



# Cairo American College COVID-19 Operational Manual 2021-2022 School Year

## DOCUMENT PURPOSE

Keeping our community safe is the primary goal of all our pandemic mitigations. CAC uses the guidance from the World Health Organization (WHO), the Centers for Disease Control and Prevention (CDC), the Egyptian Ministry of Health, and other infectious disease experts to guide School Operations during the Pandemic.

CAC will continue to respond to changes in the pandemic with our phased layered mitigation approach to ensure safety is our number 1 priority. Consistent with CDC and WHO surveillance recommendations, CAC does not change our layered mitigation approach based on reports of increased/decreased transmission in countries or localities that do not directly impact our school community.

This document serves to demonstrate that the school is doing due diligence and ensuring compliance as well as serving as a central repository for our reference materials and COVID-19 related operational decisions. Revisions of the COVID-19 operational manual are made as new information becomes available from infectious disease experts and organizations. Pandemic information changes rapidly.

The Operation Manual is fluid, and will be modified as needed to respond to changing pandemic conditions globally, nationally, and in our local community. CAC is currently in phase 3 as supported by metrics listed in our phased mitigation rubric, and our own CAC community surveillance.

## SCOPE

These procedures apply to all staff, students, parents, contractors, visitors, delivery personnel, or any other persons involved in school projects and/or entering CAC premises.

## TABLE OF CONTENTS

ARRIVAL	3
CLASSROOM MANAGEMENT	3
COMMUNICATIONS	3
DISMISSAL	3
EDUCATION OF STAFF AND STUDENTS	3
EDUCATION OF CONTRACTORS	4
ENTRY TO CAMPUS	4
FACILITIES EXPECTATIONS	4
GUIDELINES FOR REFERENCE	4
HEALTH SCREENING ON CAMPUS	5
INTERNAL CONTACTS AND ORGANIZATION	5
MASKS AND FACE COVERINGS	5
MEDICAL SUPPORT & PROCEDURES	6
MEETINGS	6
OVERSEAS TRAVEL	6
PARENT EXPECTATIONS	6
PHASED MITIGATION RUBRIC	7
PHYSICAL EDUCATION & SPORTS	7
PHYSICAL SPACES - LIBRARY, THEATER, MAKER SPACE	7
RESPONDING TO POSITIVE CASES ON CAMPUS	7
SCHOOL TRANSPORT	8
SCHOOL LUNCH	8
SCHOOL FIELD TRIPS	9
SIGNAGE	9
STAFF EXPECTATIONS	9
VACCINE REQUIREMENTS	9
APPENDIX A	10
REFERENCES	10

APPENDIX B	13
CONTACT TRACING TEAM	13
APPENDIX C & D	10
CAC PHASED MITIGATION RUBRIC	10
FRAMEWORK TO GUIDE MITIGATION EFFORTS	15

## ARRIVAL

- Students, faculty, staff, parents and visitors arrive to and exit campus through the front or back gate

## CLASSROOM MANAGEMENT

- Social distance will be maintained
- In all grades a seating chart is maintained, and submitted to the administration, to ensure effective contact tracing
- To allow additional ventilation in classrooms, windows will be kept open, and the classroom door ajar. *On poor air quality days, classrooms will continue to keep windows and doors ajar for ventilation, and recess time will continue. The short-term risk of COVID-19 outweigh the air quality risks*
- All classrooms on campus have air purifiers as recommended by the CDC and WHO
- Classrooms are provided with adequate supplies to support healthy hygiene including soap where sinks are available, hand sanitizer, paper towels, tissues, and disinfectant wipes

## COMMUNICATIONS

- Communication with the school community is maintained via emails, newsletters, social media, and the website
- COVID-19 Updates are posted on the CAC website under the COVID-19 tab and/or via email [Click Here](#)
- CAC staff, faculty, and student active cases are updated at the end of each school day and placed on the dashboard [Click Here](#)

## DISMISSAL

- Faculty, staff, students, parents, and visitors depart school from the front or back gate

## EDUCATION OF STAFF AND STUDENTS

- General Services staff receive training on hygiene and cleaning standards.
- Students are frequently reminded to practice good personal hygiene and follow health and safety measures.
- Administration will update the faculty and staff on viral transmission in the local community as a response to changing conditions

## EDUCATION OF CONTRACTORS

- All on campus contractors follow the same mitigation strategies in place for staff and students
- *Contractors are required to wear face masks indoors at all times*
- The CAC Operations Manager will ensure all contractors are briefed on COVID-19 health and safety measures as well as respiratory etiquette, hygiene practices and appropriate social distancing. These measures include:
  - Avoiding physical contact with others and maintaining a safe distance from other individuals
  - Appropriate cleaning practices (i.e., washing hands frequently with soap and water, using alcohol-based hand sanitizer)
  - The proper way to cover coughs and sneezes
  - Alternatives to shaking hands upon entry, and the importance of workers not touching their own faces (mouth, nose, eyes)
  - The importance of staying home if they are sick
  - Proper use of masks

## ENTRY TO CAMPUS

- Community members, parents, and CAC ID Holders are allowed on the school premises following mitigation protocols
- Mask wearing is optional indoors
  - Mask requirements can be tightened or loosened to reflect current positive cases and community transmission rates
- Sanitizers are placed at entry points

## FACILITIES EXPECTATIONS

- Community members' use of the pool and weightroom is open for community hours.
- Cleaning and disinfecting of commonly touched surfaces is in place to kill viruses such as doorknobs, desks, PE equipment, sink handles, light switches, elevator buttons and bathroom facilities
- Windows and doors are left ajar to increase circulation of outdoor air
- Air purifiers are to remain on in all indoor spaces during the day

## GUIDELINES FOR REFERENCE

- CAC uses the guidance from the World Health Organization (WHO), the Centers for Disease Control and Prevention (CDC), and Egyptian Ministry of Health to inform School Operations during the Pandemic
- CAC operations during the pandemic take into account the local community pandemic conditions, school-specific characteristics, CAC's ability to mitigate risk while on campus, access to health care in the local community, and have contingency plans to enable fluid movement to hybrid models

- CAC continually reviews COVID-19 mitigation protocols at independent and public schools world-wide with similar community characteristics, and is making mitigation adjustments as COVID-19 becomes endemic
- CAC layered mitigation does not change to respond to COVID-19 transmission in other communities or countries that do not directly impact our school community

## HEALTH SCREENING ON CAMPUS

Health screening occurs daily for students and staff in school. Health and safety suggestions include:

- When students appear unwell, parents should take temperatures in the morning and report to the Health Office. Do not come to school
- Students will be sent to the health office if appearing sick
- Suspected cases at school will be sent to the health office, and placed in an isolation area before departing campus. The health office maintains close communication with such cases until approved to return to campus

## INTERNAL CONTACTS AND ORGANIZATION

- Elementary School (grades PK-5) questions please address to the ES Principal Julie Jin-Jackson at [jjackson@cacegypt.org](mailto:jjackson@cacegypt.org)
- Middle School (grade 6-8) questions please address to the MS Principal Courtney Bailey at [cbailey@cacegypt.org](mailto:cbailey@cacegypt.org)
- High School (grades 9-12) questions send to the HS Principal Andrew Buckman at [abuckman@cacegypt.org](mailto:abuckman@cacegypt.org)
- High School questions about the IB Diploma program to Niall Williams at [nwilliams@cacegypt.org](mailto:nwilliams@cacegypt.org)
- High School questions about course selection, transfer credits, college applications to Claudia Bean at [cbean@cacegypt.org](mailto:cbean@cacegypt.org)
- Questions related to admissions, withdrawal, document requests, campus IDs to Danya Amin at [damin@cacegypt.org](mailto:damin@cacegypt.org)
- Health related questions pertaining to health forms, physicals, COVID-19 to Claire Gallagher at [cgallagher@cacegypt.org](mailto:cgallagher@cacegypt.org)

## MASKS AND FACE COVERINGS

Changing local COVID-19 transmission conditions will result in changes to mask wearing requirements

- Mask wearing indoors is optional
- Mask wearing is still required on school buses
- Mask wearing may be required at large indoor gatherings and at other school events as determined by CAC
- Consult the CDC and WHO websites for specific information about how to properly wear a mask

## MEDICAL SUPPORT & PROCEDURES

- Egypt requires all individuals entering the country to be fully vaccinated (14 days since the second dose) or to present a negative molecular RT-PCR test result
- CAC will continue to provide plans to support students and staff/faculty who are in and out of school with illness
- Suspected or confirmed cases of COVID-19 are immediately sent home from the health office for quarantine or self-isolation
- Do not come to school if you are unwell

## MEETING

- Divisional faculty and staff meetings can occur virtually or in person
- Due to the risk, albeit it low, of school-wide cross division transmission, no school-wide face to face faculty/staff meetings, assemblies, or related gatherings are to happen
- Large cross-divisional school events will be via Zoom/Google/Webex
- Required mitigation protocols are enforced at all events

## OVERSEAS AND LOCAL OVERNIGHT TRAVEL

- All students, faculty, and staff participating in local overnight student trips are required to be fully vaccinated or recovered from a confirmed covid-19 case within 90 days
  - CAC may still require every individual participating in a local trip to have a PCR test before departing
  - Following the CDC guidance those recently infected outside of 90 days must still be fully vaccinated to participate in overnight trips
  - PCR testing is not an option to avoid the vaccination requirement
- CAC does not monitor the amount of time that has passed since becoming fully vaccinated or require vaccine boosters at this time following the WHO booster recommendations on December 22, 2021 [Click Here](#). Also, the most recent WHO statement on vaccines can be found [here](#).

## PARENT EXPECTATIONS

- Monitor your child's health and **ALWAYS** keep them home from school if they appear ill
- Notify the Health Office immediately if your student suffers from allergies to help distinguish between allergies and illness
- Teach and model good hygiene practices for your children
  - Wash your hands with soap and safe water frequently. If soap and water are not readily available, use an alcohol-based hand sanitizer.
  - Cough and sneeze into a tissue or your elbow and avoid touching your face, eyes, mouth, nose
- Encourage your children to ask questions and express their feelings with you, their teachers, and their school counselors. Remember that your child may have different reactions to stress; be patient and understanding

- Prevent stigma by using facts and reminding students to be considerate of one another
- Coordinate with the school to receive information and ask how you can support school safety efforts (through the PTO)

## PHASED MITIGATION RUBRIC

- Specific mitigations can be implemented or removed while still remaining on a specific phase
- The school year began on phase 3, which was informed by the current country and local pandemic metrics. As of March 31, 2022 CAC remains in phase 3
- Please see in the appendix D

## PHYSICAL EDUCATION & SPORTS

- The athletic and activity programs are in place with sport specific required mitigation

## PHYSICAL SPACES - LIBRARY, THEATER, MAKER SPACE

- Community use of the weightroom and swimming pool is available during community hours

## RESPONDING TO POSITIVE CASES ON CAMPUS

- Students/staff are immediately sent home if they exhibit any symptoms of COVID-19
- If symptoms are identified upon arrival, the individual must wait in the designated isolation room in the health office until picked up
- Students/staff who have had 'close contact' (close contact defined [Click Here](#)) with someone with COVID-19 must inform the Health Office and self-quarantine for at least 5 days before returning to school following the CDC guidelines, unless fully vaccinated [Click Here](#). Depending on the data gathered during contact tracing the Health Office may require longer quarantines and PCR testing to end quarantine after reviewing case circumstances
- In the indoor classroom setting, the 'close contact' definition excludes students who were within 3-6 feet of an infected student if the exposed student was fully vaccinated
- The Health Office will implement a track and trace protocol for positive COVID-19 cases that were on campus. In addition, CAC has a contact tracing team of administrators. All 'close contacts' are notified within 24 hours of the positive case identification, and are informed of the required quarantine procedure
- Positive cases of COVID-19 must self-isolate at home for at least five days following the CDC guidelines [Click Here](#).
- Flexible leave/attendance policies will be applied to students, faculty, and staff required to quarantine or isolate due to COVID-19 exposure/infection. Each leave case is reviewed on a case by case basis.
- Positive COVID-19 cases that were on campus will be carefully reviewed by the contact tracing team taking into account multiple variables to determine the

extent of required quarantines. Confidentiality will be maintained for any individual testing positive for COVID-19.

- If a student in a class is confirmed to have COVID-19, 'close contact' fully vaccinated students are not required to quarantine, but must follow the CDC guidelines [Click Here](#)
- Comprehensive mitigation (ventilation, air purification, optional mask wearing, hygiene) in each classroom is in place
- Each positive COVID-19 case on campus situation will be carefully reviewed by the Health Office and the contact tracing team
- E-learning will be implemented for the affected individuals or classes
- The CDC does not recommend using a threshold of positive cases to determine when to shift to e-learning [Click Here](#).
- If a teacher is positive for COVID-19, the CDC 'close contacts' definition will be used to determine if quarantine is required for students in the class, and the guidance of the CAC Health Office. If feasible the teacher will still conduct the e-learning, if not a qualified substitute teacher.
- CAC student, faculty, and staff active COVID-19 cases are recorded on the CAC COVID-19 Dashboard at the end of each day [Click Here](#)

## SCHOOL TRANSPORT

- Mandatory wearing of masks for all (bus drivers, monitors and students)
- AC units will only circulate outside air. Recirculation function will not be used
- Windows will be left slightly open to allow for increased ventilation

## SCHOOL LUNCH

- Students are reminded to wash their hands specifically before and after meals
- Lunch vendors are available on campus following mitigation protocols
- Lunch breaks and recess are monitored by faculty and staff
- Students are encouraged to eat lunch outdoors in the open air

## SCHOOL FIELD TRIPS

- Field trips are allowed

## STAFF AND FACULTY EXPECTATIONS/CAC EMPLOYEES

- Stay home if you are ill
- Administration will send any individual home if appearing sick
- *Individual staff and faculty members are not allowed to administer new or change CAC mitigation requirements for students in the classroom, at events, or during activities based on personal preference, beliefs, and/or preferred comfort level*
- Notify the Health Office immediately if you frequently suffer from allergies to help distinguish between allergies and illness
- Teach and model good hygiene practices for your students
  - Wash your hands with soap and safe water frequently. If soap and water are not readily available, use an alcohol-based hand sanitizer.



- Cough and sneeze into a tissue or your elbow and avoid touching your face, eyes, mouth, nose.
- Encourage students to ask questions and express their feelings with you or their parents. Be patient and understanding
- Prevent stigma by using facts and reminding students to be considerate of one another. Do not introduce personal beliefs about the pandemic. Always defer to the the scientific evidence referenced by the CDC and WHO
- Have a positive and friendly influence on students and colleague

## VACCINE REQUIREMENTS

- All CAC employees are required to be fully vaccinated per the GoE requirement
- Any individual working or volunteering on campus with direct contact with students is required to be fully vaccinated
- There is not a vaccine requirement for students at this time by the GoE
- *CAC students participating in overnight local excursions are required to be fully vaccinated against COVID-19, and may also be required to take a PCR test before participation.* Students with documented recovery from COVID-19 during the last 90 days are exempt from PCR testing requirement
- The Egyptian MoH has approved COVID-19 vaccination for all individuals age 12 and up at this time. Registration is done [Click Here](#)
- The Egyptian MoH has approved booster vaccinations for certain age groups
- CAC does not currently have a booster requirement following the recommendations by the WHO [Click Here](#)

## APPENDIX A

### References

- Centers for Disease Control and Prevention
- Germany Federal Ministry of Health COVID-19 Resources
- Government of Canada Coronavirus Disease(COVID-19) Resources
- Government of U.K. Coronavirus(COVID-19) Resources
- Government of the Netherlands COVID-19 Resources
- Johns Hopkins University Medicine
- World Health Organization

## APPENDIX B

### CONTACT TRACING TEAM

All members of the contact tracing team have been trained by the successful completion of the Johns Hopkins Contact Tracing Course. The team is made up of the health office and the administrative team.

## APPENDIX C

### CAC PHASED MITIGATION RUBRIC

The CAC operational rubric is a fluid document that is updated as the scientific community and health experts learn more about COVID-19 and school operations. With this being said, there are still a wide variety of mitigation recommendations and opinions across the world and between experts.

The most important mitigation steps are getting vaccinated, mask wearing when required, distancing, ventilating closed spaces, air purification, excellent hygiene, avoiding large events in areas of high incidence rates, and increasing mitigation when active case rates substantially increase. In addition, monitoring local transmission rates to increase or decrease a layered mitigation approach.

CAC effectively demonstrated since the start of the pandemic that we can safely and effectively have face to face learning following our layered mitigation protocols. When case incidence rates increase more restrictive measures are put in place (e.g. phase 2 or specific new mitigation), when cases are stable or low less restrictive measures will be in place.

CAC's phased mitigation rubric implements strategies across four key areas to reduce or prevent COVID-19 transmission on campus: promoting behaviors that reduce viral spread (e.g. vaccination, distancing, washing hands, and wearing masks), maintaining healthy environments (e.g. ventilation, air purification, cleaning and disinfecting frequently touched surfaces), maintaining safe operations (e.g. modified schedules, reduced student density in classrooms, screening at entrances, & testing), and being prepared for infections on campus (isolation room, contact tracing). The Administration has completed a course offered by Johns Hopkins University on COVID-19 contact tracing.

With the substantial global evidence that schools can operate safely during the pandemic, CAC continues to make adjustments to our school programs to ensure the fidelity of our programs and minimize the possibility of viral transmission on campus. Pandemic mitigation recommendations by the CDC, WHO, & other country Health Departments continue to disaggregate positive case numbers by localities to guide mitigation response, rather than aggregate country-wide data. Country-wide data is still reviewed as a secondary indicator for required mitigation.

The most important metrics that CAC closely monitors to guide our phased approach are vaccination rates, the R-Value, the active case number, and the severity of cases. In addition, we still continue to monitor other metrics like overall reported positive cases in Egypt, Maadi transmission rates, and health center capacities for emergencies. CAC's Health Office works closely with parents to document, record, and lead the contact tracing team when positive cases have been on campus. During contact tracing any close contacts are informed within 24 hours.

*Globally the most important step that all of us can take according to infectious disease experts is to be fully vaccinated against COVID-19. Even though vaccination does not prevent COVID-19 infection, the benefits for all are substantial. Every CAC employee is required to be fully vaccinated. In addition, it is paramount that we remain flexible with increasing and decreasing pandemic restrictions to both address safety issues and to appropriately minimize the disruption to our students' educational experience. Over the course of the pandemic the scientific evidence has shown that mitigation is needed until the pandemic is over and that there are substantial negative psycho-emotional impacts on students due to pandemic restrictions. The incredibly challenging task for schools is to balance our responses within these two realities.*

Phase is defined by the combination of the following indicators	Campus Access	Program Delivery	CAC gatherings/ community access/other Events	School Operations	CAC Personnel	Emergency Care	Other factors
<b>Phase 1: Very Restrictive</b>							
<p><b>Primary Indicators</b></p> <p>90% of CAC community not reporting active case</p> <p>Active community cases at 10%</p> <p>Many CAC positive cases reported as severe and requiring hospitalization</p> <p>Verified substantial COVID-19 transmission happening at CAC</p> <p><b>Secondary Indicators</b></p> <p>Uncontrolled community transmission of COVID-19 in Maadi</p> <p>Reported positive cases in Egypt at rapid acceleration</p> <p>ICU's at capacity</p>	<p>Students, faculty, staff, and essential personnel allowed on campus</p> <p>Parents and visitors on campus by appointment only</p> <p>Multiple assigned gates are used to enter and exit campus per school division</p> <p>Temperatures checked at entrances</p> <p>Masks required on campus outdoors and indoors</p>	<p>Modified program delivery to ensure social distancing and decrease student density on campus.</p> <p>After-school activities and athletics cancelled</p> <p>Pre-season athletic conditioning and skills allowed</p> <p>Students depart campus immediately after school</p> <p>Flexible attendance policies due to COVID-19</p>	<p>Community Campus Hours before and after school only allowed by appointment system and 25% density</p> <p>No school wide gatherings or events</p>	<p>Strict and regular disinfecting throughout the school day</p> <p>Classrooms utilize extra ventilation and outdoor learnings spaces</p> <p>No food vendors on campus. Greco allowed with only coffee</p> <p>Drinking fountains are closed</p> <p>All school-wide meetings and parent events are held virtual</p> <p>Limited busing</p>	<p>All faculty and staff report to work following health and safety procedures</p> <p>Faculty and staff may stay on campus after school for essential job related tasks.</p>	<p>Anyone on campus feeling unwell reports to health office immediately</p> <p>Those with COVID-19 symptoms kept in Health Office isolation room until able to depart campus</p> <p>If positive for COVID-19 contact tracing implemented</p> <p>Close contacts of a confirmed positive case required to self-quarantine at home, unless fully vaccinated, for 10 days or 7 days with a negative PCR test on day 5</p> <p>Positive cases cannot return to school until 10 days pass &amp; symptom free for three days</p>	<p>At any time, CAC may return to a campus closure with only e-learning</p> <p>The primary viral transmission data that CAC uses to influence mitigation protocols is the CAC community R-Value, severity, and number of cases</p> <p>Concurrently with the phased operational indicators, CAC also uses a 5% threshold positive case rate on campus to shift a class, grade, or division to e-learning</p>

Phase is defined by the combination of the following indicators	Campus Access	Program Delivery	CAC Community Gatherings/ Other Events	School Operations	CAC Personnel	Emergency Care	Other factors
<b>Phase 2: Moderately Restrictive</b>							
<p><b>Primary Indicators</b></p>	<p>Fully vaccinated parents allowed on</p>	<p>Modified program delivery to ensure 1m of</p>	<p>Community Campus Hours before and after</p>	<p>Strict and regular disinfecting throughout</p>	<p>All faculty and staff report to work</p>	<p>Same</p>	<p>Same</p>

<p>COVID-19 vaccinations are difficult to acquire locally</p> <p>95% of CAC community not reporting active case</p> <p>Active community cases 5-10%</p> <p>Few CAC positive cases reported as severe and requiring hospitalization</p> <p>Mild to moderate COVID-19 transmission at CAC</p> <p><b>Secondary Indicators</b></p> <p>ICU's at more than 75% of capacity</p> <p>Moderate to mild community COVID-19 transmission in Maadi</p> <p>Reported positive cases in Egypt stable w/ fluctuations</p>	<p>campus without appointment</p> <p>Masks required indoors for every person</p> <p>Only CAC ID holders allowed on campus</p>	<p>social distancing</p> <p>Modified athletics and activities allowed after school as specified by divisions</p>	<p>school allowed only by appointment system and 50% density</p> <p>No school-wide gatherings or events</p> <p>Divisional Faculty meetings allowed with social distancing</p>	<p>the school day</p> <p>Drinking fountains closed</p> <p>Decreased number of food vendors on campus with strict ordering and social distancing protocols</p> <p>Classrooms require ventilation, air purification, distancing, cleaning, and take advantage of outdoor spaces</p> <p>Critical parent meetings can occur on campus</p> <p>Limited busing</p>	<p>following health and safety procedures</p> <p>Faculty and staff may remain on campus after school hours as preferred.</p>		
--	---	--	---	---	--	--	--

Phase is defined by the combination of the following indicators	Campus Access	Program Delivery	CAC Community Gatherings/ Other Events	School Operations	CAC Personnel	Emergency Care	Other factors
<b>Phase 3: Less Restrictive</b>							
<p><b>Primary Indicators</b></p> <p>COVID-19 vaccine readily available &amp; increasing numbers being vaccinated</p> <p>95%+ of CAC community not reporting active case</p>	<p>Front and back gate entrance/exit</p> <p>Campus open to all ID Holders and approved guests</p> <p>Masks are optional</p>	<p>Students allowed to remain on campus after school</p> <p>All activities and athletics allowed</p> <p>Athletics may have sport specific</p>	<p>Campus access before and after school hours allowed</p> <p>Meetings/ events with up to full capacity allowed with specified mitigations</p>	<p>Classrooms require ventilation, air purification, distancing, and cleaning</p> <p>Fully vaccinated vendors allowed on campus</p>	<p>Standard expectations for faculty and staff per time on campus and support for after-school activity, athletic, and arts programs</p>	<p>Same</p>	<p>Same</p> <p>During times of high active case rates, more restrictive measures can be put in place while also remaining on phase 3</p>

<p>Active community cases less than 5%</p> <p>CAC positive cases reported as mild to moderate and few requiring hospitalization</p> <p>Few to no COVID-19 transmission at CAC</p> <p><b>Secondary Indicators</b> Low community COVID-19 transmission in Maadi</p> <p>Reported decreasing/stable rates of positive cases in Egypt and/or decreasing severity of disease</p> <p>The majority of services in Egypt are back to normal</p>	<p>Following CAC competition guidelines visiting athletic and activity teams are allowed on campus following CAC's required protocols</p>	<p>mitigation requirements</p> <p>AI</p>		<p>following protocols</p>			<p>Expect mask &amp; gathering guidelines to change, responding quickly to substantial local pandemic changes</p>
--	---	--	--	----------------------------	--	--	---

Phases are defined by the presence of the following indicators	Campus Access	Program Delivery	CAC Community Gatherings/ Other Events	School Operations	CAC Personnel	Emergency Care	Other factors
<b>Phase 4: Normal Operations</b>							
<p><b>Primary Indicator</b></p> <p>Pandemic is declared over by WHO</p>							

## APPENDIX D

### CDC FRAMEWORK TO GUIDE MITIGATION EFFORTS

**\*\*The CDC states that the COVID-19 transmission rates in the immediate community and in the communities in which students, teachers, and staff live are the most important viral trends to monitor\*\***

Level of Community Transmission	Community characteristics and description	Level of mitigation
Substantial, uncontrolled transmission	Large scale, uncontrolled community transmission, including communal settings (e.g., schools, workplaces)	Shelter in place
Substantial, controlled transmission	Large scale, controlled community transmission, including communal settings (e.g., schools, workplaces)	Significant mitigation
Minimal to moderate community transmission	Sustained transmission with high likelihood or confirmed exposure within communal settings and potential for rapid increase in cases	Moderate mitigation
No to minimal community transmission	Evidence of isolated cases or limited community transmission, case investigations underway; no evidence of exposure in large communal setting	Low mitigation

- Epidemiology**
- Level of community transmission: more extensive mitigation will be needed when there is greater community transmission
  - Number and type of outbreaks in specific settings or with vulnerable populations, including, but not limited to nursing homes and other long-term care facilities, correctional facilities, meat and poultry processing plants, and the homeless population
  - Severity of the disease
  - Impact of the level of community transmission and any outbreaks on delivery of healthcare or other critical infrastructure or services
  - Epidemiology in surrounding jurisdictions

- Community Characteristics**
- Size of community and population density
  - Level of community engagement and support
  - Size and characteristics of vulnerable populations
  - Access to healthcare
  - Transportation infrastructure (e.g., availability and use of mass transit)
  - Type of business or industry
  - Congregate settings (e.g., correctional facilities, homeless shelters)
  - Planned large events/gatherings, such as sporting events
  - Relationship of community to other communities (e.g., transportation hub, tourist destination, volume of commuting, and other attributes)

**Healthcare  
Capacity\***

- Healthcare workforce
- Number of healthcare facilities (including ancillary healthcare facilities)
- Testing activity
- Intensive care capacity
- Availability of personal protective equipment (PPE)

**Public Health  
Capacity**

- Public health workforce and availability of resources to implement strategies (e.g., resources to detect, test, track, and isolate cases)
- Available support from other state/local government agencies and partner organizations