DRAFT

Reopening Planning Team

INITIAL RECOMMENDATIONS FOR LOS RIOS COMMUNITY COLLEGE DISTRICT

January 29, 2021

This is a summary report to Los Community College District Chancellor Brian King outlining initial recommendations of the *Reopening Planning Team*.

Reopening Planning Team Charge

Background. In anticipation of widespread vaccinations for COVID-19 in the first two quarters of 2021, it is essential that Los Rios begins thoughtful, thorough planning for reopening face-to-face instruction and services. Based on current health predictions, the goal is to be prepared for reopening for the Fall Semester of 2021. The Los Rios Reopening Planning Team will develop an initial report outlining assumptions, questions, and concerns for reopening to submit to the Chancellor no later than **January 31, 2021**.

Upon engagement with key stakeholders, including the Board of Trustees and Labor and Senate partners as appropriate, the Los Rios Reopening Planning Team will submit a refined report outlining a detailed and specific framework and plan for reopening to submit to the Chancellor no later than **February 28, 2021.**

Composition of the Los Rios Reopening Planning Team. The team includes representatives from each of the four Los Rios Colleges and leaders in Instruction, Student Services and Administrative Services: Davin Brown, Vice President of Student Services, Sacramento City College: Frank Kobayashi, Vice President of Instruction, American River College; Monica Pactol, Vice President of Instruction, Folsom Lake College; and Theresa Tena, Vice President of Administrative Services, Cosumnes River College. The Team can and will engage and involve additional organizational leaders into the discussions if/when their specific expertise is valuable (e.g., FM for facility needs, HR for personnel issues).

Phase 1 Charge: In developing the Report for Reopening, the Los Rios Planning Team will through the initial report:

- Identify and prioritize key issues with respect to reopening.

- Identify assumptions, questions, and concerns for reopening.

- Work with, engage and inform all key stakeholders, including the Board of Trustees and Labor and Senate partners as appropriate.

- Coordinate with the Communications Office a plan to keep all stakeholders informed of the issues under review and the decision-making processes and timing.

Phase 2 Charge: In developing the Report for Reopening, the Los Rios Planning Team will through the refined report:

- Refine and prioritize key issues with respect to reopening.

- Address questions and concerns for reopening.

- Develop a decision-making model for reopening.

- Develop the report consistent with existing statewide public health standards and directives (for example, California's Blueprint for a Safer Economy system of tiers).

- Recognizing access to additional one-time funds to support this work is not guaranteed, so in all situations the goal is to leverage existing resources to implement this plan.

- Make planning recommendations that apply uniformly to all the Los Rios Colleges to the extent possible, and any framework for exceptions to individual components of the plan will be defined and articulated consistently and universally.

DRAFT

Assumptions, Questions, and Concerns

To best understand the assumptions, questions and concerns for reopening, the Reopening Team engaged with stakeholders via a website/feedback form, through Listening Sessions, and review of additional available resources.

Website/FeedbackForm

During the week of January 4th the "Reopening Los Rios" website was developed and shared. The initial focus of this website was to provide information about the Reopening Planning Team Charter, information about Listening Sessions, and the Feedback Form. Information about Resources and Related Links have been added. The Feedback Form captured the thoughts and ideas of stakeholders during the month of January.

Listening Sessions

During the week of January 11th, Listening Sessions were held at all four Colleges. The Listening Sessions highlighted the purpose, timelines, communication plans, and key issues associated with the Reopening Plan. Over 900 employees participated in the Listening Sessions. The primary focus of these sessions was to capture the thoughts and ideas of all key stakeholders. On January 21st, a Listening Session was held with students from all four Colleges. Fifty-nine students participated in the Listening Session. Below are the dates and links to the recorded Listening Sessions:

- January 13, Cosumnes River College Employee Listening Session
- January 14, Sacramento City College Employee Listening Session
- January 14, American River College Employee Listening Session
- January 15, Folsom Lake College Employee Listening Session
- January 21, Los Rios Community College District Student Listening Session

Additional Resources

The Reopening Team used a variety of local, state and higher education resources to inform this report. This included, but was not limited to:

City, County, and State

- California Department of Industrial Relations: Cal/OSHA Emergency Regulations to Protect Workers from COVID-19
- California Department of Industrial Relations: COVID-19 Emergency Temporary Standards FAQ
- California Department of Public Health: Blueprint for a Safer Economy
- Governor Newsom Unveils California's Safe Schools for All Plan
- Sacramento County COVID-19 Vaccine Distribution Phases

Higher Education

- California Department of Public Health: COVID-19 Guidance for Institutions of Higher Education (PDF)
- APLUS Campus Reopening Plans
- CCCCO's Report of the Safe Campus Reopening Workgroup (PDF)
- Phillips Community College COVID-19 Reopening Plan
- Los Rios Response to Coronavirus (COVID-19)

DRAFT

Data Analysis
Input from the Listening Sessions and the Feedback Form were a valuable component of gaining the perspectives of members of the campus communities.   The raw data from the Listening Sessions and Feedback Form were gathered to identify assumptions, questions, and concerns. The raw data reviewed and analyzed by the Reopening Team was organized by subject and college. Based on this review and analysis Guiding Principles, Key Issues, and Initial Draft recommendations were Identified.

Guiding Principles and Key Issues

Guiding Principles
Based on feedback from the campus communities, the following Guiding Principles for Reopening are recommended:

1. Ensure the safety and well being of students and employees.
2. Employ equity-minded decision making to ensure care for the most vulnerable students.
3. Maintain the integrity of programs and academic standards.
4. Balance efficiencies and flexibilities while ensuring maximum effectiveness in the ever-changing environment.
5. Proactively ensure consistent and coordinated communication districtwide and ensure transparency in process and clearly understood recommendations.

Key Issues
Based on feedback from the campus communities, the Guiding Principles were expanded into the Key Issues listed below. Example questions per topic have been added for clarity.

1. Ensure the safety and well being of students and employees
   a. Safety
      i. How will students, faculty, and staff be kept safe?
      ii. What are the protocols for social distancing, mask wearing, and vaccinations?
      iii. How will recently promulgated statute and regulations at the state level be incorporated with college/district closed campus protocols?
   b. Vaccinations
      i. What will be the protocol/requirements for vaccinations of faculty, staff, and students?

2. Employ equity-minded decision making to ensure care for the most vulnerable students
   a. Student Access to Resources
      i. What computer labs will be open?
      ii. What services will be available face to face?
   b. Student Impact
      i. What mental health resources will be available to students? (anxiety, isolation, depression)
      ii. What technology resources will be available to students?
      iii. How can we better communicate/connect resources with students?
      iv. How can engagement through online education be improved to support students?

3. Maintain the integrity of programs and academic standards
    a. Instructional Labs
        i.   How will specific protocols be developed for various disciplines?
    b. Exams/Test Integrity
        i.   What will be done to strengthen test integrity?
    c. Instructional Operations
        i.   How will social distancing be implemented in the classroom?
        ii. Will class caps remain the same?

4. Balance efficiencies and flexibilities while ensuring maximum effectiveness in the ever-changing environment
    a. Phased Approach
        i.   What will be the District's approach to gradually reopening?
        ii.   Work Environment
              1. What are possible work schedules?
              2. What might be the model or models for work?
        iii. Faculty Support
              1. Will there be access to offices?
              2. Can videos be shot in labs/classrooms?
        iv.   Facilities
              1. Will HVAC be updated?
              2. What will be cleaning protocols?
        v.   Preparation Time
              1. How far in advance will we know about Fall 2021?
              2. Will we have time to prepare curriculum and/or facilities?
              3. What will be the process to secure personal protective equipment?
              4. What will be the process to secure new technology and replenish technology deployed in the shift to remote operations?

5. Proactively ensure consistent and coordinated communication districtwide and ensure transparency in process and clearly understood recommendations.
    a. Communication
        i.   How will decisions be made? and communicated?
        ii. Will the decision change?

Initial Recommendations

Initial Recommendation One: A Commitment to Equity and Anti-Racism

Remain committed to our district and college goals of centering the needs of students through the lens of equity and anti-racism. It is recommended that equity and anti-racism are prioritized and practiced to inform all decision making. This will assist with ensuring that students, specifically Black, Latinx and other disproportionately impacted populations have their academic, support, and safety needs met as we prepare for reopening.

Initial Recommendation Two: A Framework for Reopening

As of this writing, numerous factors outside of the control of the Los Rios Community College District will impact the status of the safety and well being of students and employees in 2021 and beyond. It is recommended the planning for an eventual full reopening of the Los Rios Community College District is based on the California Department of Public Health's (CDPH) Blueprint for a Safer Economy.

	Higher Risk ⟶ Lower Risk of Community Disease Transmission***			
Measure	**Widespread** Tier 1	**Substantial** Tier 2	**Moderate** Tier 3	**Minimal** Tier 4
Adjusted Case Rate for Tier Assignment** (Rate per 100,000 population* excluding prison cases^, 7 day average with 7 day lag)	>7	4-7	1-3.9	<1
Testing Positivity^ (Excluding prison cases^, 7 day average with 7 day lag)	>8%	5-8%	2-4.9%	<2%

DRAFT

Initial Recommendation Three: Draft Decision Making Model

As indicated earlier, numerous factors outside of the control of the Los Rios Community College District will impact the status of the safety and well being of students and employees in 2021 and beyond. However, for planning purposes, it will be required to begin with certain planning assumptions combined with a phased approach to reopening.

The following chart provides detail to a phased in approach based on the CDPH Tiers, Guiding Principles and Key Issues. The Reopening Team recommends feedback be gathered and analyzed during the month of February to inform recommendations for the Final Report. Feedback to be gathered via the Reopening Website, Chancellor's Cabinet, and cross constituent dialogue.

Phases	Open	Partially Open		Closed	
CDPH Tiers	Post COVID Normal	**CDPH Tier 4: MINIMAL**	**CDPH Tier 3: MODERATE**	**CDPH Tier 2: SUBSTANTIAL**	**CDPH Tier 1: WIDESPREAD**
High Level Recommendation	Onground/Online w/ increased cleaning & mask wearing	Online w/ Minimal Exceptions/Safety Plans		Online w/ Substantial Exceptions/Safety Plans	
Instructional Activities	Instruction	Instruction		Instruction	
Lecture	Onground/ Increased Online	Allied Health 15 + Impossible to Convert + Needs Discussion	Allied Health 15 + Impossible to Convert	Allied Health 15 + Impossible to Convert	Allied Health 15
Labs	Onground/Online	Allied Health 15 + Impossible to Convert + Needs Discussion	Allied Health 15 + Impossible to Convert	Allied Health 15 + Impossible to Convert	Allied Health 15
Athletics	Onground	Athletics Conditioning & Competition		Athletics Conditioning	None
Child Development Centers*	Onground	Dependent upon number of onground/online student interest; potentially phased reopening	Needs Discussion	Needs Discussion	None
Office Access	Everyone	Everyone (Needs Discussion)		Everyone (Needs Discussion)	
Videotaping Access	Everyone	Needs Discussion	Needs Discussion	Needs Discussion	None
Test Security	NA	Needs Discussion	Needs Discussion	Needs Discussion	None
Student Services Activities	Student Services	Student Services		Student Services	
A&R	Onground/Online	Online with minimal on ground	Online with minimal on ground	Online w/ Essential Workers	Online w/ Essential Workers

Financial Aid	Onground/Online	Online with minimal on ground	Online with minimal on ground	Online	Online
General Counseling	Onground/Online	Online with minimal on ground	Online with minimal on ground	Online	Online
Categoricals (EOPS, DSPS, CalWorks, VETS)	On ground with minimal online presence	On ground with minimal online presence	On ground with minimal online presence	Online	Online
International	Onground/Online	Online with minimal case by case on ground presence	Online with minimal case by case on ground presence	Online w/ Essential Workers	Online w/ Essential Workers
Health Services	Onground w/ telehealth online services	Medical on ground by appointment. Mental health/ telehealth online services	Medical on ground by appointment. Mental health/ telehealth online services	Needs Discussion	Needs Discussion
Outreach	Onground/Online	Online only with a review post K-12 return to campus operations decisions	Online only with a review post K-12 return to campus operations decisions	Online	Online
Clubs & Events/Student Senate	Onground/ minimal online	Online	Online	Online	Online
Affinity Programs:(i.e. Puente, Umoja, RISE, URP, PRISE, PRIDE, etc.)	Onground/ minimal online	Online	Online	Online	Online
Grant funded programs (i.e. HSI-SAGE, SSS)	Onground/Online	Online	Online	Online	Online
FYE- Onboarding/ Orientation (new student support)	Onground/Online	Online	Online	Online	Online
Outreach	Onground/Online	Online only with a review post K-12 return to campus operations decisions	Online only with a review post K-12 return to campus operations decisions	Online	Online
Tutoring/Learning Skills*	Onground/Online	Online	Online	Online	Online
Library*	Onground/Online	Online w/ Essential Workers & Book Distribution	Online w/ Essential Workers & Book Distribution	Online w/ Essential Workers & Book Distribution	Online w/ Essential Workers & Book Distribution
Computer Labs*	Onground	Online	Online	Online	Online

Administrative Services Activities	Administrative Services	Administrative Services	Administrative Services
Custodial & Receiving*	Onground/Online	Essential Workers	Essential Workers
Printing and Mail	Onground/Online	Essential Workers	Online w/ Essential Workers
Business Services	Onground/Online	Online w/Essential Workers	Online w/ Essential Workers
IT*	Onground/Online	Online w/Essential Workers	Online w/ Essential Workers
Grounds**	Onground	Essential Workers	Essential Workers
* May fall under different divisions at each college			
** Mostly DO			

The following chart provides detail to the Instructional Programs On Ground Options. Programs in both Red and Orange categories are inclusive of Impossible to Convert courses that were not able to complete during Spring 2020. Further discussion and analysis must go into Instructional Programs in the Yellow category. All categories would require safety plans and maintenance of productivity.

Instructional Programs On Ground Options									
Requirements: DE Approval, Maintain Productivity, Safety Plans									
Allied Health 15 (AH 15)	S 21	U 21	F 21	Impossible to Covert (ITC 22)	S218 w2	U 21	F 21	Needs Discussion (10)	U 21	F 21
CNA (FLC)	x	x	x	Adaptive PE (ARC, CRC)		x	x	Art (All)	x	x
EMT (CRC/FLC)	x	x	x	Aeronautics (SCC)	x	x	x	Dance (All)	x	x
Firefighter Academy (CRC	x	x	x	Automotive (ARC, CRC)	x	x	x	Language Learning (ALL)	x	x
Funeral Services (ARC)	x	x	x	Aviation (SCC)	x	x	x	Makerspace (FLC, SCC)	x	x
Imaging (FLC)	x	x	x	Dental Hygiene (SCC)		x	x	Mechanical Electrical Technology (SCC) Ask Albert	x	x
Medical Assisting (CRC)	x	x	x	Dental Assisting (SCC)		x	x	Music (All)	x	x
Med Lab Tech (FLC)	x	x	x	Commercial Music (just a few days per term) (SCC)		x	x	Personal Activity (PACT) (ALL)	x	x
OTA (SCC)	x	x	x	Construction (CRC)	x	x	x	Science (All)	x	x
Nursing (ARC/SCC)	x	x	x	Cosmetology (just a week or two on ground) (SCC)		x	x	Theatre (All)	x	x
Paramedic (ARC)	x	x	x	Culinary Arts (ARC/CRC)	x	x	x	Viticulture (FLC)	x	x
Public Safety (ARC)	x	x	x	Health Care Interpreting (ARC)		x	x			
Respiratory Care (ARC)	x	x	x	Horticulture (ARC)		x	x			
Sonography (CRC)	x	x	x	Mechanical Electrical Technology (SCC)		x	x			
				Welding (ARC, CRC)	x	x	x			
				WEXP (ALL)		x	x			

DRAFT

Initial Recommendation Four: Delay Publication of Fall 2021 Schedule

The Fall 2021 Schedule is planned to be published on March 22, 2021. In order to facilitate feedback on the Draft Decision Making Model and make better informed decisions about how the schedule will be presented, the Reopening Team recommends that the publication of the Fall 2021 Schedule publication be delayed two weeks to April 5, 2021. Registration dates would not be changed.

Initial Recommendation Five: Organize Critical Response Groups

The Reopening Team recommends that Critical Response Groups be organized to conduct research, discuss options, and deliver operational recommendations. Critical Response Groups will be tasked with providing answers to the key issues identified through the Guiding Principles. Each Critical Response Group will have a unique charge describing the work to be accomplished and a timeline for a recommendation.   For example: An Office Access Critical Response Group will be identified to operationalize protocols related to Office Access. The Reopening Team recommends that existing college and district experts, both individuals and organizational, participate in the Critical Response Groups.   Specific Critical Response Groups and charges will be identified for inclusion in the February 28, 2021 Report.