




NEW HAVEN PUBLIC SCHOOLS
New Haven, Connecticut

NEW HAVEN BOARD OF EDUCATION

Monday, August 24, 2020

INFORMATION ONLY

1. **The Superintendent Approved** an Agreement with Management Information Technology, USA Inc., d/b/a Child Plus, to provide annual subscription for the Child Plus data collection and assessment tool software for the Head Start program from August 10, 2020 to June 30, 2021, in an amount not to exceed \$8,259.04.
Funding Source: Head Start Basic Program **Acct. #2532-5279-56694-0443**



PRELIMINARY FINANCIAL REPORT
For the Fiscal Year ended June 30, 2020
and
Report for the Month Ended July 31, 2020
New Haven Board of Education Meeting
August 24, 2020



Preliminary Full-Year Results for Fiscal 2019-20 (General Fund)

Fiscal Year 2019-2020
Education Operating (General Fund) Preliminary Results
as of June 30, 2020 (Unaudited)

	FY2020 Adopted Budget (A)	YTD Actuals (B)	YTD %	Encumbrances (C)	Available (A+B+C)
Salaries					
Teacher Full-Time	\$73,656,678	(\$82,203,697)	111.60%	\$0	(\$8,547,019)
Admin & Management Full-Time	15,006,025	(18,350,687)	122.29%	0	(3,344,662)
Paraprofessionals	3,444,881	(3,353,786)	97.36%	0	91,095
Support Staff Full-Time	12,855,676	(11,111,424)	86.43%	0	1,744,252
Part Time & Seasonal	3,514,453	(2,319,605)	66.00%	0	1,194,848
Substitutes	1,650,000	(1,654,157)	100.25%	0	(4,157)
Overtime, Benefits, Other	3,645,000	(3,087,445)	84.70%	0	557,555
Total Salaries and Benefits	\$113,772,713	(\$122,080,801)	107.30%	\$0	(\$8,308,088)
Supplies and Services					
Instructional Supplies	\$3,292,966	(\$2,017,984)	61.28%	\$0	\$1,274,982
Tuition	19,302,634	(18,980,883)	98.33%	0	321,751
Utilities	10,821,200	(7,500,228)	69.31%	(212,849)	3,108,123
Transportation	25,369,866	(24,532,136)	96.70%	0	837,730
Maintenance, Property, Custodial	2,797,385	(1,582,977)	56.59%	(1,342)	1,213,066
Other Contractual Services	12,861,933	(11,859,344)	92.20%	0	1,002,589
Total Supplies and Services	\$74,445,984	(\$66,473,552)	89.29%	(\$214,191)	\$7,758,241
General Fund Totals	\$188,218,697	(\$188,554,353)	100.18%	(\$214,191)	(\$549,847)

Overall, the deficit dropped by roughly \$900K versus the June 8 projection. Key drivers of the change included:

- An expected further improvement in utility costs with buildings closed to instruction.
- Anticipated revenue coming in higher than expected.

Importantly, we are still making final adjustments and booking revenue that is still owed to us; the fiscal year remains open until August 31. As a result, two things are expected to happen:

- The final numbers will be different than those shown here; and,
- The final deficit will be very close to zero for the full year.

Fiscal Year 2019-2020
 Education Operating Fund (General Fund)
 Financial Report (Unaudited)

YTD by Period	Account Description	Original Budget	YTD Actual	MTD Actual	Encumb.	Available Budget	% Used
Teachers Full-Time	Teachers	\$73,656,678	\$82,203,697	\$0	\$0	(\$8,547,019)	111.60
Admin & Management Full-Time	Salaries	1,659,518	1,253,019	0	0	406,499	75.51
	Directors Salaries	1,076,964	946,331	0	0	130,633	87.87
	Supervisor	2,362,550	2,279,247	0	0	83,303	96.47
	Department Heads/Principals/Aps	8,061,146	12,361,060	0	0	(4,299,914)	153.34
	Management	1,845,847	1,511,030	0	0	334,817	81.86
	Sub-Total	\$15,006,025	\$18,350,687	\$0	\$0	(\$3,344,662)	122.29
Paraprofessionals	ParaProfessionals	3,444,881	3,353,786	0	0	91,095	97.36
Support Staff Full-Time	Wages Temporary	485,951	568,956	-	-	(83,005)	117.08
	Custodians	5,696,207	4,690,055	0	0	1,006,152	82.34
	Building Repairs	775,326	706,836	0	0	68,490	91.17
	Clerical	3,160,352	2,713,255	0	0	447,097	85.85
	Security	2,635,464	2,327,016	0	0	308,448	88.30
	Truck Drivers	102,376	105,306	0	0	(2,930)	102.86
	Sub-Total	\$12,855,676	\$11,111,424	\$0	\$0	\$1,744,252	86.43
Part Time & Seasonal	Coaches	650,000	496,678	0	0	153,322	76.41
	Other Personnel	125,000	89,137	0	0	35,863	0.00
	Part-Time Payroll	2,140,533	1,565,133	0	0	575,400	73.12
	Seasonal	498,920	120,469	0	0	378,451	24.15
	Teachers Stipend	100,000	48,188	0	0	51,812	48.19
	Sub-Total	\$3,514,453	\$2,319,605	\$0	\$0	\$1,194,848	66.00
Substitutes	Substitutes	\$ 1,650,000	\$ 1,654,157	\$ -	\$ -	\$ (4,157)	\$ 100
Overtime, Benefits, Other	Overtime	585,000	458,226	0	0	126,774	78.33
	Longevity	275,000	239,177	0	0	35,823	86.97
	Custodial Overtime	625,000	783,961	0	0	(158,961)	125.43
	Retirement	1,700,000	1,346,719	0	0	353,281	79.22
	Employment Comp	435,000	252,153	0	0	182,847	57.97
	Professional Meetings*	25,000	7,209	0	0	17,791	28.84
	Sub-Total	\$3,645,000	\$3,087,445	\$0	\$0	\$557,555	84.70
	Salaries Sub-Total	\$113,772,713	\$122,080,801	\$0	\$0	(\$8,308,088)	107.30



Fiscal Year 2019-2020
Education Operating Fund (General Fund)
Financial Report (Unaudited)

YTD by Period	Account Description	Original Budget	YTD Actual	Encumb.	Available Budget	% Used
Instructional Supplies	Equipment	233,358	112,130	0	121,228	48.05
	Computer Equipment	100,611	10,311	0	90,300	10.25
	Furniture	57,810	8,330	0	49,480	14.41
	Materials & Supplies Intruction	0	(90)	0	90	
	Testing Materials	62,600	42,977	0	19,623	68.65
	Education Supplies Inventory	463,745	256,737	0	207,008	55.36
	General/Office Supplies	1,250,413	831,065	0	419,348	66.46
	Textbooks	403,629	267,676	0	135,953	66.32
	Library Books	160,000	91,917	0	68,083	57.45
	Periodicals	2,000	0	0	2,000	0.00
	Registrations, Dues & Subscrip.	130,000	125,801	0	4,199	96.77
	Student Activities	154,700	60,882	0	93,818	39.35
	Graduation	28,100	16,165	0	11,935	57.53
	Emergency Medical	203,000	187,745	0	15,255	92.49
Printing & Binding	30,000	0	0	30,000	0.00	
	Sub-Total	\$3,292,966	\$2,017,984	\$0	\$1,274,982	61.28
Tuition	Tuition	19,302,634	18,980,883	0	321,751	98.33
Utilities	Natural Gas	1,846,500	1,380,737	0	465,763	74.78
	Electricity	7,809,500	4,922,402	212,849	2,674,249	65.76
	Heating Fuels	10,000	0	0	10,000	0.00
	Water	234,760	319,016	0	(84,256)	135.89
	Telephone	650,000	533,229	0	116,771	82.04
	Telecommunications/Internet	60,000	59,338	0	662	98.90
	Sewer Usage	175,440	239,915	0	(64,475)	136.75
	Gas & Oil	35,000	45,592	0	(10,592)	130.26
	Sub-Total	\$10,821,200	\$7,500,228	\$212,849	\$3,108,123	71.28

Fiscal Year 2019-2020
 Education Operating Fund (General Fund)
 Financial Report (Unaudited)

YTD by Period	Account Description	Original Budget	YTD Actual	Encumb.	Available Budget	% Used	
Transportation	Milage	635,200	394,148	0	241,052	62.05	
	Business Travel	4,000	7,039	0	(3,039)	175.98	
	Transportation	13,814,537	15,023,665	0	(1,209,128)	108.75	
	Special Education Transportation	4,998,927	4,279,927	0	719,000	85.62	
	Transportation Technical Schools	442,480	391,972	0	50,508	88.59	
	Transit Bus Passes	227,375	138,588	0	88,787	60.95	
	Field Trips	147,347	28,746	0	118,601	19.51	
	InterDistrict Transportation	1,300,000	1,086,598	0	213,402	83.58	
	Outplacement Transportation	3,500,000	3,139,926	0	360,074	89.71	
	Field Trips (Non-Public)	300,000	41,527	0	258,473	13.84	
		Sub-Total	\$25,369,866	\$24,532,136	\$0	\$837,730	96.70
Maintenance, Property, Custodial	School Security	20,000	1,695	0	18,305	8.48	
	Building & Grounds Maint. Supp.	100,000	119,714	1,342	(21,056)	121.06	
	Custodial Supplies	488,000	396,903	0	91,097	81.33	
	Light Bulbs	30,000	28,084	0	1,916	93.61	
	Uniforms	18,100	23,179	0	(5,079)	128.06	
	Moving Expenses	50,000	23,662	0	26,338	47.32	
	Cleaning	26,000	19,553	0	6,447	75.20	
	Repairs & Maintenance	87,680	54,453	0	33,227	62.10	
	Building Maintenance	575,000	406,404	0	168,596	70.68	
	Rental	589,605	67,124	0	522,481	11.38	
	Rental of Equipment	8,000	5,995	0	2,005	74.93	
	Maintenance Agreement Services	725,000	380,720	0	344,280	52.51	
	Vehicle Repairs	80,000	55,493	0	24,507	69.37	
		Sub-Total	\$2,797,385	\$1,582,977	\$1,342	\$1,213,066	56.64
Other Contractual Services	Other Contractual Services *	3,212,009	3,327,794	0	(115,785)	103.60	
	* Special Education	1,007,340	616,138	0	391,202	61.16	
	* Facilities	6,621,084	6,147,914	0	473,170	92.85	
	* IT	1,000,000	823,906	0	176,094	82.39	
	Legal Services	400,000	390,815	0	9,185	97.70	
	Other Purchased Services	14,000	15,643	0	(1,643)	111.73	
	Postage & Freight	157,500	137,134	0	20,366	87.07	
	Claims	450,000	400,000	0	50,000	88.89	
		Sub-Total	\$12,861,933	\$11,859,344	\$0	\$1,002,589	92.20
		Supplies & Services Sub-Total	\$74,445,984	\$66,473,552	\$214,191	\$7,758,241	89.58
	Combined Total	\$188,218,697	\$188,554,353	\$214,191	(\$549,847)	100.29	

* Breakout of Other Contractual Services by Department



July, 2020 Financial Report General Fund

Fiscal Year 2020-2021
Education Operating Fund (General Fund)
Monthly Financial Report (*Unaudited*) as of July 31, 2020

	FY2021 Adopted Budget (A)	YTD Actuals (B)	YTD %	Encumbrances (C)	Available (A+B+C)
Salaries					
Teacher Full-Time	\$74,343,383	(\$2,605)	0.00%	\$0	\$74,340,778
Admin & Management Full-Time	15,735,850	(951,081)	6.04%	0	14,784,769
Paraprofessionals	3,444,881	(4,086)	0.12%	0	3,440,795
Support Staff Full-Time	12,744,318	(588,874)	4.62%	0	12,155,444
Part Time & Seasonal	3,572,683	(21,160)	0.59%	0	3,551,523
Substitutes	1,550,000	0	0.00%	0	1,550,000
Overtime, Benefits, Other	3,733,500	(68,479)	1.83%	0	3,665,021
Total Salaries and Benefits	\$115,124,615	(\$1,636,285)	1.42%	\$0	\$113,488,330
Supplies and Services					
Instructional Supplies	\$3,361,774	(\$5,804)	0.17%	(\$695,351)	\$2,660,618
Tuition	20,302,634	0	0.00%	0	20,302,634
Utilities	10,567,200	(3,585)	0.03%	(1,239,800)	9,323,815
Transportation	22,792,625	0	0.00%	0	22,792,625
Maintenance, Property, Custodial	2,337,093	(6,785)	0.29%	(1,077,596)	1,252,712
Other Contractual Services	14,732,756	(106,882)	0.73%	(6,620,465)	8,005,410
Total Supplies and Services	\$74,094,082	(\$123,056)	0.17%	(\$9,633,212)	\$64,337,814
General Fund Totals	\$189,218,697	(\$1,759,341)	0.93%	(\$9,633,212)	\$177,826,144



Fiscal Year 2020-2021
Education Operating Fund (General Fund)
Monthly Financial Report (Unaudited) - July 31, 2020

YTD by Period	Account Description	Original Budget	YTD Actual	MTD Actual	Encumb.	Available Budget	% Used
Teachers Full-Time	Teachers	\$74,343,383	\$2,605	\$2,605	\$0	\$74,340,778	0.00
Admin & Management Full-Time	Salaries	1,267,622	98,269	98,269	0	1,169,353	7.75
	Directors Salaries	1,182,653	80,498	80,498	0	1,102,155	6.81
	Supervisor	2,403,685	168,640	168,640	0	2,235,045	7.02
	Department Heads/Principals/Aps	8,958,594	476,391	476,391	0	8,482,203	5.32
	Management	1,923,296	127,283	127,283	0	1,796,013	6.62
	Sub-Total	\$15,735,850	\$951,081	\$951,081	\$0	\$14,784,769	6.04
Paraprofessionals	ParaProfessionals	3,444,881	4,086	4,086	0	3,440,795	0.12
Support Staff Full-Time	Wages Temporary	485,951	-	-	-	485,951	0.00
	Custodians	5,696,207	316,999	316,999	0	5,379,208	5.57
	Building Repairs	872,079	58,808	58,808	0	813,271	6.74
	Clerical	2,946,648	104,882	104,882	0	2,841,766	3.56
	Security	2,635,464	100,804	100,804	0	2,534,660	3.82
	Truck Drivers	107,969	7,382	7,382	0	100,587	6.84
	Sub-Total	\$12,744,318	\$588,874	\$588,874	\$0	\$12,155,444	4.62
Part Time & Seasonal	Coaches	650,000	0	0	0	650,000	0.00
	Other Personnel	125,000	(7,755)	(7,755)	0	132,755	0.00
	Part-Time Payroll	2,208,763	19,545	19,545	0	2,189,218	0.88
	Seasonal	488,920	9,370	9,370	0	479,550	1.92
	Teachers Stipend	100,000	0	0	0	100,000	0.00
	Sub-Total	\$3,572,683	\$21,160	\$21,160	\$0	\$3,551,523	0.59
Substitutes	Substitutes	\$ 1,550,000	\$ -	\$ -	\$ -	\$ 1,550,000	\$ -
Overtime, Benefits, Other	Overtime	605,000	12,028	12,028	0	592,972	1.99
	Longevity	275,000	0	0	0	275,000	0.00
	Custodial Overtime	625,500	56,451	56,451	0	569,049	9.02
	Retirement	1,700,000	0	0	0	1,700,000	0.00
	Employment Comp	495,000	0	0	0	495,000	0.00
	Professional Meetings*	33,000	0	0	0	33,000	0.00
	Sub-Total	\$3,733,500	\$68,479	\$68,479	\$0	\$3,665,021	1.83
	Salaries Sub-Total	\$115,124,615	\$1,636,285	\$1,636,285	\$0	\$113,488,330	1.42



Fiscal Year 2020-2021
Education Operating Fund (General Fund)
Monthly Financial Report (Unaudited) - July 31, 2020

YTD by Period	Account Description	Original Budget	YTD Actual	MTD Actual	Encumb.	Available Budget	% Used
Instructional Supplies	Equipment	269,062	0	0	0	269,062	0.00
	Computer Equipment	86,085	0	0	2,065	84,020	2.40
	Furniture	64,773	0	0	0	64,773	0.00
	Testing Materials	62,600	0	0	0	62,600	0.00
	Education Supplies Inventory	522,269	2,636	2,636	23,957	495,676	5.09
	General/Office Supplies	1,200,914	3,168	3,168	564,127	633,619	47.24
	Textbooks	449,970	0	0	56,784	393,186	12.62
	Library Books	160,000	0	0	0	160,000	0.00
	Periodicals	2,000	0	0	0	2,000	0.00
	Registrations, Dues & Subscrip.	116,500	0	0	48,419	68,081	41.56
	Student Activities	140,399	0	0	0	140,399	0.00
	Graduation	25,309	0	0	0	25,309	0.00
	Emergency Medical	203,000	0	0	0	203,000	0.00
Printing & Binding	31,000	0	0	0	31,000	0.00	
	Sub-Total	\$3,361,774	\$5,804	\$5,804	\$695,351	\$2,660,618	20.86
Tuition	Tuition	20,302,634	0	0	0	20,302,634	0.00
Utilities	Natural Gas	1,796,500	0	0	0	1,796,500	0.00
	Electricity	7,609,500	0	0	296,000	7,313,500	3.89
	Heating Fuels	10,000	0	0	0	10,000	0.00
	Water	234,760	0	0	350,000	(115,240)	149.09
	Telephone	646,000	0	0	310,000	336,000	47.99
	Telecommunications/Internet	60,000	0	0	8,800	51,200	14.67
	Sewer Usage	175,440	0	0	275,000	(99,560)	156.75
	Gas & Oil	35,000	3,585	3,585	0	31,415	10.24
	Sub-Total	\$10,567,200	\$3,585	\$3,585	\$1,239,800	\$9,323,815	11.77



Fiscal Year 2020-2021
 Education Operating Fund (General Fund)
 Monthly Financial Report (Unaudited) - July 31, 2020

YTD by Period	Account Description	Original Budget	YTD Actual	MTD Actual	Encumb.	Available Budget	% Used	
Transportation	Milage	617,400	0	0	0	617,400	0.00	
	Business Travel	4,500	0	0	0	4,500	0.00	
	Transportation	11,953,973	0	0	0	11,953,973	0.00	
	Special Education Transportation	4,248,895	0	0	0	4,248,895	0.00	
	Transportation Technical Schools	442,480	0	0	0	442,480	0.00	
	Transit Bus Passes	227,375	0	0	0	227,375	0.00	
	Field Trips	147,885	0	0	0	147,885	0.00	
	InterDistrict Transportation	1,339,000	0	0	0	1,339,000	0.00	
	Outplacment Transportation	3,605,000	0	0	0	3,605,000	0.00	
	Field Trips (Non-Public)	206,117	0	0	0	206,117	0.00	
	Sub-Total	\$22,792,625	\$0	\$0	\$0	\$22,792,625	0.00	
Maintenance, Property, Custodial	School Security	20,000	0	0	0	20,000	0.00	
	Building & Grounds Maint. Supp.	100,000	3,948	3,948	6,872	89,180	10.82	
	Custodial Supplies	488,000	0	0	0	488,000	0.00	
	Light Bulbs	30,000	813	813	604	28,583	4.73	
	Uniforms	22,703	0	0	0	22,703	0.00	
	Moving Expenses	50,000	0	0	75,000	(25,000)	150.00	
	Cleaning	26,000	0	0	0	26,000	0.00	
	Repairs & Maintenance	92,390	0	0	0	92,390	0.00	
	Building Maintenance	575,000	1,966	1,966	565,178	7,856	98.63	
	Rental	120,000	0	0	0	120,000	0.00	
	Rental of Equipment	8,000	0	0	0	8,000	0.00	
	Maintenance Agreement Services	725,000	59	59	429,941	295,000	59.31	
	Vehicle Repairs	80,000	0	0	0	80,000	0.00	
		Sub-Total	\$2,337,093	\$6,785	\$6,785	\$1,077,596	\$1,252,712	46.40
Other Contractual Services	Other Contractual Services *	4,873,858	13,498	13,498	161,979	4,706,524	3.60	
	* Special Education	992,340	0	0	0	992,340	0.00	
	*Facilities	6,820,558	0	0	6,375,528	445,030	93.48	
	*IT	1,020,000	8,143	8,143	47,718	955,995	5.48	
	Legal Services	400,000	0	0	0	400,000	0.00	
	Other Purchased Services	18,500	0	0	0	18,500	0.00	
	Postage & Freight	157,500	85,240	85,240	35,240	37,020	76.50	
	Claims	450,000	0	0	0	450,000	0.00	
		Sub-Total	\$14,732,756	\$106,882	\$106,882	\$6,620,465	\$8,005,410	45.66
		Supplies & Services Sub-Total	\$74,094,082	\$123,056	\$123,056	\$9,633,212	\$64,337,814	13.17
	Combined Total	\$189,218,697	\$1,759,341	\$1,759,341	\$9,633,212	\$177,826,144	6.02	

* Breakout of Other Contractual Services by Department



Learn.
Achieve.
Rise.

SY 2020-2024

STRATEGIC PLAN

New Haven Public Schools

www.NHPS.net





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WELCOME

A Letter from Mayor of New Haven, Superintendent of Schools and New Haven Board of Education Chair

Dear Learning Community,

Our plan is about shifting focus to our strengths and creating an organizational culture where staff and students are supported and encouraged, and where the community becomes a part of the fabric of schooling in supporting students. We want to do the right things well, so that we can become a school system that builds on the strengths of students and where all teachers make students excited about the present and the future.

The strategic plan consists of our newly coined mission and vision, values, and goals. At the center of the plan is our mission to ensure that students will graduate ready for college and career. This plan is our guide for achieving our vision to be a high performing urban school district where students have a desire to learn, our educators inspire, families engage, and the community restores trust in the system.

The launch of the 2020-2024 strategic plan provides an exciting new chapter for New Haven Public Schools, as we build upon the past, and project into the future.

We believe that this strategic plan is an important step of many we plan to do collaboratively, to move our school system forward. We have to work hard to make this happen. Becoming high performing is not by chance, but hard work—a strong system, strong schools, strong students, strong staff, and strong community partnership—requires our individual and collective efforts dedication, insistence, persistence, commitment, discipline and focus to build a caring culture of collaboration and trust. The success of the strategic plan is the responsibility of all of us. When we understand and carry out our respective roles and responsibilities, then our students can achieve their goals of graduating college, career, and life ready.

Sincerely,

Justin Elicker,
Mayor
City of New Haven

Dr. Iline P. Tracey,
Interim Superintendent
New Haven Public Schools

Ms. Yesinia Rivera,
Chair
New Haven Board of Education

Introduction

The New Haven Public Schools Learn-Achieve-Rise 2020 Strategic Plan is designed to drive the academic and social emotional growth of our students. The strategic plan is organized in support of clear, outlined goals and strategies. It was prepared by a dedicated team of educators, parents, and community stakeholders. The contents are built from best research-based practices as well as from an analysis of our school district; outlining areas of need.

The plan is designed to:

- Provide a strong academic foundation for all students
- Provide access to standards based, rigorous and relevant curriculum
- Emphasize equity and opportunity gaps
- Establish standards for parent and community engagement
- Improve organizational efficiencies
- Focus on the whole child

Please explore this document and our website NHPS.net to learn more about our 2020-2024 plan. We thank everyone who has contributed to this document. We received valuable insights upon which to build as well as areas to improve.



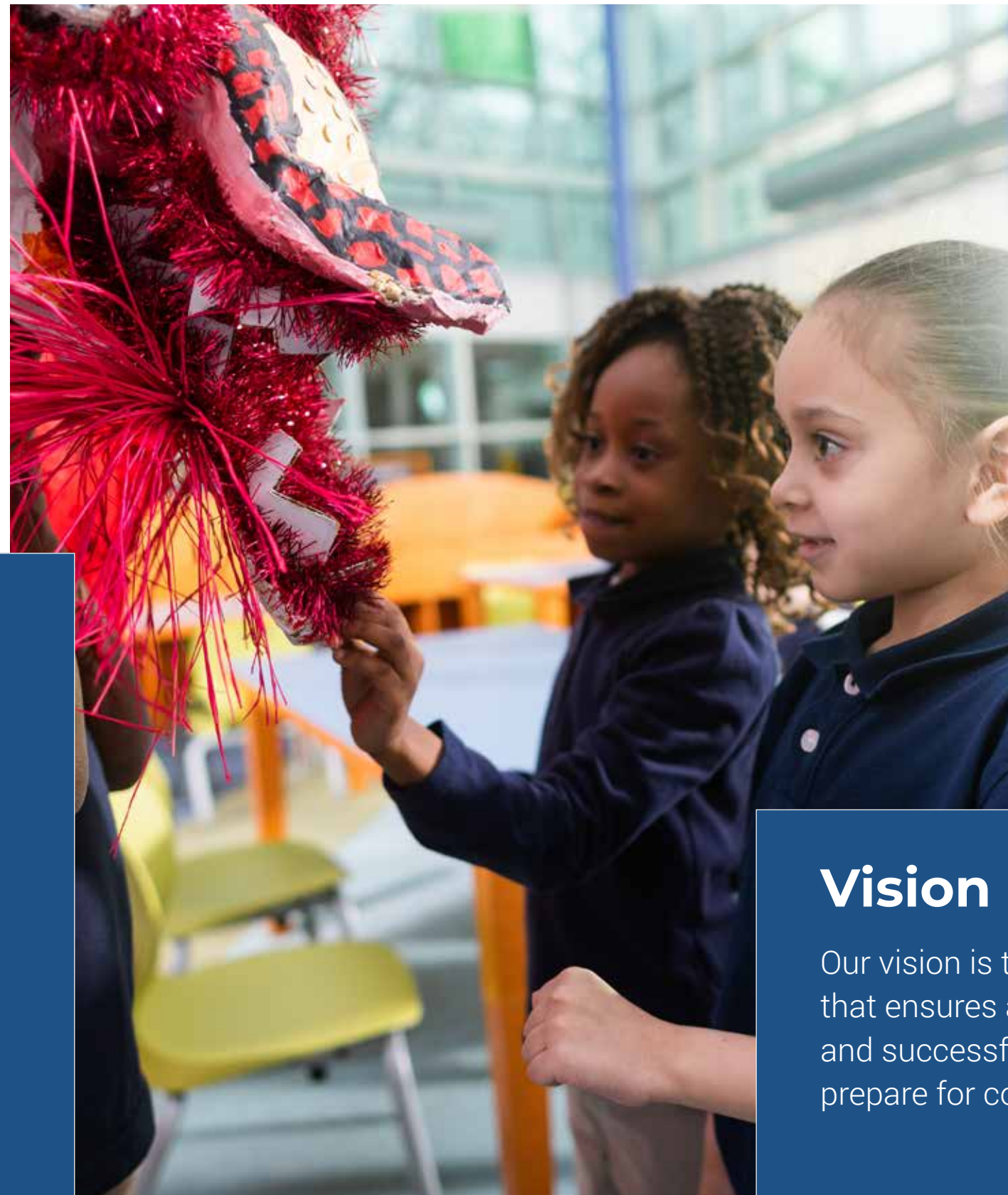
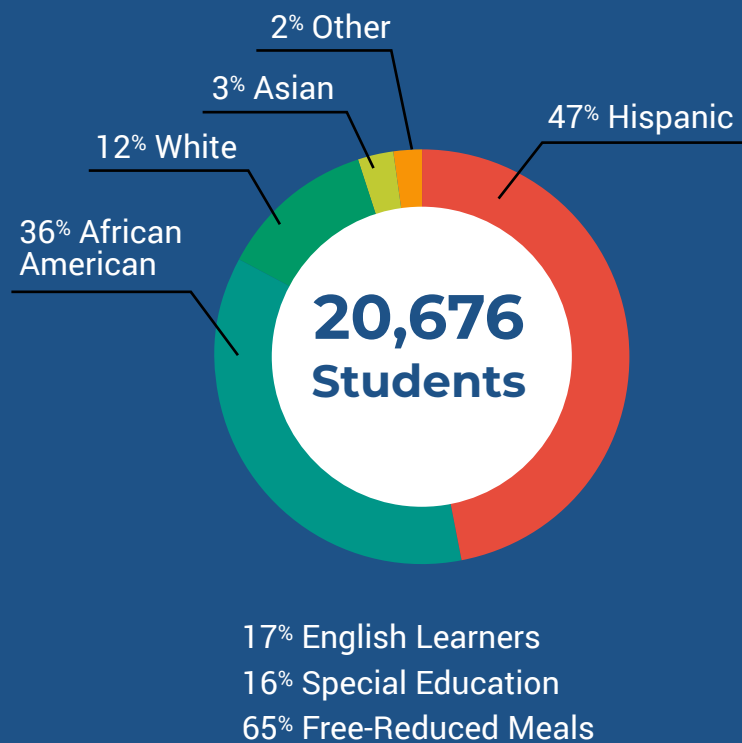
District Profile

Stats

New Haven by Numbers

- 31** Elementary/Middle Schools
- 10** High Schools
- 2214** Certified Staff
- 846** Non-Certified Staff

Demographics



Mission

To provide all students in New Haven Public Schools with personalized, authentic, and engaging learning experiences through creativity, exploration, innovation, critical thinking, problem-solving, and high quality instruction. To foster a culture of continuous improvement through collaborative partnerships with staff, families, and the New Haven community. To support students' growth and development by utilizing the Whole Child Framework.

Vision

Our vision is to be a premier urban school district that ensures access to equitable opportunities and successful outcomes for all students as they prepare for college, career, and life.

Core Values

We believe...

1 Equitable opportunities create the foundation necessary for every child to succeed

3 High expectations and standards are necessary to prepare students for college and career

2 A culture of continuous improvement will ensure that all staff are learners and reflective practitioners

4 Collaboration and partnerships with families and the New Haven community will enhance learning and achievement

NHPS Strategy Map

MISSION

To provide all students in New Haven Public Schools with personalized, authentic, and engaging learning experiences through creativity, exploration, innovation, critical thinking, problem-solving, and high quality instruction. To foster a culture of continuous improvement through collaborative partnerships with staff, families, and the New Haven community. To support students' growth and development by utilizing the Whole Child Framework.

VISION

Our vision is to be a premier urban school district that ensures access to equitable opportunities and successful outcomes for all students as they prepare for college, career, and life.

GOAL: OUTSTANDING STUDENT ACHIEVEMENT

EARLY CHILD DEVELOPMENT

SOCIAL/EMOTIONAL GROWTH

COLLEGE/CAREER READINESS

PRIORITY AREAS AND STRATEGIES

Academic Learning	Standards-Based Curriculum	Engaging Instruction	Assessment, Feedback and Grading	College and Career Readiness	Early Childhood Experiences
Culture & Climate	Safe School Environments	Social and Emotional Growth	Equity and Excellence		
Youth & Family Engagement	Engagement	Extended Learning Opportunities	Support At-Risk Youth	Attendance and Chronic Absenteeism	
Talented Educators	Recruitment	Retention	Professional Learning	Staff Data Systems	
Operational Efficiencies	Equitable Resourcing	Network Support	Process Efficiencies		

EMPHASIS ON THE WHOLE CHILD

PERFORMANCE MANAGEMENT SYSTEM OF ACCOUNTABILITY

Overarching Goals 2020 - 2024

**Goal
1**

Strong Foundation in Early Learning

If we assure that all students receive high quality early childhood experiences, focusing on appropriate Child Developmental Strategies, then all students will have the necessary skills to meet their personal growth targets.

By 2024 80% of PreK-3 students with uninterrupted learning will meet or exceed grade level literacy and math benchmarks.

By 2024 100% of students will meet or exceed grade level growth expectations.

By 2024 100% of elementary schools and 85% of all PreK-3 classrooms will have fully implemented play-based/inquiry-based learning.

**Goal
2**

High Achievement for all Learners

If we take the necessary steps to close the opportunity gaps for students with disabilities, English Learners, and students with low-incomes, we will increase the graduation rate among students.

By 2024 80% of students will demonstrate grade-level proficiency in literacy, math, and science.

By 2024 English Learners will achieve 80 percent of their Literacy and Oral growth targets on average on the LAS Links.

By 2024 the 6-year graduation rate for high-needs subgroups will increase to 85%.

By 2024 the gap between the high needs and non-high needs subgroups will decrease to less than 10 points in ELA, Math, and Science performance indices.

**Goal
3**

Development of the Whole Child

If we create positive school communities that focus on the needs of all stakeholders, then we will assure that the learning needs, social-emotional wellness, and physical wellness of the whole child are met.

By 2024 the number of students who are Chronically Absent from school will decrease to 10%.

By 2024 80% of PreK-8 students with 80+ school attendance (uninterrupted learning) will meet or exceed Social Emotional Learning grade level benchmarks.

By 2024 60% of Grades 4, 6, 8 and high school students will meet age-appropriate Physical Fitness benchmarks.

**Goal
4**

Preparation for College, Career and Life

If we take the necessary steps through our curriculum, district initiatives, and community partnerships to prepare students for college and career then NHPS students will graduate with the necessary skills they need to succeed in post secondary opportunities.

By 2024 90% of ninth grade students will be "on track" for graduation.

By 2024 the 4-year cohort graduation rate will increase to 85% and the 6-year cohort graduation rate will increase to 90%.

By 2024 85% of all Seniors will have presented a project OR portfolio measured with the NHPS 21st Century Competency rubrics.

**Goal
5**

Unwavering Commitment to Equity, Growth and Progress

If all district stakeholders participate in a cycle of continuous improvement with the focus on high expectations and the equitable distribution of resources, then we will assure that all children will receive a quality education with a variety of experiences and outcomes.

By 2024 All schools will participate in a full implementation of a transparent budget process that reflects equitable distribution of resources.

Priority Areas Overview

Priority Areas for 2020-2024





1 Academic Learning

1.1 Standards-Based Curriculum: Ensure that every subject area has standards-based, culturally-relevant, developmentally appropriate, engaging curriculum that integrates social-emotional and real-world skills. Publish learning expectations for each grade or level in every subject area.

- ✔ Create a K-5 document outlining the grade-by-grade continuum of content and skill-based expectations K-5 to be shared broadly with teachers, administrators, parents, community members and central office.
- ✔ Create a 6-12 document outlining the continuum of content and skill-based expectations 6-12 to be shared broadly with teachers, administrators, parents, community members and central office.
- ✔ Establish a universal format for development of curriculum documents.
- ✔ Establish a curriculum management system for revision of written curriculum and re-establish clear curriculum revision cycle.
- ✔ Establish expected outcomes for play-based learning initiatives K-3 to be shared broadly with teachers, administrators, parents, community members and central office.
- ✔ Ensure that all curricula are culturally-responsive, have relevance for students and include real-world connections and clear links between subject areas.
- ✔ Revise and integrate distance learning opportunities into district level core curriculum.

1.2 Engaging Instruction: Build teacher capacity to implement curriculum through the use of purposeful, meaningful and supportive instruction that integrates social-emotional needs with a focus on rigor and relevance to students.

- ✔ Develop a set of expectations and guidelines for monitoring coaching, and professional development at the district and school level.
- ✔ Establish guidelines for instructional best practices in each content area and support implementation through coaching and professional development.
- ✔ Develop a set of guidelines and best practices for distance learning and technology that enhances teaching and learning along with a plan for implementation including specific examples to be shared (video, lesson plans, etc.).
- ✔ Develop an online source for professional learning resources inclusive of video, articles, lesson plans, and student work with a particular focus on differentiation and discourse.
- ✔ Build teachers' capacity to integrate NHPS social-emotional learning standards with core content to enhance teaching and learning.
- ✔ Build capacity for teachers to provide instruction that is culturally-responsive, relevant for students, and includes real-world connections.

1.3 Assessment, Feedback and Grading: Utilize robust educational assessment and data systems for collection and disaggregation of data to improve instruction for all students. Build teacher capacity to monitor learning and provide regular, meaningful feedback to students. Implement clearly-defined grading practices.

- ✔ Create a document with K-5 grade-by-grade student learning outcomes and provide protocols for student goal-setting and meaningful feedback based on student work portfolios.
- ✔ Create a document with 6-12 student learning outcomes for each level/course and provide protocols for student goal-setting, meaningful feedback based on student portfolios, and implementation of student-led conferences.
- ✔ Develop plans for student assessment and evaluation of instructional programs and materials.
- ✔ Establish a protocol for student goal-setting, portfolios, and student-led conferences appropriate to each grade level.

1.4 College and Career Readiness: Ensure that all students have access to learning opportunities that are specifically aligned to the skills needed for a range of future work and life experiences. Increase student enrollment and success in college-level courses. Support students in seamless transitions from middle school to high school and high school to life.

- ✔ Develop a district-wide vision of the graduate including expectations for courses that all students have had access to by the end of high school.
- ✔ Improve access to dual-enrollment, college-before-college, Advanced Placement, Seal of Bi-literacy, and other initiatives that give students the opportunity to gain college credit before graduation.
- ✔ Improve access to opportunities for internships, vocational experiences, certifications, and other initiatives directly related to career preparation.
- ✔ Provide targeted support for student success in the transition from 8th grade to high school, especially for those students most in need of support.
- ✔ Increase opportunities for students to graduate through access to Opportunity Programs for overage under-credited students.

1.5 Early Childhood Experiences: Develop and implement play-based/inquiry-based early childhood experiences that are developmentally appropriate and prepare students for future learning.

- ✔ Create a plan to provide coherence and alignment among all NHPS early childhood programs.
- ✔ Train all staff and implement an early childhood developmentally appropriate inquiry-and-play-based learning model.
- ✔ Develop an assessment for play-based learning that captures social and cognitive strengths and areas of growth.



2 Culture & Climate

2.1 Safe School Environments: Strengthen and sustain safe, engaging, responsive environments within each of our schools and all district departments.

- ✔ Increase accessibility of social, emotional, mental, and physical health resources for all families, staff, and stakeholders.
- ✔ Provide a catalog of strategies for educators to address the social, emotional, and behavioral needs of our students.
- ✔ Implement a multi-tier approach to disciplinary practices at all schools that includes engaging, rigorous, and culturally responsive learning experiences aligned to our Code of Conduct.

2.2 Social and Emotional Growth: Increase accessibility of social, emotional, and physical health resources for all families, staff, and other stakeholder groups.

- ✔ Incorporate social emotional learning standards into all academic areas.
- ✔ Incorporate explicit social emotional skills instruction across all schools.
- ✔ Implement utilization of child development pathways across schools.
- ✔ Incorporate restorative practice throughout NHPS.

2.3 Equity and Excellence: Provide school experiences that are culturally relevant and promote equitable resources for all schools.

- ✔ Increase access and opportunity for students of color into AP, TAG , and other college-level courses.
- ✔ Provide culturally responsive pedagogy that enables students to reflect upon their cultures, identities and experiences.
- ✔ Utilize the District Equity Leadership Team (DELT) to strengthen the system-wide racial equity plan.
- ✔ Establish and Implement race and equity policy.





3 Youth & Family Engagement

3.1 Engagement: Strengthen the Comer model and utilize the Connecticut Framework to align family and community engagement across the district.

- ✔ Provide varied opportunities for families and community stakeholders to engage parents as partners in their children’s academic development.
- ✔ Strengthen school governance (SPMT/SGC, PTO/PTA, SSST) across all New Haven schools.
- ✔ Provide clear and concise information regarding NHPS systems and how to navigate it. How to advocate for student needs and opportunities within the system. (Promise, Naviance, Powerschools, KHAN Academy, etc.).

3.2 Extended Learning Opportunities: Provide students and families with increased access to extended learning opportunities through Saturday Academies, after-school programming, and mentoring.

- ✔ Provide students and families with increased access to extended learning opportunities through Saturday Academy, extra curricular activities, summer school programming, and mentoring.
- ✔ Provide families with information regarding restorative practices, child development, and other social emotional learning tools to extend the learning beyond the school day.
- ✔ Provide families and community partners with additional academic tools and online resources to continue to help their children at home.
- ✔ Ensure all extra curricular programs have standards-based safety and medical protocols and procedures in place.

3.3 Support At-Risk Youth: Continue citywide and data-driven collaboration to identify and support the needs of our most at-risk and struggling students. Provide preventative and recuperative services for disengaged students.

- ✔ Strengthen Youth Stat. Continue city wide and data-driven collaboration to identify and support the needs of our most at-risk and struggling students. Provide preventative and restorative services for disengaged students.
- ✔ Expand restorative practices/services across the district (including staff and parents) to build community and prevent/reduce exclusionary practices when misconduct occurs. Provide parents with restorative parenting services to help support their children at home and school.
- ✔ PMT (Physical/Psychological Management Training) trained staff must be included in all building emergency plans.
- ✔ Ensure Citywide Equity Committee including all stakeholders incorporates SDP (Comer School Development Programs) guiding principles of consensus, collaboration, and no-fault.
- ✔ Promote and expand student led conferences with portfolios of student work, followed by 1:1 conversations about learning to set goals.
- ✔ Infuse restorative practices into the code of conduct.

3.4 Attendance and Chronic Absenteeism: Increase the number of students arriving to school on-time, every day, and ready to learn.

- ✔ Utilize feedback from student and family survey data to increase school connection.
- ✔ Engage new families in co-developing culturally responsive and welcoming school practices among staff and families.
- ✔ Implement best practices to increase attendance such as home visits, canvases, school informational neighborhood meetings, etc.
- ✔ Conduct root cause analysis of absenteeism trends to determine targeted areas of support and focus.



4 Talented Educators

4.1 Recruitment: Restructure and implement an efficient system and structure for recruiting and hiring diverse staff.

- ✓ Identify the current hiring process and conduct gap analysis.
- ✓ Implement changes as identified within the hiring process gap analysis to improve the hiring process.
- ✓ Create and implement a process to identify vacancies in a timely manner.
- ✓ Develop a streamlined and efficient system and process for hiring that incorporates position control and pre-approval.
- ✓ Identify current recruitment practices and conduct gap analysis.
- ✓ Implement changes as identified within the recruitment gap analysis to improve the hiring process.
- ✓ Analyze current practices for minority recruitment and shortage area recruitment.
- ✓ Refine & revise online job applications for all positions.
- ✓ Develop/write a clear documented process for recruitment and hiring for public.
- ✓ Develop/write a clear documented process for recruitment and hiring for internal use.
- ✓ Post and communicate district successes.
- ✓ Provide clear and accurate online information regarding the hiring process.

4.2 Retention: Restructure, refine and implement an efficient professional learning and performance management system in order to retain high quality staff.

- ✓ Develop an on-boarding process for all stakeholders.
- ✓ Revisit/Resurrect/Re-implement a robust PDEC (District Professional Development and Evaluation Committee) with multiple stakeholder representation.
- ✓ Identify stakeholder groups & current evaluation systems in use.
- ✓ Refine district evaluation systems across all areas (TEVAL, PEVAL, CEVAL).
- ✓ Develop evaluation systems for other stake holder groups (paraprofessionals, administrative, security, etc.).
- ✓ Develop a Leadership Development System
- ✓ Strengthen and refine a Career Lattice across all areas within NHPS

4.3 Professional Learning: Offer individualized professional growth opportunities to support all staff.

- ✓ Create a multifaceted Professional Learning structure to address staffing needs.
- ✓ Develop professional learning plans at the district and school level that are standards based and have clear outcomes connected to evaluation.
- ✓ Identify and define the multiple methods to approach Professional Learning that should be implemented in individual evaluation professional learning plans.

4.4 Staff Data Systems: Develop, refine and connect data systems to improve on-boarding, professional learning and evaluation of all staff.

- ✓ Identify all systems in current use.
- ✓ Gap analysis to determine what we have, need and where we can maximize resources.



5 Operational Efficiencies

5.1 Equitable Resourcing: Create and implement a transparent budget process that is equitable and site based to support the instructional core and premised on a balanced budget.

- ☑ Establish procedures for program-based budgeting and collaborative budget-building to assure equity.
- ☑ Evaluate efficiencies to arrive at a balanced budget while committing to minimizing negative effects on teaching and learning.
- ☑ Align investments to district priorities.

5.2 Network Support: Continue, strengthen, and refine the School Support Network Model by adopting formal data cycles of inquiry and school reviews.

- ☑ Provide system of accountability whereby central office supports schools.
- ☑ Provide schools with current research based practices to improve school functioning.

5.3 Process Efficiencies: Enhance, streamline and optimize processes to improve efficiency, accountability and compliance.

- ☑ Streamline procedures for on-boarding staff to ensure they have the correct access to systems.
- ☑ Design and implement a long-range technology planning process to provide for short-term and long-term district and school needs, emphasizing information and instructional technology.
- ☑ Design and implement a long-range facility planning process to provide for short-term and long-term facility and maintenance needs.



Data Targets

Early Learning		Base-line	2020	2021	2022	2023	2024
1.1.a	% of students meeting/exceeding LITERACY grade level expectations	64%	67%	70%	73%	77%	80%
1.1.b	% of students meeting/exceeding MATH grade level expectations	63%	66%	70%	73%	77%	80%
1.2	% of students meeting/exceeding grade level GROWTH expectations	49%	59%	69%	80%	90%	100%
1.3	% implementing PLAY-BASED/INQUIRY-BASED learning	--	10%	40%	60%	80%	100%
High Achievement for All Learners		Base-line	2020	2021	2022	2023	2024
2.1.a	% of grade level proficiency in LITERACY	34%	44%	53%	62%	71%	80%
2.1.b	% of grade level proficiency in MATH	21%	33%	45%	57%	69%	80%
2.1.c	% of grade level proficiency in SCIENCE	27%	37%	48%	58%	69%	80%
2.2.a	LITERACY GROWTH by English Learners on LAS Links	59%	63%	67%	72%	76%	80%
2.2.b	ORAL GROWTH by English Learners on LAS Links	48%	54%	61%	67%	74%	80%
2.3	The 6-year graduation rate for high-needs subgroup	83%	83%	84%	84%	85%	85%
2.4.a	Gap between High-Needs and Non-High-Needs in ELA	16%	14.8%	13.6%	12.4%	11.2%	<10%
2.4.a	Gap between High-Needs and Non-High-Needs in MATH	15%	14%	13%	12%	11%	<10%
2.4.a	Gap between High-Needs and Non-High-Needs in SCIENCE	13%	12.4%	11.8%	11.2%	10.6%	<10%

Development of the Whole Child		Base-line	2020	2021	2022	2023	2024
3.1	% of chronically ABSENT students	19%	17%	16%	14%	12%	<10%
3.2	% of PreK-8 students that meet/exceed SEL benchmarks	--	--	20%	40%	60%	80%
3.3	% of students meeting/exceeding PHYSICAL FITNESS benchmarks	49%	51%	53%	56%	58%	60%
Preparation for College, Career, Life		Base-line	2020	2021	2022	2023	2024
4.1	% of ninth grade students "ON TRACK" for graduation	85%	86%	87%	88%	89%	90%
4.2.a	4-YEAR COHORT graduation rate (2018 cohort)	79%	80%	81%	83%	84%	85%
4.2.b	6-YEAR COHORT graduation rate (2016 cohort)	84%	85%	86%	87%	89%	90%
4.3	% of all Seniors who present a PROJECT OR PORTFOLIO measured with the NHPS 21st Century Competency rubrics	--	--	10%	35%	60%	85%
Equity, Growth and Progress		Base-line	2020	2021	2022	2023	2024
5.1	All schools will participate in a full implementation of a transparent budget process that reflects equitable distribution of resources.	--	--	100%	100%	100%	100%





New Haven Public Schools

Acknowledgment

Thank you to the members of the Strategic Plan Committee who have worked diligently to develop and launch our Strategic Plan. Thank you for your enthusiasm, engagement, and support.

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QR Code


Learn.
Achieve.
Rise.

SY 2020-2024
STRATEGIC PLAN

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NEW HAVEN PUBLIC SCHOOLS

Reopening Readiness Checklist Fall 2020

NAME OF SCHOOL	Ventilation/ Air Handling	Summer Cleaning Status	Plexiglas	PPE- Masks	PPE-Face Shield	Sanitizing Spray	Sanitizing Equip- Wipes	Sanitizing Equip- Hand Sanitizers	Signage	Custodian Trained on Protocol	Nurse Trained on Protocol
Barnard	Completed	91%	In Progress	200,000 in Stock to be distributed	6400 in Stock to be distributed to schools	100 Gallons in Stock to be distributed to schools	In Stock to be distributed to schools	5,800 Gallons in Stock to be distributed	In Progress	In Progress	In Progress
Beecher	Completed	97%	In Progress						In Progress	In Progress	In Progress
Betsy Ross	Completed	100%	Completed						In Progress	In Progress	In Progress
Bishop Woods	Completed	97%	Completed						In Progress	In Progress	In Progress
C Rogers	Completed	100%	Completed						In Progress	In Progress	In Progress
Celentano	Completed	96%	Completed						In Progress	In Progress	In Progress
Clemente	Completed	93%	Not Started						In Progress	In Progress	In Progress
Clinton	Completed	93%	Completed						In Progress	In Progress	In Progress
Columbus	Completed	93%	Completed						In Progress	In Progress	In Progress
Conte	Completed	94%	Completed						In Progress	In Progress	In Progress
Coop	Completed	88%	In Progress						In Progress	In Progress	In Progress
Cross	Completed	96%	Completed						In Progress	In Progress	In Progress
Davis	Completed	95%	In Progress						In Progress	In Progress	In Progress
Dr. Mayo	Completed	100%	In Progress						In Progress	In Progress	In Progress
East Rock	Completed	94%	In Progress						In Progress	In Progress	In Progress
Edgewood	Completed	90%	In Progress						In Progress	In Progress	In Progress
ESUMS	Completed	90%	In Progress						In Progress	In Progress	In Progress
Fair Haven	Completed	90%	Completed						In Progress	In Progress	In Progress
H.S.C.	Completed	90%	In Progress						In Progress	In Progress	In Progress
Hill Central	Completed	100%	In Progress						In Progress	In Progress	In Progress
Career	Completed	95%	In Progress						In Progress	In Progress	In Progress
Hillhouse/FLAC	Completed	99%	Completed						In Progress	In Progress	In Progress
Hooker K2	Completed	92%	In Progress						In Progress	In Progress	In Progress
Hooker Middle	Completed	100%	Completed						In Progress	In Progress	In Progress
K. Robinson	Completed	96%	In Progress	In Progress	In Progress	In Progress					
Jepson	Completed	97%	Completed	In Progress	In Progress	In Progress					
John Daniels	Completed	100%	In Progress	In Progress	In Progress	In Progress					
K. Brennan	Completed	92%	Completed	In Progress	In Progress	In Progress					
Lincoln Bassett	Completed	100%	Completed	In Progress	In Progress	In Progress					



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Reopening Readiness Checklist Fall 2020

NAME OF SCHOOL	Ventilation/ Air Handling	Summer Cleaning Status	Plexiglas	PPE- Masks	PPE-Face Shield	Sanitizing Spray	Sanitizing Equip- Wipes	Sanitizing Equip- Hand Sanitizers	Signage	Custodian Trained on Protocol	Nurse Trained on Protocol
Martinez	Completed	95%	Completed	200,000 in Stock to be distributed to schools	6400 in Stock to be distributed to schools	100 Gallons in Stock to be distributed to schools	In Stock to be distributed to schools	5,800 Gallons in Stock to be distributed	In Progress	In Progress	In Progress
Mauro/Sheridan	Completed	94%	In Progress						In Progress	In Progress	
Metro	Completed	90%	Completed						In Progress	In Progress	
Nathan Hale	Completed	95%	In Progress						In Progress	In Progress	
New Haven Academy	Completed	96%	In Progress						In Progress	In Progress	
Obama	Completed	95%	In Progress						In Progress	In Progress	
Riverside	Completed	100%	In Progress						In Progress	In Progress	
Quinnipiac	In Progress	88%	Completed						In Progress	In Progress	
Ross Woodward	Completed	97%	Completed						In Progress	In Progress	
Sound	Completed	93%	In Progress						In Progress	In Progress	
Troup	Completed	93%	In Progress						In Progress	In Progress	
Truman	Completed	97%	Completed						In Progress	In Progress	
West Rock	In Progress	96%	In Progress						In Progress	In Progress	
Wexler	Completed	90%	In Progress						In Progress	In Progress	



Reopening Readiness

VENTILATION AND AIR HANDLING

- All school's HVAC systems have met health standards for improved air filtration.
- Doubled the amount fresh air flowing to buildings
- Additional 2 hour run prior to the start of school day and longer run at end of

NAME OF SCHOOL	MERV 8 Filters	A/C Functional	A/C To Be Functional	Increased Air Flow 100%	Air Flow Has Been Completed	Start Time Increased 2 Hours	Run Time Extended 1 Hour	Run Time Extended To Be Completed
Barnard	Y	Y	Y	Y	8/14/2020	Y	Y	8/19/2020
Beecher	Y	Y	Y	Y	8/14/2020	Y	Y	8/19/2020
Betsy Ross	Y	Y	Y	Y	8/14/2020	Y	Y	8/19/2020
Bishop Woods	Y	Y	Y	Y	8/14/2020	Y	Y	8/19/2020
C. Rogers	Y	Y	Y	Y	8/14/2020	Y	Y	8/19/2020
Celentano	Y	Y	Y	Y	8/14/2020	Y	Y	8/19/2020
Clemente	Y	Y	Y	Y	8/14/2020	Y	Y	8/19/2020
Clinton	Y	Y	Y	Y	8/14/2020	Y	Y	8/19/2020
Columbus	Y	Y	Y	Y	8/14/2020	Y	Y	8/19/2020
Conte	Y	Y	Y	Y	8/14/2020	Y	Y	8/19/2020
Coop	Y	Y	Y	Y	8/14/2020	Y	Y	8/19/2020
Cross	Y	Y	Y	Y	8/14/2020	Y	Y	8/19/2020
Davis	Y	Y	Y	Y	8/14/2020	Y	Y	8/19/2020
Dr. Mayo	Y	Y	Y	Y	8/14/2020	Y	Y	8/19/2020
East Rock	Y	Y	Y	Y	8/13/2020	Y	Y	8/19/2020
Edgewood	Y	Y	Y	Y	8/14/2020	Y	Y	8/19/2020
ESUMS	Y	Y	Y	Y	8/13/2020	Y	Y	8/19/2020
Fair Haven	Y	Y	Y	Y	8/14/2020	Y	Y	8/19/2020
H.S.C.	Y	Y	Y	Y	8/14/2020	Y	Y	8/19/2020
Hill Central	Y	Y	Y	Y	8/13/2020	Y	Y	8/19/2020
Career	Y	Y	Y	Y	8/14/2020	Y	Y	8/19/2020
Hillhouse/FLAC	Y	Y	Y	Y	8/17/2020	Y	Y	8/19/2020
Hooker K2	Y	Y	Y	Y	8/17/2020	Y	Y	8/20/2020
Hooker Middle	Y	Y	Y	Y	8/17/2020	Y	Y	8/20/2020
K. Robinson	Y	Y	Y	Y	8/17/2020	Y	Y	8/20/2020
Jepson	Y	Y	Y	Y	8/17/2020	Y	Y	8/20/2020
John Daniels	Y	Y	Y	Y	8/17/2020	Y	Y	8/20/2020



NEW HAVEN PUBLIC SCHOOLS

K. Brennan	Y	Y	Y	Y	8/17/2020	Y	Y	8/20/2020
Lincoln Bassett	Y	Y	Y	Y	8/17/2020	Y	Y	8/20/2020
Martinez	Y	Y	Y	Y	8/17/2020	Y	Y	8/20/2020
Mauro/She ridan	Y	Y	Y	Y	8/17/2020	Y	Y	8/20/2020
Metro	Y	Y	Y	Y	8/17/2020	Y	Y	8/20/2020
Nathan Hale	Y	Y	Y	Y	8/17/2020	Y	Y	8/20/2020
New Haven Academy	Y	Y	Y	Y	8/13/2020	Y	Y	8/20/2020
Riverside	Y	Y	Y	Y	8/17/2020	Y	Y	8/20/2020
Quinnipiac	Y	(6) rooms	8/14/2020	Y	8/17/2020	Y	Y	8/20/2020
Ross Woodward	Y	Y	Y	Y	8/17/2020	Y	Y	8/20/2020
Sound	Y	Y	Y	Y	8/17/2020	Y	Y	8/20/2020
OBAMA	Y	Y	Y	Y	8/13/2020	Y	Y	8/20/2020
Troup	Y	Y	Y	Y	8/17/2020	Y	Y	8/20/2020
Truman	Y	Y	Y	Y	8/17/2020	Y	Y	8/20/2020
West Rock	No							
Wexler	Y	Y	Y	Y	8/17/2020	Y	Y	8/20/2020

All schools have MERV 8 Filters upgrading to MERV 13 program (as recommended by CDC)to begin in September as MERV 13 filters become available (4) schools per month until upgrade is completed. Quinnipiac (6) new window a/c units completed installation. Additional 10 a/c units to be installed by 8/28/2020 Celentano repairs completed a/c operational as of 8/17/2020 Outside air adjustments have been completed district wide. Start and End run times have been completed at all schools. West Rock does not have a/c in (13) classrooms they do have operational windows and window fans have been installed to exhaust air as per cdc recommendation. Evaluating to see if window a/c can be installed.



Cleaning Status

SUMMER CLEANING SUMMARY 2020 7/31/20									
September 3rd - 1st day of school									
	BUILDING	TOTAL # OF ROOMS	# Rooms Occupied	#ROOMS AVAILABLE TO CLEAN	% of school Occupied	ROOMS DETAILED	ROOMS STRIPPED/ SCRUBBED	# OF ROOMS COMPLETED RESET	% Completed Overall
Schools unoccupied all areas available to clean									
1	Quinnipiac	25	0	25	0%	25	22	22	88%
2	Hooker Elementary	25	0	25	0%	22	23	23	92%
3	Clarence Rogers	40	0	40	0%	40	40	35	100%
4	Hooker Middle	47	0	47	0%	47	47	47	100%
5	Edgewood	48	0	48	0%	48	43	43	90%
6	West Rock	48	0	48	0%	48	48	46	96%
7	Nathan Hale	61	0	61	0%	61	58	58	95%
8	Bishop Woods	64	0	64	0%	64	64	62	97%
9	Betsy Ross	75	0	75	0%	75	75	75	100%
10	Celentano	85	0	85	0%	82	82	82	96%
11	Daniels	91	0	91	0%	91	91	91	100%
12	ESUMS	104	0	104	0%	98	96	94	90%
13	OBAMA	55	0	55	0%	55	52	52	95%
14	Facilities	15	0	15	0%	0	0	0	0%
15	Riverside Academy	33	0	33	0%	33	33	33	100%
16	Sound (McNeil)	11	0	11	0%	11	10	10	91%
17	Sound (Emerson)	18	0	18	0%	18	18	18	100%
18	Sound (Thomas)	28	0	28	0%	28	28	28	100%
19	Central Kitchen	15	15	15	100%	3	3	3	20%
	TOTALS	888	15	888	2%	849	833	822	93%



NEW HAVEN PUBLIC SCHOOLS

SUMMER CLEANING SUMMARY 2020 7/31/20

September 3rd - 1st day of school

	BUILDING	TOTAL # OF ROOMS	# Rooms Occupied	#ROOMS AVAILABLE TO CLEAN	% of school Occupied	ROOMS DETAILED	ROOMS STRIPPED/ SCRUBBED	# OF ROOMS COMPLETED RESET	% Completed Overall
Schools unoccupied all areas available to clean									
1	Quinnipiac	25	0	25	0%	25	22	22	88%
2	Hooker Elementary	25	0	25	0%	22	23	23	92%
3	Clarence Rogers	40	0	40	0%	40	40	35	100%
4	Hooker Middle	47	0	47	0%	47	47	47	100%
5	Edgewood	48	0	48	0%	48	43	43	90%
6	West Rock	48	0	48	0%	48	48	46	96%
7	Nathan Hale	61	0	61	0%	61	58	58	95%
8	Bishop Woods	64	0	64	0%	64	64	62	97%
9	Betsy Ross	75	0	75	0%	75	75	75	100%
10	Celentano	85	0	85	0%	82	82	82	96%
11	Daniels	91	0	91	0%	91	91	91	100%
12	ESUMS	104	0	104	0%	98	96	94	90%
13	OBAMA	55	0	55	0%	55	52	52	95%
14	Facilities	15	0	15	0%	0	0	0	0%
15	Riverside Academy	33	0	33	0%	33	33	33	100%
16	Sound (McNeil)	11	0	11	0%	11	10	10	91%
17	Sound (Emerson)	18	0	18	0%	18	18	18	100%
18	Sound (Thomas)	28	0	28	0%	28	28	28	100%
19	Central Kitchen	15	15	15	100%	3	3	3	20%
	TOTALS	888	15	888	2%	849	833	822	93%



NEW HAVEN PUBLIC SCHOOLS

Parts of School Occupied/ Isolated Areas Available to Clean									
	BUILDING	TOTAL # OF ROOMS	# Rooms Occupied	ROOMS AVAILABLE TO CLEAN	% of school Occupied	ROOMS DETAILED	ROOMS STRIPPED/ SCRUBBED	# OF ROOMS COMPLETED RESET	% Completed Overall
1	Davis	80	0	80	0%	76	76	76	95%
2	NHA	75	0	75	0%	75	75	72	96%
3	Barnard	81	0	81	0%	75	75	74	91%
4	Columbus Academy	70	0	70	0%	70	65	65	93%
5	Ross Woodward	92	0	92	0%	92	89	89	97%
6	Mauro Sheridan	80	0	80	0%	80	75	75	94%
7	Dr. Mayo	96	0	96	0%	96	96	96	100%
8	Jepson	69	0	69	0%	69	67	67	97%
9	Clemente	68	0	68	0%	68	63	63	93%
10	Bassett	70	0	70	0%	70	70	70	100%
11	Beecher	67	0	67	0%	67	67	65	97%
12	Hill Regional	110	0	110	0%	110	107	107	97%
13	Martinez	74	0	74	0%	74	70	70	95%
14	Sound (Aquaculture)	25	0	25	0%	25	25	25	100%
15	Wexler	50	0	50	0%	50	45	45	90%
16	Brennan	38	0	38	0%	38	35	35	92%
17	Hillhouse	196	0	196	0%	194	194	194	99%
18	East Rock	90	0	90	0%	90	85	85	94%
19	Cross	171	0	171	0%	171	165	165	96%
20	Sound (Anderson)	20	0	20	0%	20	20	20	100%
	TOTALS	1622	0	1622	0%	1610	1564	1558	96%

BOE Summer Programs (Very few areas available to clean. Blitz at end of summer)

	BUILDING	TOTAL # OF ROOMS	# Rooms Occupied	ROOMS AVAILABLE TO CLEAN	% of school Occupied	ROOMS DETAILED	ROOMS STRIPPED/ SCRUBBED	# OF ROOMS COMPLETED RESET	% Completed Overall
1	Conte/21 Wooster	85	0	85	0%	85	80	80	94%
2	King Robinson	80	0	80	0%	80	79	77	96%
3	Truman	87	0	87	0%	87	84	84	97%
4	Fair Haven	96	0	96	0%	89	86	86	90%
5	Troup	70	0	70	0%	70	65	65	93%
6	Clinton Avenue	87	0	87	0%	87	84	84	93%
7	Hill Central	68	0	68	0%	68	68	68	100%
8	MBA	61	0	61	0%	57	23	23	90%
9	HSC	48	0	48	0%	48	43	43	90%
10	Cooperative Arts	68	0	68	0%	68	60	60	88%
	TOTALS	750	0	750	0%	739	672	670	89%

	BUILDING	TOTAL #ROOMS	# Rooms Occupied	# OF ROOMS AVAIL TO CLEAN	% of school Occupied	ROOMS PREPPED	ROOMS STRIPPED/ SCRUBBED	# OF ROOMS COMPLETED	% Completed Overall
		3,260	15	3,260	0%	3,198	3,069	3,050	
49	% of work finished		0.46%	4.2million Sq.Ft. (25) Week Days	End Cleaning By8/23/2019	98.10%	94.14%		93.56%



NEW HAVEN PUBLIC SCHOOLS

Plexiglass Installation

SCHOOL	Plexiglas Installed	Date Plexiglas to be installed by
Barnard		8/28/2020
Beecher		8/28/2020
Betsy Ross	Yes	
Bishop Woods	Yes	
C. Rogers	Yes	
Celentano	Yes	
Clemente		
Clinton	Yes	
Columbus	Yes	
Conte	Yes	
Coop		8/28/2020
Cross	Yes	
Davis		8/28/2020
Dr. Mayo		8/28/2020
East Rock		8/28/2020
Edgewood		8/28/2020
ESUMS		8/28/2020
Fair Haven	Yes	
H.S.C.	Yes	
Hill Central		8/28/2020
Career		8/28/2020
Hillhouse/FLAC	Yes	
Hooker K2		8/28/2020

SCHOOL	Plexiglas Installed	Date Plexiglas to be installed by
Hooker Middle	Yes	
K. Robinson		8/28/2020
Jepson	Yes	
John Daniels		8/28/2020
K. Brennan	Yes	
Lincoln Bassett	Yes	
Martinez	Yes	
Mauro/Sheridan		8/28/2020
Metro	Yes	
Nathan Hale		8/28/2020
New Haven Academy	Yes	
Riverside		8/28/2020
Quinnipiac	Yes	
Ross	Yes	
Woodward		
Sound		8/28/2020
OBAMA		8/28/2020
Troup		8/28/2020
Truman	Yes	
West Rock		8/28/2020
Wexler		8/28/2020



NEW HAVEN PUBLIC SCHOOLS

CITY OF NEW HAVEN

COMMUNITY SERVICES ADMINISTRATION DEPARTMENT OF HEALTH

54 Meadow Street, 9TH Floor • New Haven, Connecticut 06519
Phone 203-946-6999 • Fax 203-946-7234



MAYOR

Contact Tracing



MARITZA BOND, MPH
DIRECTOR OF HEALTH

Protocol Name:	COVID-19 Case Investigation and Contact Tracing in Schools	Number:	PHN ____-2020
Applies to:	All NHPS Staff, Public Health Nurses		
Contact Person:	Jennifer Vazquez, Director of Public Health Nursing		
Effective Date:	August, 2020	Last Reviewed	
Authorized By:	Maritza Bond, Director of Health	Executed By:	Board of Health, Board of Education

Purpose:

To help slow the spread of COVID-19, the New Haven Health Department (“NHHD”) will work closely with New Haven Public Schools to notify students, parents, staff members, and volunteers of any exposure to COVID-19 at school.

The school nurse will be the designated point of contact to work with the NHHD when a student or staff member tests positive for COVID-19

To plan for contact tracing, schools should plan to be able to provide: rosters of cohort, student rosters of each classroom, accurate attendance records (include late arrivals and early departures), and a record of all staff that entered each classroom to track staff interaction with cohorts.

If a case is identified, the following information will be required:

- Student name, arrival/departure time, and parent contact information.
- A list of students and staff that would have encountered a confirmed case, including classroom cohorts, intervention and student support cohorts, lunch and recess cohorts, and transportation rosters.
- A list of all staff that encountered confirmed case.



The NHHD will contact the individual or parent/guardian (if a minor) and conduct an investigation to identify others who may have been exposed to COVID-19. The individual who tested positive will be instructed to isolate and cannot return to school until they meet Centers for Disease Control and Prevention (CDC) criteria for release from isolation. Members of the same household who had close contact with the individual (being within 6 feet for 15 minutes or more) will be required to quarantine for 14 days from their last exposure to the individual who tested positive. Quarantined individuals that are students, staff members, or volunteers should not return to school until they have completed their full quarantine period, even if receiving a negative test result during their quarantine period

If an individual with COVID-19 attended school within 48 hours of symptoms starting (if symptomatic) or of being tested (if asymptomatic), the health department will contact the school nurse to notify school staff of other individuals who have been isolated and others who have been quarantined in the same household.

The NHHD will ask the School Nurse to compile a list of all individuals who may have been in close contact with the person who tested positive for COVID-19 during a specific time period. This list could include students, staff members, and volunteers in the same classes as the individual, those involved in the same sports teams, clubs, extracurricular activities, etc.

The NHHD will contact all individuals identified by this case investigation to provide further guidance and instruction. This guidance may include testing locations/options/recommendations, isolation/quarantine required, signs and symptoms to monitor for, etc.

Contact tracing efforts will be documented in the NHHD system identified for this purpose. Information will be shared with the School Nurse and School Administrator as appropriate.

School Health Medical Advisor

Date



Rapid Testing Options:

Walgreens is offering Drive-Through RAPID testing for COVID-19 at three of its locations, one in each of the towns of Middletown, Orange, and Torrington. (Same day results)

1. [Walgreens](#)
10A Main Street
Middletown
2. Walgreens
Orange
3. [Walgreens](#)
28 E. Elm Street
Torrington

Testing is free to eligible individuals. For more information on Walgreens' testing process, please visit: <https://www.walgreens.com/findcare/covid19/testing>

On another note, please see below for ASPR's Healthcare and Public Health Sector Engagement Opportunities Bulletin for dates and times of webinars on topics including telemedicine, guidance on COVID-19 diagnostic testing, influenza vaccination during COVID-19, and FEMA funding Opportunities, as well as the American Hospital Association's announcements of upcoming virtual conferences. Of note is the virtual conference titled, *Health Care Leaders Confront the Future — A Virtual Conference on COVID-19 from Recovery to Rebuilding*. For more information on the AHA-sponsored virtual conferences, and registration details, please click [here](#).

- **CVS Rapid Testing** – Same day results
 - <https://www.cvs.com/minuteclinic/covid-19-testing>
 - **Murphy Medical Associates** (City/Private partnership: Nasal swab testing- results 24-72 hours
 - **Fair Haven CHC** – 4 School Based HC- Wilbur Cross., Clinton, Fair Haven , and Martinez- (As long you approved by State as they have contract)
 - **Hill Health Center**- TBD- Will request School Based Health Center support
 - **Yale New Haven**- Can scale up if we approved by state as they have testing contract
-



Personal Protective Equipment (PPE)

PPE Items Received:

- 100,000 adult masks from CSS, in addition to existing stockpile. Roughly 200,000 now available.
- 5,800 gallons of hand sanitizer from CSS and Cintas.
- 6,400 face shields from Genstar.
- 100 gallons and 100 1L spray bottles of antimicrobial barrier spray from Zoono.

Items still to be delivered:

- 15,000 kids mask and 200 gallons of hand sanitizer from W.B. Mason.
- 50 backpack sprayers for cleaning large areas from Hillyard (not the prohibited spray type).
- Nitrile gloves are very difficult to find. Getting quotes from Cintas and CSS. Will also request from the State.

CLEANING PROTOCOL AUGUST 2020

ENHANCED CLEANING

- Additional staff has been hired and added to the day shift to increase cleaning during the school day.
- Bathrooms, Nurse's offices, and high touch points will be cleaned three times daily.
- Nightly cleaning will include all desks, counters and high-touch surfaces in classrooms, offices, stairwells and bathrooms throughout each building
- Cleaning and disinfection of frequently touched surfaces will be the key focus of building services personnel during a pandemic. The Centers for Disease Control and Prevention (CDC) recommends cleaning frequently touched surfaces and commonly shared items at least daily and when visibly soiled.
- Deep cleaning will take place frequently
- Checklists will be used to verify who performed the cleaning and when it was completed.
- Signage throughout the school reminding everyone to physically distance & hand wash ☐
Cleaning supplies will be made available to staff.
- Hand sanitizing stations will added to building

CHANGES TO CLASSROOMS

- Classrooms will be reconfigured to allow for physical distancing that is compliant with State of Connecticut guidelines for reopening schools.
- Extra furniture has been removed.
- Water fountains will be bagged and off-limit.
- Pre-K toys & play equipment disinfected throughout the day and each night

BATHROOMS

- Additional staff has been hired
 - Where possible, doors will be left open to avoid high touch ☐
 - Bathrooms will be cleaned 3 times daily.
 - Soap dispensers and towels filled according to restroom cleanings.
-



- Common touch points spray/wipe continuously as per checklist

COMMON SPACES

- Hallways will be designated as one-way traffic.
- Stairwells will be designated to reduce congestion throughout the building

HEALTH OFFICE

- We have hired additional nursing staff to assure each school building will have at least one nurse.
- The nurse's offices have been upgraded to assure hot and cold water is available in all.
- Isolation rooms have been established at each school for individuals exhibiting symptoms associated with Covid-19.

TRANSPORTATION PROTOCOL AUGUST 2020

CLEANING

- First Student has researched and is recommending a student and bus safe product effective at disinfecting surfaces common to school buses called ZOONO-Z71.
- Zoono Z71™ Microbe Shield Surface Monthly Disinfectant
 - Bonds to most surfaces, including those found in our vehicles (metal/glass/vinyl/plastic/fabric) ○
- Disinfects immediately and ensures buses remain virus-free for 30 days.
- Traditional disinfectants only kill current viruses and have no residual effect
- Creates microscopic spikes that kill all pathogens that land on the surface, essentially forming an antimicrobial shields
- Destroys viruses mechanically which eliminates the need for harsh chemicals
Provides error-free usage with sprayer application. No dilution or mixing necessary
EPA-Registered (List A -Antimicrobials)

CAPACITY

- Bus operates at full capacity under low transmission guidelines.
- Students will load the bus in a rear to front order and unload in a front to rear order.

STUDENT EXPECTATION

- Students will be required to have face coverings on at all times while on the school bus.
- Caregivers should provide face coverings for students before boarding the school bus.
- District will supply First Student with a supply of masks for each bus to distribute in the event a student mask is not being available

DRIVER EXPECTATION

- School bus drivers will wear a mask while students loading and unloading the vehicle.
 - School bus drivers will observe and enforce social distancing guidelines as directed.
 - Drivers will enforce all loading, unloading, and other safety practices as directed and guidelines change.
-



Summary of the New Haven Public Schools Fall 2020 Return to School Decision Results – August 2020

Seventy-eight percent (15, 841) of New Haven Families participated in the survey.

Method of Learning

Elementary/Middle Schools

- There were 11,176 respondents and 43% (4,806) of families selected the hybrid model and 57% (6,370) of families selected the remote learning model.

High Schools

- There were 4,665 respondents and 54% (2,519) of families selected the hybrid model and 46% (2,146) of families selected the remote learning model

Transportation

Elementary/Middle Schools

- There were 11,176 respondents and 47% (5,253) of families selected they would require transportation and 53% (5,923) of families selected they would not require transportation.

High Schools

- There were 4,665 respondents and 61% (7,648) of families selected they would require transportation and 39% (1,819) of families selected they would not require transportation.

NHPS Device

Elementary/Middle Schools (Laptop, Computer, or iPad)

- There were 11,176 respondents and 47% (5,253) of families selected they have a working NHPS device at home.

High Schools

- There were 4,665 respondents and 36% (1,679) of families selected they have a working NHPS device at home.
-



Personal Device (Laptop, Computer, or iPad)

Elementary/Middle Schools

- There were 11,176 respondents and 59% (6,594) of families selected they have a personal device at home.

High Schools

- There were 4,665 respondents and 68% (3,172) of families selected they have a personal device at home.

Reliable Internet Access

Elementary/Middle Schools

- There were 11,176 respondents and 95% (10,617) of families selected they have a personal device at home.

High Schools

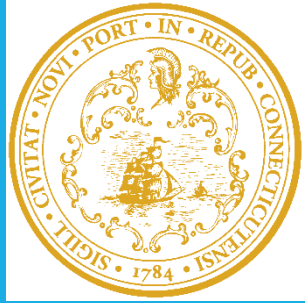
- There were 4,665 respondents and 95% (4,431) of families selected they have a personal device at home.

Signage



Classroom layout





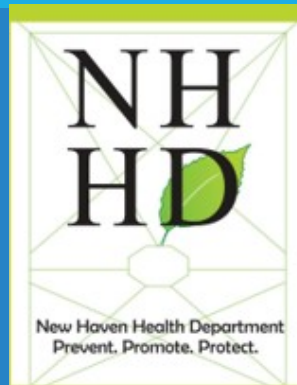
Safe Re-Opening of Schools Strategies to Mitigate Risk



AUGUST 21, 2020

MARITZA BOND,
DIRECTOR OF HEALTH

CITY OF NEW HAVEN HEALTH
DEPARTMENT (NHHD)



Disclaimer

The information in this presentation is current as of August 21, 2020, unless otherwise noted, and subject to change.

Goals

- I. Learn COVID mitigation strategies in schools**
- II. Understand COVID case investigation and contact tracing in schools**
- III. Know the chain-of-command and communication protocol**
- IV. Know the roles of everyone involved to address/mitigate COVID-19**

DEFINITIONS

Case

An individual who tests positive for COVID-19

Contact

An individual who has been exposed to someone confirmed to be a case of COVID-19



Mitigation Strategies in Schools


Health Protocols

- Screening tool for families
- Control of flow of student/staff traffic to Nurses' office
- Strict attendance monitoring
- School nurse clearance following illness
- Rapid Assessment/Isolation of Symptomatic Students
- Recommendations to Parents
- Contact tracing/Case Investigation

Stop the Spread of Germs

Help prevent the spread of respiratory diseases like COVID-19.

- 6 ft**
Stay at least 6 feet (about 2 arms' length) from other people.
- Cover your cough or sneeze with a tissue, then throw the tissue in the trash and wash your hands.
- When in public, wear a mask over your nose and mouth.
- Do not touch your eyes, nose, and mouth.
- Clean and disinfect frequently touched objects and surfaces.
- Stay home when you are sick, except to get medical care.
- Wash your hands often with soap and water for at least 20 seconds.

 [cdc.gov/coronavirus](https://www.cdc.gov/coronavirus)

11/18/20 | © Agence France Press



NEW HAVEN PUBLIC SCHOOLS

Daily Home Screening for Students

Parents:
Please complete this short checklist each morning.
Please call your school nurse or
the COVID-19 Hotline at 203-946-4949 for questions or concerns

SECTION 1: Symptoms

Please check your child for these symptoms:

- Temperature 100.4 degrees or higher;
- Sore throat;
- **New** uncontrolled cough that causes difficulty breathing (for students with chronic allergic/asthmatic cough, a change in cough from baseline);
- Diarrhea, vomiting, or abdominal pain;
- New onset of severe headache
- New loss of sense of taste or smell

OR

SECTION 2: Close Contact/Potential Exposure

- Had close contact (within 6 feet of an infected person for at least 15 minutes) with a person with a confirmed case of COVID-19; OR
- Had close contact (within 6 feet of an infected person for at least 15 minutes) with person under quarantine for possible exposure to SARS-CoV-2; OR
- Traveled to a state/territory/country on the travel advisory list (please see <https://portal.ct.gov/Coronavirus/Travel> for the most up to date list of affected areas); OR
- Live in areas of high community transmission while the school remains open



NEW HAVEN PUBLIC SCHOOLS

Return to School Following Illness

A student can return to school following illness if:

- The student is fever free for AT LEAST 24 hours without any fever reducing medication; AND
- Any symptoms that student had have completely resolved; AND
- The student has a note from a medical provider stating that the child is cleared to return to school; OR
- The child has a document showing a negative COVID-19 test.

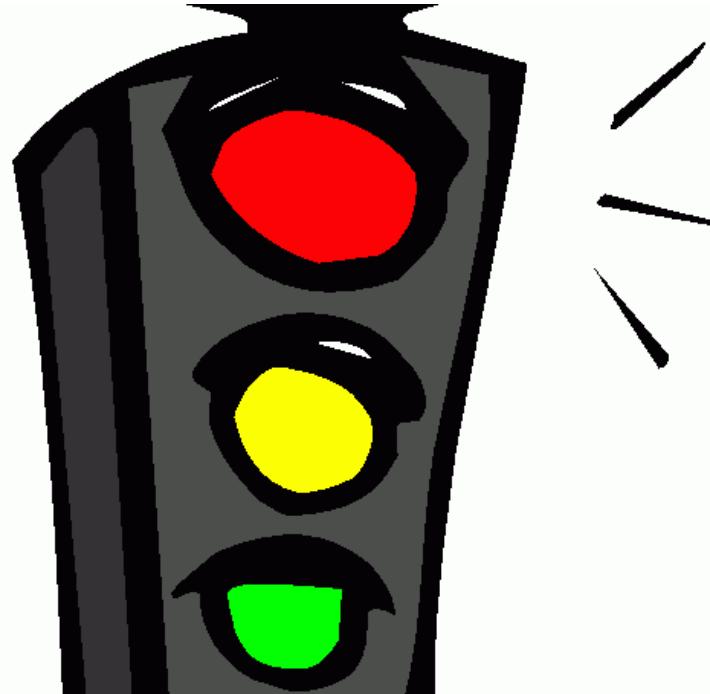
- Students MUST report to the school nurse upon return to school for clearance.
- No student will be allowed to enter school following an absence until cleared by the school nurse.



- Child must remain at home, do not report to school
- Call School Office to Report Absence, please share what symptoms your child has
- Call your Pediatrician. If no Pediatrician, call the school nurse for guidance

- Child should report to school
- Don't forget your mask!

TRAFFIC FLOW CONTROLS



- Teachers to call prior to sending students
 - Limited waiting areas
 - Teachers to handle minor issues
 - Request routing AM meds be given at home when possible
 - Log of every person entering nursing office
 - Temp check upon entry to nursing office
-



- Parents report absence and symptoms
- If no parent call, school staff calls to verify absence and symptoms
- Parents notified of procedure to return to school
- School nurse receives report of absences and symptoms
- Follow up calls to families
- Recommendations for testing/PCP care
- Follow up/contact tracing as appropriate
- Review of case when student returns to school

Attendance Tracking/Clearance

Rapid Assessment/Isolation

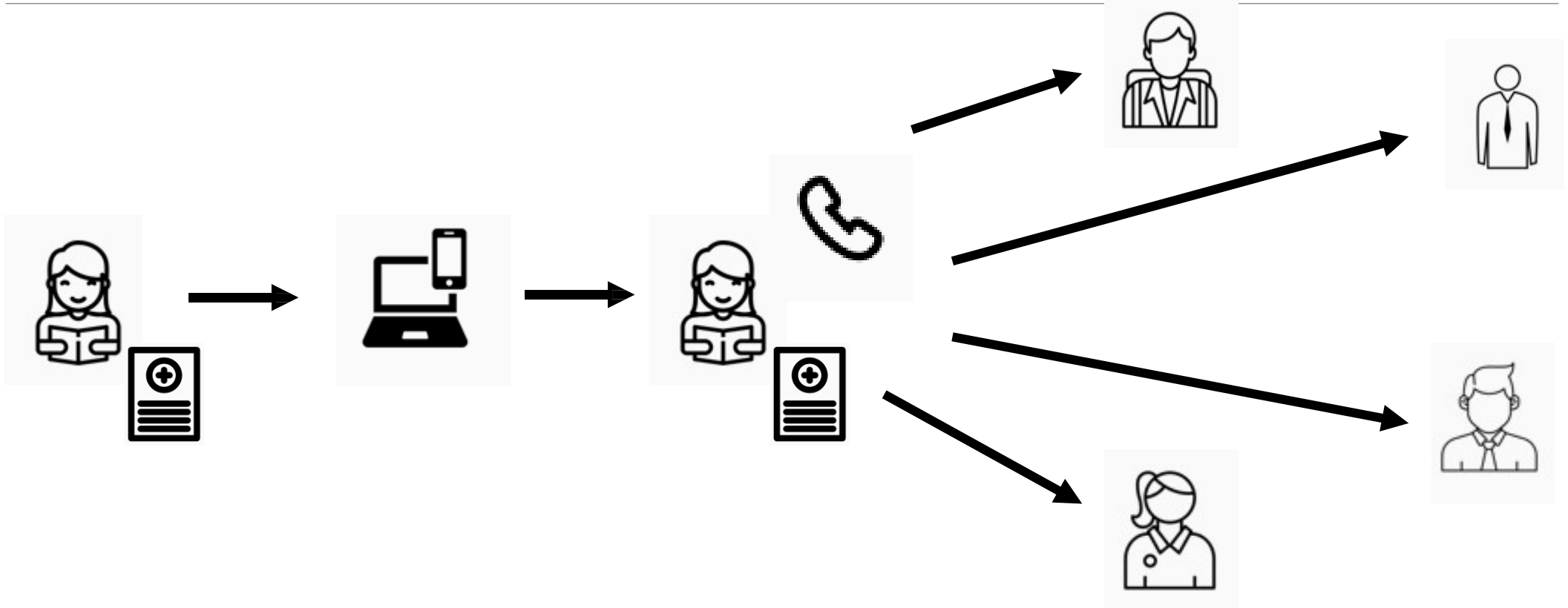
- Teacher/Staff calls to alert nurse
- Nurse dons PPE as appropriate
- Child escorted to isolation area
- Temp upon arrival
- Assessment of symptoms
- Isolation
- Parent notification/follow up
- Dismissal
- Return to school in accordance with protocol



CONTACT TRACING OVERVIEW



CONTACT TRACING



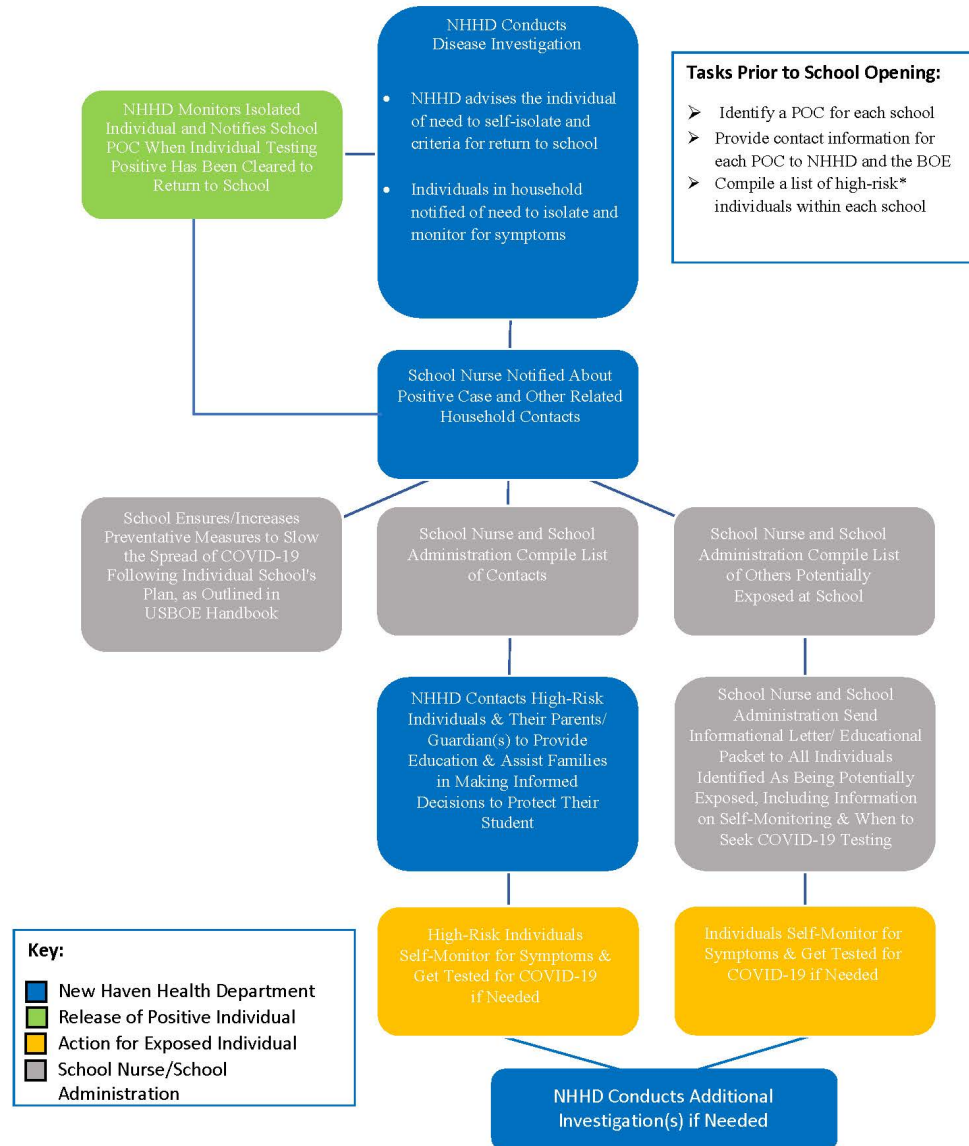
Positive
test

Case
reported

Case
interviewed

Contacts
notified

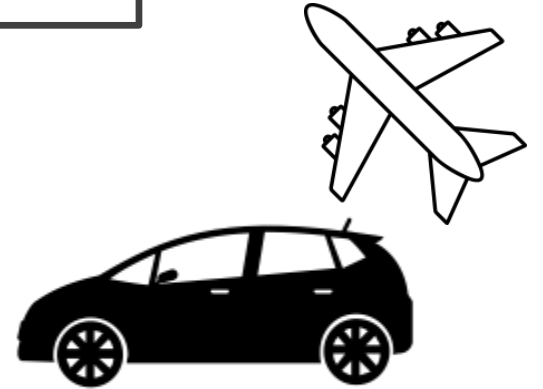
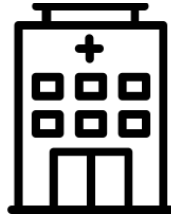
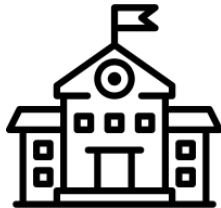
Case Investigation and Contact Tracing in Schools (K-12) 2020-2021



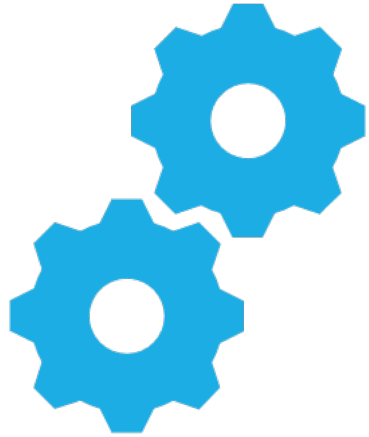
*See "High-Risk Individuals Defined" Handout

WHO NEEDS TO QUARANTINE

Anyone with a known contact to a case. May be identified in many ways:



Anyone who is asked to quarantine cannot go to school and should stay home for 14 days after their last known exposure. They should stay away from others and use a separate bedroom/bathroom if possible.



CONSIDERATIONS FOR K-12 SETTINGS

DON'T PANIC



Make a plan



Have templates ready



Know who to call



Take care of
immediate health
needs

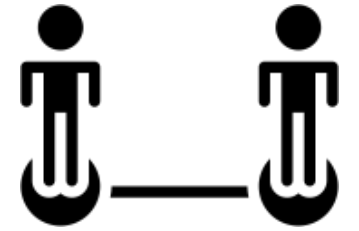
MITIGATION STRATEGIES



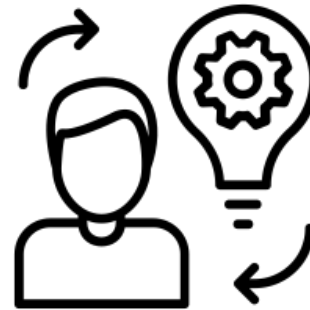
Face coverings/
ventilation



Disinfection



Social
Distancing



Process
Changes



Cohorting

ASSESSING WHETHER EXPOSURES OCCURRED AT SCHOOL

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2	3	4 Infectious*	5 Infectious*	6 Case Onset*	7 Infectious*
8 Infectious*	9 School notified of + result	10	11	12	13	14

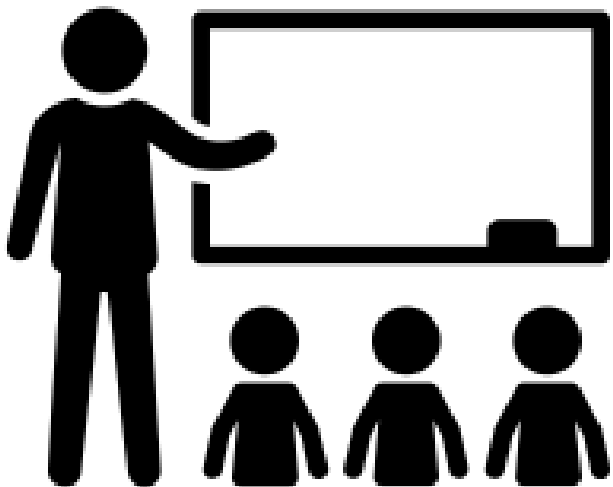
* A case is considered infectious for 2 days before their symptom onset until at least 10 days afterwards. They must also be fever free for at least 24 hours without fever-reducing medications and have an improvement in other symptoms. If a case is asymptomatic, specimen collection date should be used to evaluate the infectious window.

ASSESSING WHETHER EXPOSURES OCCURRED AT SCHOOL

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2	3	4	5	6	7 Infectious*
8 Infectious*	9 Case Onset* (home)	10 School notified of + result	11	12	13	14

* A case is considered infectious for 2 days before their symptom onset until at least 10 days afterwards. They must also be fever free for at least 24 hours without fever-reducing medications and have an improvement in other symptoms. If a case is asymptomatic, specimen collection date should be used to evaluate the infectious window.

SCHOOL-RELATED EXPOSURE



IDENTIFYING EXPOSED INDIVIDUALS

What specific exposures occurred on the days an individual was in school while infectious?

Were these exposures confined to limited spaces? (e.g. a single class room, bus, etc.)

Were control measures in place to mitigate exposure in these settings?

Is it feasible to identify exposed individuals or are wider exclusions needed to review transmission?

COMMUNICATION

LHD

School Nurse or Administrator will notify NHHD ASAP

School

Follow chain-of-command in your school

Parents

Send out messaging to parents/staff

Public

Be prepared to deal with media inquiries

SCENARIOS



THE COVID-19 CALL OUT

Step 1: Confirm the diagnosis

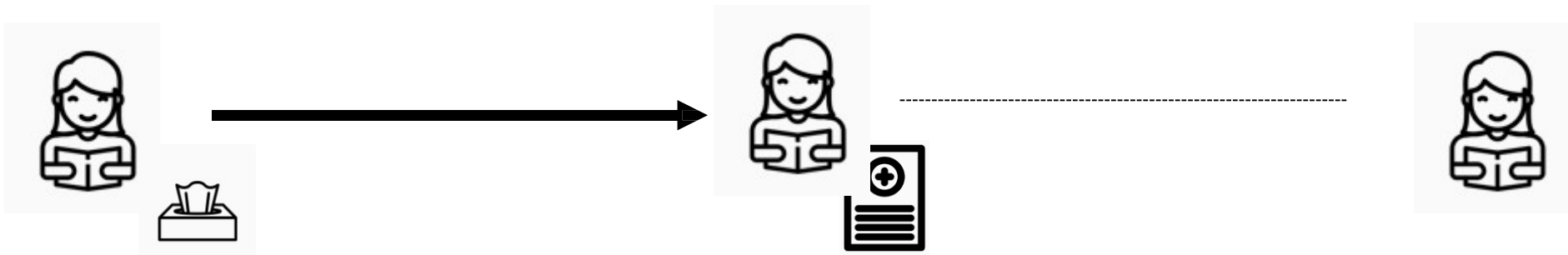
Collect the following information:

- Name
- Date of Birth
- Date of symptom onset
- Was lab testing done?
 - If yes, where?
 - Can the parent send you a copy of a lab result?
 - Who is the ordering provider?
 - Date of specimen collection
- Last date in school

Step 2: School Nurse/Administrator will notify NHHD



THE SIBLING DILEMMA



Sick Child

If a student is sick but has not been diagnosed with COVID-19, their siblings do not need to be excluded from school

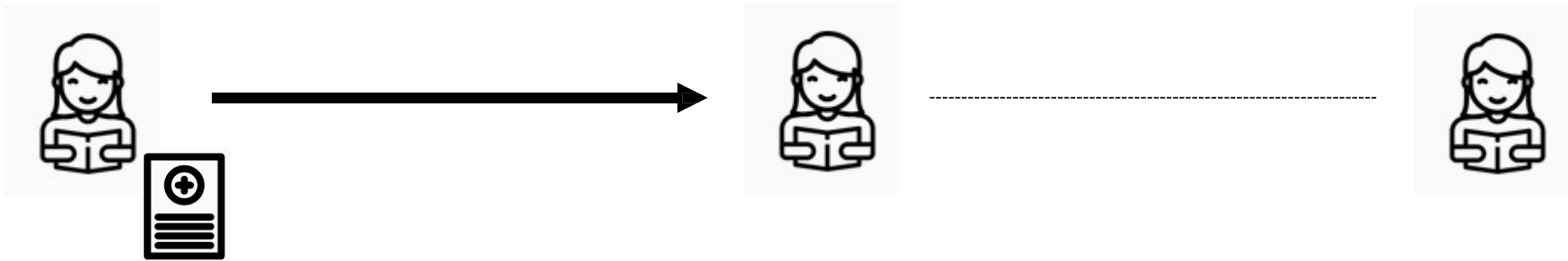
Case

If a student is a case, their siblings will need to self-quarantine for 14 days after their last known exposure.

Contact

If a student is a contact, their siblings do not need to be excluded from school; the siblings only would need to exclude if they have direct contact with a case.

“A CONTACT OF A CONTACT IS NOT A CONTACT”



Case	Contact	Contact of a contact
Self-isolate until no longer infectious*	Self-quarantine for 14 days after last known exposure	No public health recommendation

* A case is considered infectious for 2 days before their symptom onset until at least 10 days afterwards. They must also be fever free for at least 24 hours without fever-reducing medications and have an improvement in other symptoms. If a case is asymptomatic, specimen collection date should be used to evaluate the infectious window.

SHOULD WE SHUT DOWN?

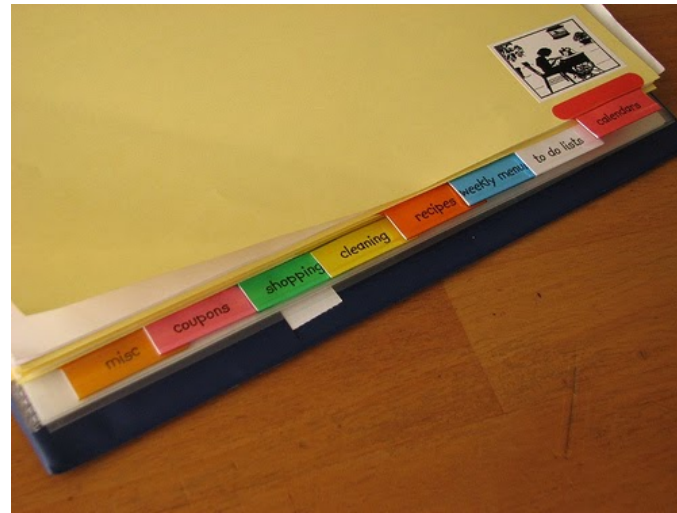
- School closures may occur on a case-by-case basis, in consultation with your local health department
 - Less restrictive interventions such as excluding close contacts or classrooms is preferred, when feasible
 - Widespread community transmission may prompt statewide or local closure advisories
 - Indication of widespread transmission in a school may require school closure to control localized outbreaks
 - Need time to assess appropriate public health control measures
 - Large number of cases/contacts in a school make in-person learning infeasible





THE LOCAL HEALTH PERSPECTIVE

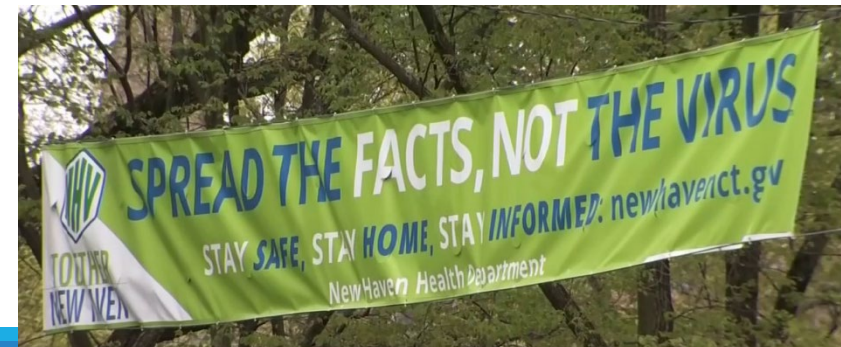
Virtual COVID-19 Binder



COVID-19 Resources

Summary

- New Haven Public Schools and New Haven Health Dept will work together to address COVID-19 case investigation and contact tracing
- Mitigation strategies will be applied consistently in tandem with developing guidelines and continuing evaluations of COVID activity
- Everyone must do their due diligence and part to help address COVID-19 promptly and to prevent exposures: parents, children, and staff/employees
- **Stay up-to-date** on CDC guidelines and state/local guidance/resources:
 - <https://www.cdc.gov/coronavirus/2019-nCoV/index.html>
 - <https://portal.ct.gov/Coronavirus>
 - <https://covid19.newhavenct.gov>



Resources

- CT DPH “Contact Tracing: Recommendations for K-12” Presentation
- CDC: <https://www.cdc.gov/coronavirus/2019-nCoV/index.html>
- CT DPH: <https://portal.ct.gov/Coronavirus>
- City of New Haven COVID-19 Webpage: <https://covid19.newhavenct.gov>

QUESTIONS???

New Haven Health Department

Maritza Bond, MPH
Director of Health

Jennifer Vazquez, DNP
Director of Public Health Nursing

Brian Weeks, MSPH
Epidemiologist

New Haven Public Schools

Proceeding at the Speed of Trust Mediated by Scientific Truths



Stage One

Wednesday, Aug. 26, 2020

- ◆ Principal and building staff return to school without students for one week
- ◆ Meetings with parents and stakeholders (unions, health officials, and related others) to develop a checklist of critical tasks (**including testing**) related to safe and orderly pandemic resilient environment
- ◆ Consultation with district staff to certify OSHA and CDC standards
- ◆ All students will begin remote learning September 3, 2020 – September 11, 2020

Stage Two

Monday, September 14, 2020

- ◆ Implement hybrid model based on adherence to safety standards (see checklist)
- ◆ Start with younger students in K-6 and students with disabilities and English Learners K-12
- ◆ Conduct daily and weekly assessment of concerns, issues and resolutions related to maintaining safety standards
- ◆ Document and analyze problem resolutions

Stage Three

Monday, September 21, 2020

- ◆ Introduction of all students in grades 7-12
- ◆ Full Hybrid
- ◆ Continue protocols and practices developed in Stages One and Two
- ◆ Manage the public relations campaign
- ◆ Solve problems as necessary

Structure

- ◆ Superintendent, Executive Board, and Whole Board
- ◆ Union Leadership
- ◆ Health Officials, Help from Yale and related agencies
- ◆ Office of the Mayor and State Education
- ◆ State and Local Elected Officials

Process

- ◆ Building level meetings to identify and solve problems
- ◆ District level meetings to solve problems and provide rapid response to building needs, ongoing meetings with union leadership
- ◆ Board and committee meetings to create a supportive policy framework
- ◆ Community meetings to communicate and manage the public relations issues

Process

- ◆ Document, Document, Document!
- ◆ Insist on ethical deliberations and efficient time use
- ◆ Maximize human, capital, and fiscal resources
- ◆ Keep a running account of costs associated with the COVID mandate

Non-Negotiables

- ◆ Set, execute, and enforce rigid safety standards before human beings enter and remain in school buildings
- ◆ Establish rapid response to safety issues and concerns.
- ◆ Management and unions will collaborate to update the re-opening protocol together
- ◆ Health indicators must determine movement from one stage to the next. Testing, Testing, and Testing

Reopening Readiness Checklist

- ❑ Ventilation and Air Handling addressed 100%
- ❑ Cleaning Status at 100% Complete
- ❑ Plexiglas Installation 100% Complete
- ❑ PPE for adults in hand, including face shields, masks, sanitizers
- ❑ PPE for students, face masks and backpack sprayers
- ❑ Enhanced Cleaning in place
- ❑ Changes in Classrooms for physical distancing
- ❑ Bathroom Cleaning Protocols in place
- ❑ Common Spaces Cleaning Protocols in place
- ❑ Health Office staffing and protocols in place
- ❑ Transportation Safety Protocols in place, including cleaning, capacity, student and driver expectations.