Ensuring a Safe and Healthy Return to School

JUNE 11, 2020

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DEPARTMENT OF DEFENSE EDUCATION ACTIVITY

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Message from the Director:

Since the onset of the coronavirus (COVID-19) pandemic, it has been my goal to provide continuity in the education of DoDEA students and in the operations of our schools. The virus is testing our resilience, and we have risen to the challenge. As we look to the start of School Year (SY) 2020-21, it is important that we maintain our tradition of Excellence in Education for Every Student, Every Day, Everywhere while prudently responding to the ongoing risks associated with the virus.

Current projections indicate that COVID-19 will continue to impact our communities well into SY 2020-2021. Social distancing will be an important tool to protect the health of our students, staff, and families as we pursue our mission. This document details a range of options for school, district, and region leaders as they develop solutions to appropriately social distance in schools and offices. The options are based on extensive research into best practice, U.S. government agency guidance, and feedback provided by association partners, field and headquarters leadership.

Implementation of social distancing will look different between locations as leaders account for the unique realities of their student needs, building configurations, Health Protection Condition Levels (HPCON), installation conditions, and local government regulations. I encourage you to continue the remarkable innovation that has been the hallmark of our response to this virus.

Together, we will meet the challenge of the days to come with excellence.

Thomas M Brady

Thomas Brady
Director, DoDEA

Introduction

Social distancing is an essential tool to maintain the health and safety of the DoDEA community during the COVID-19 pandemic. This document presents social distancing guidelines in a number of areas at HPCON Alpha, Bravo, and Charlie and options for implementing those guidelines in accordance with CDC and DoD requirements. New research and information with regard to the COVID-19 pandemic is constantly evolving and will continue to develop at a rapid rate. This document is not an exhaustive list of every action that a district or school leader will need to take with regard to social distancing, as each school and community is unique in its configuration, enrollment, and population. The purpose of this guide is to provide school leaders with a range of solutions as they enter SY 20-21. The different circumstances at each school will require innovation and flexibility to develop comprehensive responses at each location. School and district leaders are expected to collaborate and partner with installation commanders as they develop plans for execution within their local communities.

ALPHA

BRAVO

CHARLIE

Social Distancing Guidelines for

HPCON A, B, & C

Social Distancing Guidelines:

HPCON Alpha

	HPCON Alpha Limited- Community Transmission Beginning	
	CDC Guidance	**DOD Guidance**
Classrooms	~Teach and reinforce healthy hygiene ~Intensify cleaning and disinfection ~Monitor absenteeism ~Consider keeping classes together to include the same group of children each day ~Space out seating to six feet apart, if possible ~Keep each child's belongings separated from others' and in individually labeled containers, cubbies, or areas and taken home each day and cleaned, if possible	~Social Distancing: Encourage physical distancing but face covering is no longer required except as directed for appropriate categories of personnel
Corridors & Common Areas	~Intensify cleaning and disinfection	~Social Distancing: Encourage physical distancing but face covering is no longer required except as directed for appropriate categories of personnel
Cafeterias	~Intensify cleaning and disinfection ~Consider continuing to plate each child's meal, to limit the use of shared serving utensils and ensure the safety of children with food allergies	~Common Areas and Large venues (e.g. sit-down dining, movie theaters, sporting venues): Can operate under relaxed physical distancing (3 ft) protocols
Buses	~Intensify cleaning and disinfection ~Consider staggering arrival and drop-off times or locations, or put in place other protocols to limit close contact with parents or caregivers as much as possible	~Social Distancing: Encourage physical distancing but face covering is no longer required except as directed for appropriate categories of personnel
Playgrounds	~Intensify cleaning and disinfection ~Assess group gatherings and events -consider postponing non-critical gatherings and events	~Outdoor recreation areas : May reopen/operate if they implement sanitation protocols ~Gyms: May reopen/operate if they adhere to sanitation protocols
Large Group Events	~Assess group gatherings and events -consider postponing non-critical gatherings and events ~Allow minimal mixing between groups ~Limit gatherings, events, and extracurricular activities to those that can maintain social distancing, support proper hand hygiene, and restrict attendance of those from higher transmission areas ~If food is offered at any event, have pre-packaged boxes or bags for each attendee instead of a buffet or family-style meal ~Avoid sharing of foods and utensils	~Common Areas and Large venues (e.g. sit-down dining, movie theaters, sporting venues): Can operate under relaxed physical distancing (3 ft) protocols ~Social Distancing: Encourage physical distancing but face covering is no longer required except as directed for appropriate categories of personnel

(1) Centers for Disease Control. (2020, May 19). Interim Guidance for Administrators of US K-12 Schools and Care Program: Plan, Prepare, and Respond to Coronavirus Disease 2019 (COVID-19). https://www.cdc.gov/coronavirus/2019-ncov/community/schools-childcare/guidance-for-schools.html
Centers for Disease Control. (2020, May). CDC Activities and Initiatives Supporting the COVID-19 Response and the President's Plan for Opening America Up Again. https://www.cdc.gov/coronavirus/2019-ncov/downloads/php/CDC-Activities-Initiatives-for-COVID-19-Response.pdf

(2) Secretary of Defense (2020, May 19). Guidance for Commander on Risk-Based Changing of Health Protection Condition Levels During the Coronavirus Disease 2019 Pandemic.

HPCON Bravo

	HPCON Bravo Moderate- Increased Community Transmission	
	CDC Guidance	DOD Guidance
Classrooms	~All HPCON Alpha requirements ~Space seating/desks to at least six feet apart ~Face desks in the same direction ~Accommodate children and families at high risk ~Ensure that student and staff groupings are as static as possible by having the same group of children stay with the same staff (all day for young children, and as much as possible for older children) ~Teach and reinforce use of face coverings among all staff ~Face coverings should be worn by staff and encouraged in students (particularly older students) if feasible and are most essential in times when physical distancing is difficult ~Ensure ventilation systems operate properly and increase circulation of outdoor air as much as possible such as by opening windows and doors	~Continue to practice physical distancing (6 ft) and when physical distancing is not possible, use precautionary measures (face covering)
Corridors & Common Areas	~All HPCON Alpha requirements ~Use homeroom stays or stagger class release ~Staff maintain distance from each other ~Ensure ventilation systems operate properly and increase circulation of outdoor air as much as possible such as by opening windows and doors without compromising HVAC integrity ~Close communal use spaces such as dining halls and playgrounds if possible; otherwise stagger use and disinfect in between use	~Continue to close common areas where personnel are likely to congregate and interact, or enforce social distancing protocols
Cafeterias	~All HPCON Alpha requirements ~Allow students to eat meals in the classroom ~Accommodate children and families at high risk ~Close communal use spaces such as dining halls and playgrounds if possible; otherwise stagger use and disinfect in between use ~If a cafeteria or group dining room is typically used, serve meals in classrooms instead	~Continue to practice physical distancing (6 ft) and when physical distancing is not possible, use precautionary measures (face covering)
Buses	~All HPCON Alpha requirements ~Create social distance between children on school buses (for example, seating children one child per seat, every other row) where possible ~Accommodate children and families at high risk ~Stagger arrivals and dismissals	~Continue to practice physical distancing (6 ft) and when physical distancing is not possible, use precautionary measures (face covering)
Playgrounds	~All HPCON Alpha requirements ~Stagger use of the playground, limit the number of classes allowed	~Continue to practice physical distancing (6 ft) and when physical distancing is not possible, use precautionary measures (face covering) ~Gyms: May reopen if they implement social distancing and adhere to sanitation protocols
Large Group Events	~All HPCON Alpha requirements ~Cancel Assemblies	~Continue to practice physical distancing (6 ft) and when physical distancing is not possible, use precautionary measures (face covering)

(1) Centers for Disease Control. (2020, May 19). Interim Guidance for Administrators of US K-12 Schools and Care Program: Plan, Prepare, and Respond to Coronavirus Disease 2019 (COVID-19). https://www.cdc.gov/coronavirus/2019-ncov/community/schools-childcare/guidance-for-schools.html
Centers for Disease Control. (2020, May). CDC Activities and Initiatives Supporting the COVID-19 Response and the President's Plan for Opening America Up Again. https://www.cdc.gov/coronavirus/2019-ncov/downloads/php/CDC-Activities-Initiatives-for-COVID-19-Response.pdf

(2) Secretary of Defense (2020, May 19). Guidance for Commander on Risk-Based Changing of Health Protection Condition Levels During the Coronavirus Disease 2019 Pandemic.

HPCON Charlie

	HPCON Charlie Substantial- Sustained Community Transmission	
	CDC Guidance	**DOD Guidance**
Classrooms	~All HPCON Alpha and Bravo requirements ~Extended school dismissals	~Schools are closed
Corridors & Common Areas		
Cafeterias		
Buses		
Playgrounds		
Large Group Events		

(1) Centers for Disease Control. (2020, May 19). Interim Guidance for Administrators of US K-12 Schools and Care Program: Plan, Prepare, and Respond to Coronavirus Disease 2019 (COVID-19). https://www.cdc.gov/coronavirus/2019-ncov/community/schools-childcare/guidance-for-schools.html
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(2) Secretary of Defense (2020, May 19). Guidance for Commander on Risk-Based Changing of Health Protection Condition Levels During the Coronavirus Disease 2019 Pandemic.

Implementation

Options

Options to Implement Social Distancing Guidelines in DoDEA Schools

As we pursue our mission, the health and safety of DoDEA students and staff are dependent on the actions at the individual, school, and community levels. There is no single solution to this challenge. The diversity of our geography, building structures, HPCON levels, and student needs necessitates a wide range of options to successfully implement social distancing practices across our system. This document details a number of options that can be undertaken to fully implement social distancing guidelines. Specific options are provided around:

- **Classrooms**
- **Corridors and Common Areas**
- **Cafeterias**
- **Playgrounds**
- **Large Group Events**

These strategies are based on current research and feedback provided by DoDEA leaders and association partners. As you develop social distancing strategies in your schools, we encourage you to share your innovations with your colleagues. The impacts of COVID-19 are rapidly evolving, and it is essential that our response as a DoDEA community is flexible and informed.

Classrooms, Labs, and School Offices

Social distancing in classrooms, labs, and school offices is critical to the health and safety of our community. There are a number of important considerations and challenges to address inside these areas.

- **Seating & Desks**
  - » Space seating/desks at least six feet apart where possible. Remove personal furniture from classrooms to create more room between seating.
  - » Turn desks to face in the same direction (rather than facing each other), or have students sit only on one side of tables, spaced apart where possible.
  - » Use tape on floors to indicate proper social distancing standards for students when possible.
- **Healthy Hygiene Practices**
  - » Increase the frequency of hand washing routines throughout the school day, before meals, upon entering the building or classroom, after recess, when coughing, blowing your nose, or sneezing, and after using the bathroom. These routines should be coordinated between classrooms to prevent crowding at sinks and in restrooms.
  - » Set up handwashing stations where possible.
  - » Provide access to hand sanitizer with proper monitoring of student use.
  - » Encourage the proper use, removal, and washing of cloth face coverings.
  - » Encourage students to limit touching their faces.
- **Limit Sharing**
  - » Limit sharing of supplies and equipment, and sanitize between student use.
  - » Keep each student's belongings separated from others' and in individually labeled containers, cubbies, or areas to the largest extent possible.
  - » Encourage students to take their belongings home to be cleaned each day when possible.

- **Physical Education**
  - Physical education classes should be conducted outside with at least six feet between students to the extent possible.
  - Students should wash their hands for a minimum of 20 seconds with warm water and soap before touching any surfaces or participating in class.
  - Limit or eliminate the use of shared equipment. Any equipment should be cleaned between individual uses.
  - Encourage students to bring their own water bottle for their personal use.
- **Cloth Face Coverings**
  - Students-
    Encourage the use of cloth face coverings in students per HPCON guidance, if feasible. Face coverings are most essential in times when physical distancing is difficult. Cloth face coverings are not recommended for anyone who has a diagnosed respiratory condition, trouble breathing, or is unconscious, incapacitated, or otherwise unable to remove the covering without assistance.
  - Staff-
    Cloth face coverings should be worn by staff per HPCON guidance, if feasible. Face coverings are most essential in times when physical distancing is difficult. Cloth face coverings are not recommended for anyone who has a diagnosed respiratory condition, trouble breathing, or is unconscious, incapacitated, or otherwise unable to remove the covering without assistance.
- **Indoor Ventilation**
  - In coordination with local facilities staff, maximize ventilation when possible without violating security measures or compromising the integrity of the HVAC system. Open windows and doors when possible. Use fans to circulate the air throughout the building.
- **Clean, Sanitize, and Disinfect High-Touch Surfaces**
  - Frequently clean surfaces, paying particular attention to high-touch areas (stair handrails, door handles, counters, desks, tables, chairs, lavatories, computers, books, etc.).
  - Clean and disinfect surfaces after each cohort of students leaves a facility or classroom, including between class changes if applicable, between groups in the cafeteria when utilized, and after each school day.
  - Custodians perform some cleaning and disinfecting while some are the responsibility of the school staff. Talk with the local Facilities Operations Specialist to coordinate responsibilities.
- **School Nurses' Offices**
  - School nurses must utilize Personal Protective Equipment (PPE) and provide the staff member with surgical masks if providing any direct assessments/services.
  - Identify an isolation room or area to separate anyone who exhibits COVID-like symptoms.
  - Remind staff who are monitoring the student or staff member with symptoms to practice social distancing when possible.
  - Establish protocols to safely transport any sick person home or to a healthcare facility.
  - Close off areas used by a sick person, and do not use again until the area has been cleaned and disinfected. It is advisable to wait 24 hours after the sick student or staff member leaves before cleaning and disinfecting.
  - Clean and disinfect high-touch surfaces, focusing on areas where the sick person is known to have been and items they have touched.

- Advise sick staff members and children not to return until they have met CDC criteria to discontinue home isolation.
- Inform those who have had close contact to a person diagnosed with COVID-19 to stay home, self-monitor for symptoms, and follow CDC guidance.

Corridors & Common Areas

Students and staff must remain vigilant as they transition to and from classrooms, labs, gyms, locker rooms, and offices to maintain social distancing guidelines at entry points and throughout corridors, common areas, and communal spaces.

- **Entry Points**
  - Utilize multiple entry points when possible.
  - Monitor entry point to ensure students and staff maintain social distancing and security measures.
  - Implement protocols to limit close contact with parents or caregivers, such as staggered arrival and drop-off times and locations.
  - Encourage families to transport students to and from school either by car or on foot.
- **Corridors**
  - In coordination with local facilities staff, maximize ventilation when possible without violating security measures or compromising the integrity of the HVAC system. Open windows and doors when possible. Use fans to circulate the air throughout the building.
  - Restrict movement in the corridors unless it is absolutely necessary. If feasible, consider requiring students to remain in a single classroom during the day and teachers to transition between rooms between periods.
  - Designate corridors and stairways for one-way traffic to minimize the chance for close contact. Use tape to show the direction students and staff should travel in each corridor to reduce congestion.
  - Remove items from the classroom or hallways that are frequently touched but are not easily cleaned on a daily basis.
- **Common Areas**
  - Restrict mixing between groups.
  - Limit gatherings, events, and extracurricular activities to those that can maintain social distancing and support proper hand hygiene. Restrict attendance of those from higher transmission areas.
- **Communal Spaces**
  - Close communal use spaces if possible; otherwise, stagger groups and disinfect between uses when appropriate.

Cafeterias

During meal times, when face coverings are necessarily removed and germs can easily be transmitted from hand to mouth, it will be especially important to encourage excellent handwashing hygiene and consistent social distancing precautions, along with modified scheduling and delivery service models to reduce large gatherings.

- **Meal Time in Cafeteria**
  - Stagger meal times to minimize the number of people dining inside at one time and keep people six feet apart.
  - Require students to wash hands thoroughly prior to meal times.

- » Restrict mixing student groups during meal times.
- » Determine if markings for spacing and flow through hallways, cafeterias, and open seating areas are required; and if so, install.

- **Food Delivery Models**
  - » Avoid traditional cafeteria line model if feasible.
  - » Create pre-order format which students can select in the morning or that parents can select online.
  - » Coordinate food and nutrition service operations with teachers and administrators to determine logistics, packaging, transport, and food safety for student meals in the classroom.
  - » Wherever feasible, encourage bag lunches from home.
  - » For those who cannot bring lunches from home, utilize grab-and-go model for breakfast, lunch, and/or other meals served in the classroom.
  - » Pre-plate each meal to avoid multiple people using the same serving utensils.
  - » Consider serving meals outside or in alternative indoor areas to maximize social distancing as weather allows.
- **Custodial Staff**
  - » Clean and disinfect surfaces between groups in the cafeteria when utilized.

Buses

Social distancing on buses, while challenging, can be accomplished through a lower headcount each day and through additional students taking alternate modes of transportation.

- **Driver**
  - » Maintain a distance of six feet from passengers.
  - » Practice proper handwashing hygiene.
- **Students**
  - » Cloth face coverings should be encouraged in students (particularly older students) per HPCON guidance, if feasible. Face coverings are most essential in times when physical distancing is difficult. Cloth face coverings are not recommended for anyone who has trouble breathing, or is unconscious, incapacitated, or otherwise unable to remove the covering without assistance.
- **Seating**
  - » Create social distance between children on school buses (for example, seating children one child per seat, every other row) where possible.
  - » Institute measures to physically separate or force distance greater than six feet between bus transit operators and passengers. Such measures may include use of physical partitions or visual cues (e.g., floor decals, colored tape, or signs to indicate to passengers where they should not sit or stand near the bus operator).
- **Waiting for the bus**
  - » Encourage students to wait in family groups; parents are encouraged to wait with their children, when feasible.
  - » Ask non-family groups to stay six feet apart.

- **Entering and Departing the bus**
  - » Direct students to enter through the back of the bus one at a time if the bus design allows.
  - » Avoid crowding when waiting to enter or depart the bus. Request students remain in their seats until the student before them is several rows in front of them or exiting the bus.
- **Sanitation**
  - » Clean and disinfect frequently touched surfaces at least daily.
- **Ventilation**
  - » When possible, open windows to increase ventilation.

Playgrounds

While playgrounds may offer a much-needed outlet from the more sedentary protocols adopted in the classroom, new precautions are needed to maintain social distancing and reduce the risk of virus transmission during recess. Best practices emerging from government guidelines and state school plans recommend that staff and administrators implement the following:

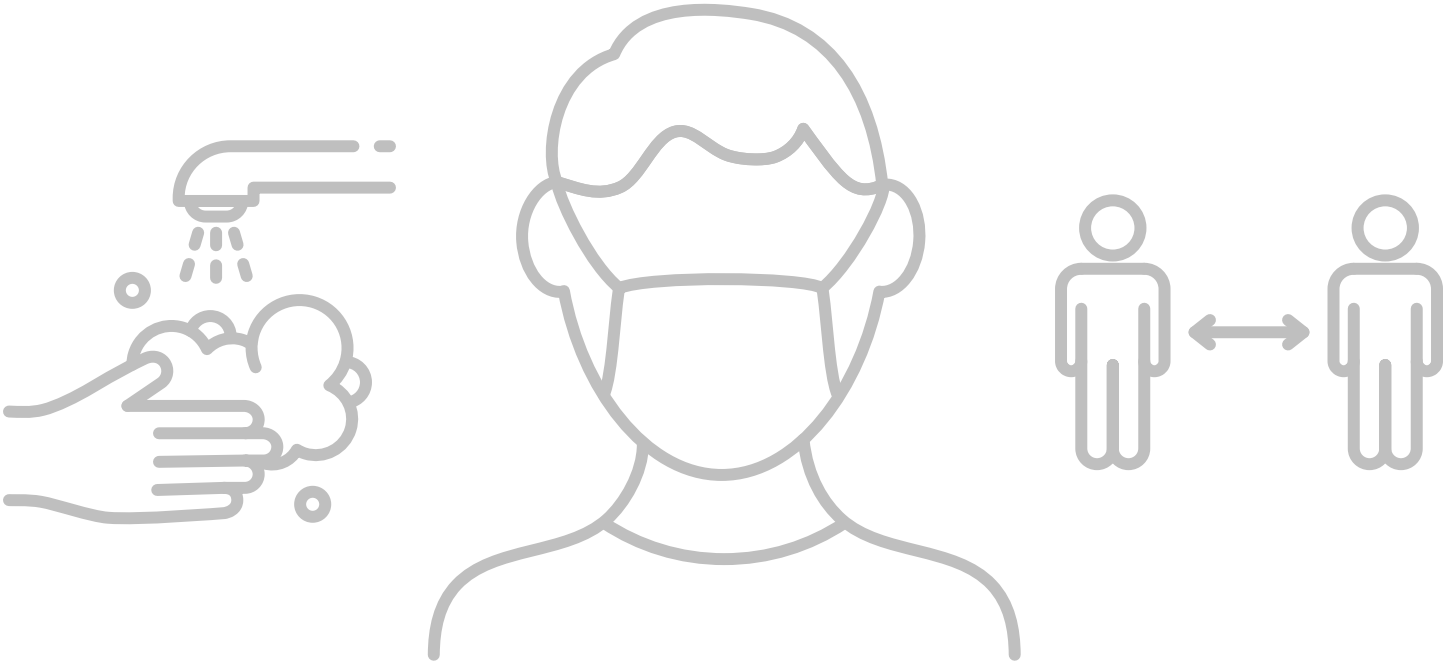
- **Playground Use**
  - » Assess what can be done to limit risk of exposure or direct physical contact in physical education classes, sports or other physical activities, and play in playgrounds, wet areas, and changing rooms.[i]
  - » Reduce the load on common areas through alternate scheduling and by marking playground areas for social distancing where possible.[ii]
  - » Ask students and staff to maintain social distancing while on the playground and continue wearing cloth face coverings per HPCON guidelines. Cloth face coverings are not recommended for anyone who has trouble breathing, or is unconscious, incapacitated, or otherwise unable to remove the covering without assistance.
  - » Practice healthy hygiene routines, including handwashing before and after playground use if possible.
  - » If playground use cannot be staggered throughout the day or week, or the outside space is limited and would not support social distancing, or staff do not feel confident that social distancing would be maintained during playground use, consider suspending scheduled recess period.
  - » Clean and disinfect surfaces and equipment after each cohort use.

Large Group Events, Extra-Curricular, and Co-Curricular Activities

School events and activities are important to creating a sense of normality for students and communities. Balancing this sense of normality with social distancing can present a distinct challenge. Student needs, building configurations, Health Protection Levels (HPCON), installation conditions, and local government regulations must all be considered when making decisions.

- **Cancellation & Scheduling**
  - » Collaborate with local stakeholders to limit gatherings, events, and curricular and extracurricular activities to those that can maintain social distancing and support proper hand hygiene in accordance with local installation guidelines.
  - » Provide virtual activities students can participate in at home.
  - » Do not use equipment. Use floor/surface marking (floor tape, sidewalk chalk) to provide visual social distancing cues.

- **Seating**
  - » Space seating to at least six feet apart.
- **Participation**
  - » Consider limiting nonessential visitors and volunteers.
  - » Restrict attendance of those from higher transmission areas.
- **Food**
  - » If food is offered at any event, have pre-packaged boxes or bags for each attendee instead of a buffet or family-style meal. Avoid sharing foods and utensils.
- **Locker Rooms, Gyms, and Indoor Spaces**
  - » Close communal use spaces if possible; otherwise, stagger groups and disinfect between uses when appropriate.



Glossary of Terms

Clean- Using soap (or detergent) and water to physically remove germs, dirt, and impurities from surfaces.[iii]

Cloth face coverings- Coverings that fully cover the mouth and nose, fit snugly against the side of face intended to prevent the person wearing the covering from spreading respiratory droplets when talking, sneezing, or coughing.[iv]

Disinfect- Using chemicals to kill germs on surfaces or objects. This process does not necessarily clean dirty surfaces or remove germs. [v]

Health Protection Condition Alpha (HPCON Alpha)- Limited health alert- community transmission beginning. [vi]

Health Protection Condition Bravo (HPCON Bravo)- Moderate health alert- increased community transmission.[vii]

Health Protection Condition Charlie (HPCON Charlie)- Substantial health alert- sustained community transmission. [viii]

Health Protection Condition Delta (HPCON Delta)- Severe health alert- widespread community transmission.[ix]

High-touch surface- Surfaces that are handled frequently throughout the day by numerous people including tables, doorknobs, light switches, countertops, handles, desks, phones, keyboards, toilets, faucets, sinks, etc.[x]

Personal Protective Equipment (PPE)- Special coverings to protect health care personnel from exposure to or contact with infectious agents.[xi]

Sanitize- Lowering the number of germs on surfaces or objects to a safe level, as judged by public health standards or requirements by either cleaning or disinfecting surfaces.[xii]

Social distancing- The practice of limiting face-to-face contact with other to reduce disease spread by staying at least 6 feet apart from other people, avoiding gathering in groups, and avoiding crowded places and mass gatherings.[xiii]

i World Health Organization. (2020, May 10). Considerations for school-related public health measures in the context of COVID-19. Retrieved May 21, 2020, from https://www.who.int/publications-detail/considerations-for-school-related-public-health-measures-in-the-context-of-covid-19.

ii Maryland Public Schools. (May 2020). Maryland together: Maryland's recovery plan for education. http://marylandpublicschools.org/newsroom/Documents/MSDERecoveryPlan.pdf

iii Centers for Disease Control. (2018, July 31). How to Clean and Disinfect Schools To Help Slow the Spread of Flu. Retrieved May 26, 2020 from https://www.cdc.gov/flu/school/cleaning.htm .

iv Centers for Disease Control. (2020, May 22). About Cloth Face Coverings. Retrieved May 26, 2020 from https://www.cdc.gov/coronavirus/2019-ncov/prevent-getting-sick/about-face-coverings.html.

v Centers for Disease Control. (2018, July 31). How to Clean and Disinfect Schools To Help Slow the Spread of Flu. Retrieved May 26, 2020 from https://www.cdc.gov/flu/school/cleaning.htm.

vi Department of Defense. (March 27, 2020). HPCON: Understanding Health Protection Condition Levels. Retrieved May 26, 2020 from https://www.defense.gov/Explore/Inside-DOD/Blog/Article/2128863/hpcon-understanding-health-protection-condition-levels/.

vii Department of Defense. (March 27, 2020). HPCON: Understanding Health Protection Condition Levels. Retrieved May 26, 2020 from https://www.defense.gov/Explore/Inside-DOD/Blog/Article/2128863/hpcon-understanding-health-protection-condition-levels/.

viii Department of Defense. (March 27, 2020). HPCON: Understanding Health Protection Condition Levels. Retrieved May 26, 2020 from https://www.defense.gov/Explore/Inside-DOD/Blog/Article/2128863/hpcon-understanding-health-protection-condition-levels/.

ix Department of Defense. (March 27, 2020). HPCON: Understanding Health Protection Condition Levels. Retrieved May 26, 2020 from https://www.defense.gov/Explore/Inside-DOD/Blog/Article/2128863/hpcon-understanding-health-protection-condition-levels/.

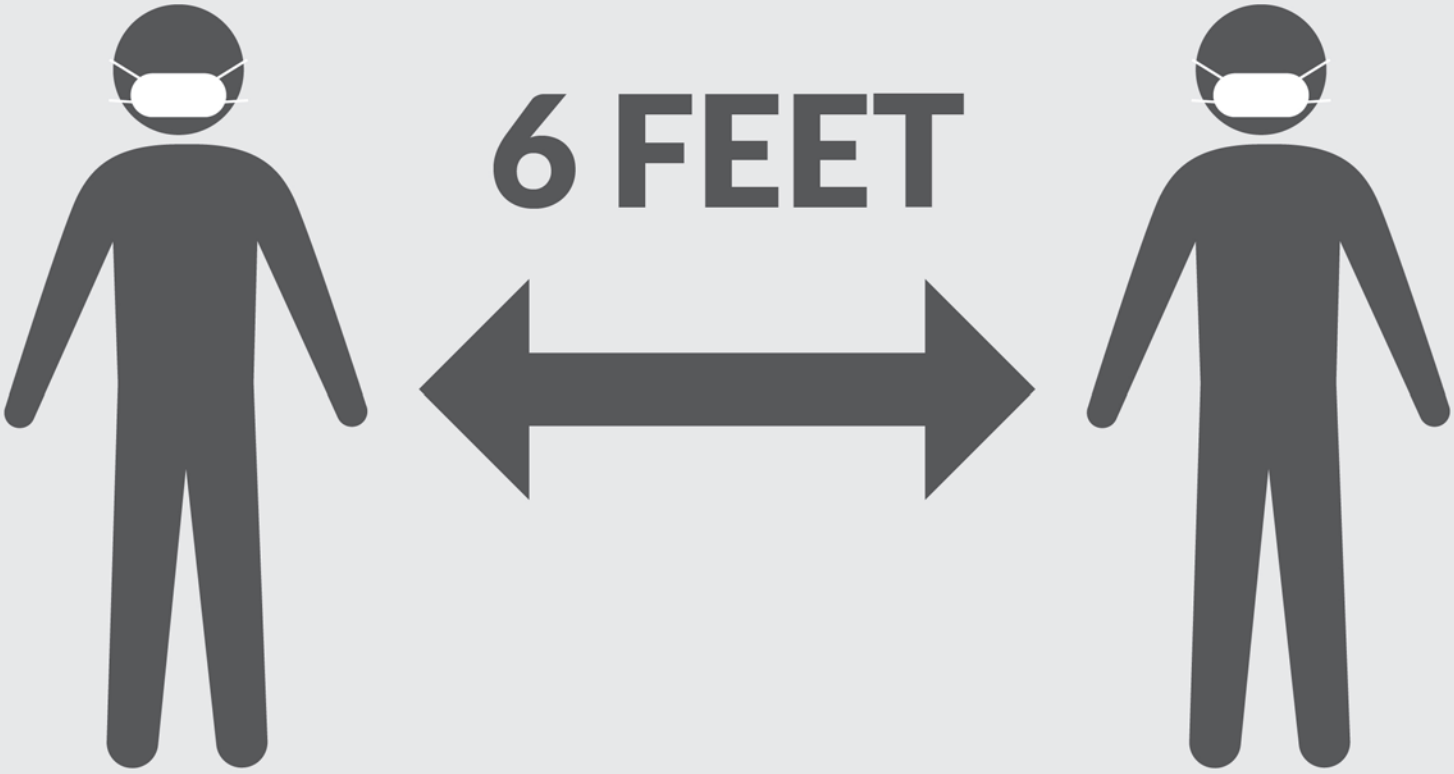
x Centers for Disease Control (April 14, 2020). Cleaning and Disinfecting Your Facility. Retrieved May 26, 2020 from https://www.cdc.gov/coronavirus/2019-ncov/community/disinfecting-building-facility.html.

xi Centers for Disease Control. (2020, March 6). Personal Protective Equipment. Retrieved May 26, 2020 from https://www.cdc.gov/oralhealth/infectioncontrol/faqs/personal-protective-equipment.html.

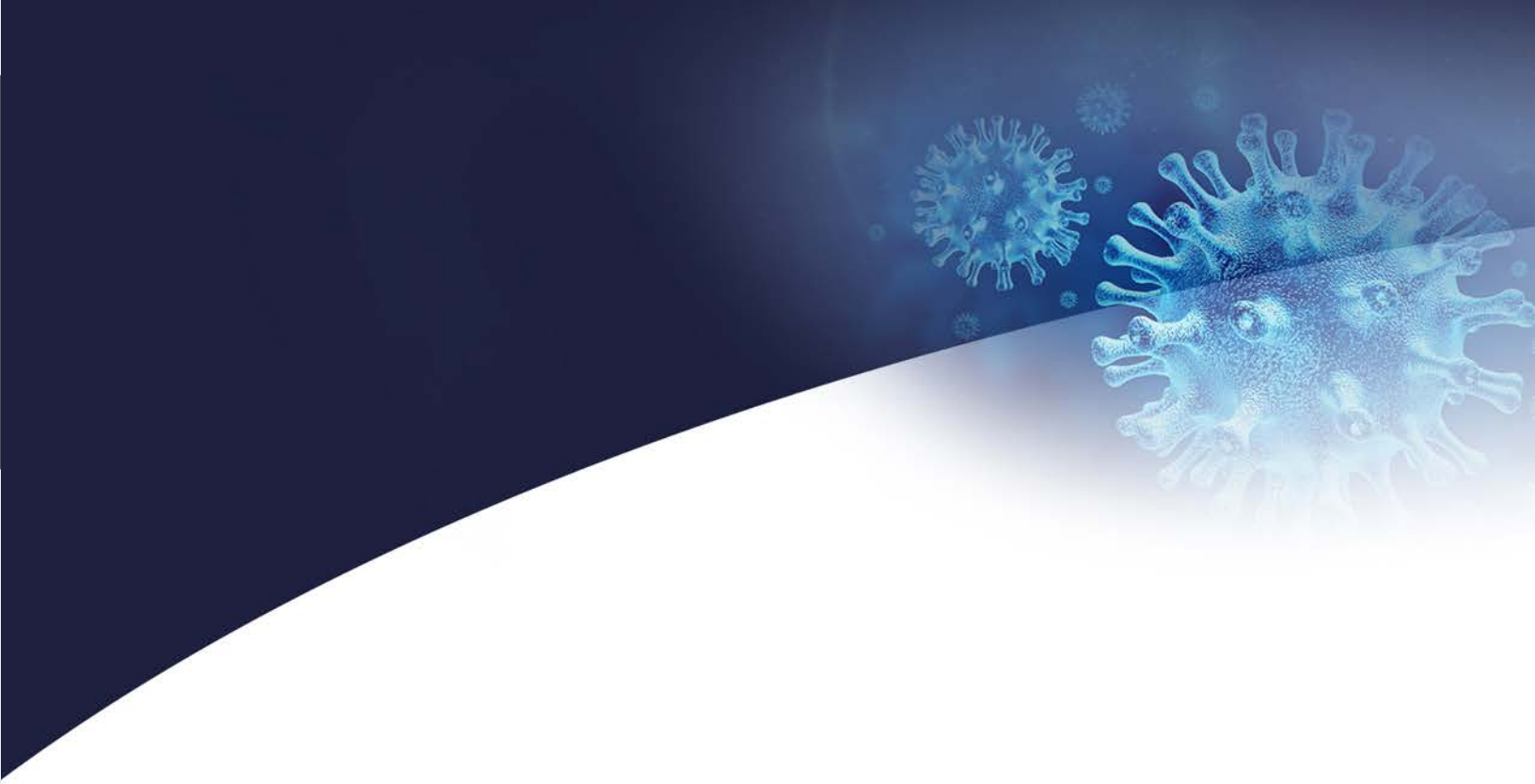
xii Centers for Disease Control. (2018, July 31). How to Clean and Disinfect Schools To Help Slow the Spread of Flu. Retrieved May 26, 2020 from https://www.cdc.gov/flu/school/cleaning.htm.

xiii Centers for Disease Control. (2020, May 6). Social Distancing. Retrieved May 26, 2020 from https://cdc.gov/coronavirus/2019-ncov/prevent-getting-sick/social-distancing.html.

PLEASE PRACTICE SOCIAL DISTANCING



THE NEW NORMAL



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