings, students remain in close proximity with one another. In order to implement social distancing parameters, including groups of less than 50 and the 6 foot zone, these spaces will need to be set up differently, and we will likely need more space to accommodate our students.

Each school offers three lunch blocks that are relatively even in terms of enrollment. At Glenbrook North this would equate to 690 students per block, and at Glenbrook South this would be 1,067 students. Due to cafeteria seating and service capacity limitations, the district relies on a portion of our students leaving the school building for lunch through the open lunch program. Prior to the school closure, approximately 400 students per school would leave for lunch each school day. Assuming this number remains consistent, Glenbrook North would need to provide cafeteria space for 557 students per lunch block (690 - 133 open lunch students), while Glenbrook South would have 934 students each block (1,067 - 133 open lunch students). As illustrated in the architectural renderings, our cafeterias can only provide seating for approximately 200 students, when implementing a 6 foot social distance zone for each student.

Completed Efforts	Next Steps as of June 18, 2020
<ul style="list-style-type: none"> ● The school district’s architects have prepared room layouts that comply with the 6 foot social distance zone parameter. Using these layouts, the plant operations teams set up model cafeterias (see pictures below). ● Quest food services team is transitioning their offerings for the 2020-21 school year to include more grab-and-go options that can be picked-up from multiple locations in the school building. They are also evaluating a system that would allow students to pre-order their meals, reducing traffic in the service area. ● The dean’s office team is evaluating options for potentially expanding open lunch to more students (e.g., freshman and sophomore students with older siblings). 	<ul style="list-style-type: none"> ● The dean’s office team is working to identify capacity limits to each of our existing flexible spaces, and to identify additional spaces in each school. ● The operations team is developing signage and possible floor markings for hallways and other common areas to manage traffic flow of students and staff. This includes a review of stairwell usage (e.g., one way stairwell usage). ● The operations team is identifying other areas of the school that can be utilized during lunch periods to support groups of students. ● The operations team is evaluating all common service areas (e.g., main entrance, office support personnel workspaces) to identify those areas that will require plexiglass barrier installations, or service workflow modifications.

Table 5
Personnel Considerations

<p>The school district is fortunate to have a large staff of dedicated staff members to serve our students. Our teams are meeting regularly to discuss considerations and implications that are specific to each employee group (e.g., teachers, paraprofessionals, instructional assistants, clerical and specialist personnel, plant operations teams).</p>	
Completed Efforts	Next Steps as of June 18, 2020
<ul style="list-style-type: none"> ● The human resources and technology services team have implemented new systems to facilitate the onboarding of employees remotely, with minimal office contact. ● The human resources team has worked closely with the school district's legal counsel and risk management pool (SSCRMP) to address concerns from employees regarding their return to work situation. ● The human resources team has facilitated the gradual return to work for employees groups on an as-needed basis. 	<ul style="list-style-type: none"> ● The health and operations teams are working collaboratively to develop professional development opportunities to ensure awareness of best practices to protect both students and staff. ● The human resources team is working with our collective bargaining units, non-union employee groups, and our substitute pool to survey staff to determine readiness for all employees to return to work this fall. ● The human resources team is making contact with our substitute pools to identify areas where the district might need to recruit additional personnel for the 2020-21 school year. ● The operations team is evaluating all staff workrooms and office workspaces to identify those areas that will require plexiglass barrier installations, or service workflow modifications. ● The operations team is working with the copy center to implement a work ticket system to decrease the traffic flow in the copy centers at both schools.

Table 6
Student Considerations

Guiding Principles:	
<p>As the planning team met, a series of principles were defined to use as cornerstones of the school district's learning plan for the 2020-21 school year:</p> <ol style="list-style-type: none"> 1. Maintain the health and safety of all students and staff; 2. Provide meaningful and engaging academic experiences for all students; 3. Address the social and emotional needs of all students; 4. Provide consistency and stability for all students and staff; and 5. Provide continuous professional learning opportunities for staff that address learning needs unique to this time. 	
Completed Efforts	Next Steps as of June 18, 2020
<ul style="list-style-type: none"> • The school district implemented an e-learning instructional model for summer school. There are over 1,300 course registrations across both semesters, including more than 400 new freshman students. <ol style="list-style-type: none"> 1. Students are required to attend and participate in daily synchronous class sessions; 2. Normal grading practices (A-F) apply; and 3. Normal summer school attendance practices are in place. • The Beck's team and First Student transportation team formed a partnership to provide Chromebook and textbook home delivery service for all students. Over 400 Chromebooks were delivered to new freshman students during the first two weeks of June. Parents were provided their choice of a 15-minute window appointment. • The operations team has worked with First Student and Safeway Transportation to review current guidance from ISBE and IDPH, to prepare for the transportation of students through general and special transportation services. Both service providers are confident that they will be able to continue providing quality services for the upcoming school year. 	<ul style="list-style-type: none"> • We are closely monitoring the experiences of students and staff in summer school through normal supervision of summer school classes and informally gathering feedback from staff and students. These efforts will inform professional development needs and will provide insights as we plan for the fall. • We anticipate that there will be some students that are unable to return to school for face-to-face instruction. The instructional teams are evaluating options for these students that will provide them the greatest access to their educational services possible. • The special education team is reviewing the most recent guidance with respect to providing services to students with disabilities in both a face-to-face and e-learning environment. • The student services team is working to develop a Tier 1 curriculum designed to address the social/emotional needs of students. The Tier 1 curriculum will include components that serve as a screener for students who need Tier 2 and 3 interventions and supports. • The athletic and physical education teams are evaluating changes to their curriculum to reduce the need for students to utilize locker rooms. Additionally modifications to fitness center usage are being evaluated. • The student activities and athletic teams are reviewing all activities to determine if any modifications to meetings, practices, contests,

	<p>and performances will be necessary for the upcoming school year.</p> <ul style="list-style-type: none">• The fine arts team is reviewing guidance from professional associations as well as the ISBE and IDPH to address how to safely offer performance-based instructional opportunities for our students in band, choir, and orchestra.
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Table 7
Facility Maintenance Considerations

<p>The school district is served by two comprehensive plant operations teams that support our five facilities. All plant operations team members returned to a regular work schedule this month, and have started their summer cleaning process.</p>	
Completed Efforts	Next Steps as of June 18, 2020
<ul style="list-style-type: none"> ● The school district partnered with Facility Engineering Associates (FEA) to review existing cleaning protocols, and to develop an enhanced cleaning protocol that encompasses COVID-19 recommendations. The revised protocol will be implemented in July 2020. ● Training sessions have been scheduled with all plant operations team members to review the revised protocol, which includes a new digital tracking system to monitor room cleaning activities. ● Electrostatic cleaning equipment has been purchased, and will be incorporated into daily cleaning activities. ● The administrative services and business services teams identified a new room reservation/usage system that will be implemented during July 2020. This will provide an accurate accounting of how each space is utilized throughout the day, and replaces multiple systems that have been used in the past. ● Hand sanitizer stations have been installed throughout the school facilities. Individual hand sanitizer bottles will also be placed in each learning space. ● Water fountains have been disabled, but bottle filling stations remain operational. ● Disinfectant wipes have been purchased for every classroom. 	<ul style="list-style-type: none"> ● The plant operations team is continuing to work with FEA to evaluate and refine its revised cleaning protocol. ● The plant operations and human resources teams are working to evaluate staffing levels to determine if additional personnel and/or other contractual services might be necessary for the 2020-21 school year. ● The plant operations and business services teams are reviewing custodial management tools to assist in the tracking and inventorying of cleaning products, work ticket management and inspection tracking, reporting and correction.