



Community College *of* Philadelphia

COVID-19

HEALTHY & SAFE

RETURN TO CAMPUS
WORK PLAN

JUNE 2020

Community College *of* Philadelphia

– COVID-19 HEALTHY & SAFE RETURN TO CAMPUS WORK PLAN –

INTRODUCTION

The COVID-19 pandemic has had a profound effect on the College community, just as it has had on the city, nation and the world. In March 2020, during the Spring 2020 semester, the College had to shift to remote operations within a two-week period. Credit and non-credit courses and services could no longer be offered face-to-face (F2F). Faculty, staff and students had to pivot to providing education and services as a remote experience. Some courses that require F2F interaction had to be postponed for later completion. Events were postponed or cancelled. The semester had to be extended and the first summer session timeframe modified to accommodate the decision to stop operations so faculty and students could switch to a remote learning environment. Faculty worked with Online Learning staff and colleagues to transition their courses. The College gathered data on student technology needs and developed plans to support students. Despite the significant and sudden challenges, the College community demonstrated the ability to be resilient. Faculty, staff and students made dramatic changes to finish the semester.

Based on guidance from government and health officials, the College decided that all summer courses would be online, synchronous or asynchronous. At the end of May, the College also determined that the Fall 2020 semester needed to be online as well, with the potential of adding non-credit training courses and some credit courses later in the semester consistent with government and health guidelines.

As the city, state and country begin opening locations, this plan provides guidance to the College community on providing education and services at College locations and remotely during the summer months and Fall 2020 semester. Many at the College have embraced the current situation as an opportunity to start the process of re-imagining our College for the future. That process of thinking forward will take place at the same time that the College community begins the process of transitioning to a new phase for meeting our mission, consistent with our core values and College goals.



BACKGROUND FOR PLAN CREATION

In April 2020, thirty-two members of the College community participated in a scenario exercise to identify challenges and opportunities associated with several options for an inevitable, future return to campus. That feedback led to the creation of seven work groups to develop a plan for returning to campus in a way that was consistent with government guidance and health and safety protocols. The seven work groups are: Health & Safety; Academic; Students; Facilities; Remote Work; Stakeholders; and Marketing & Communications. The work group charges and members are listed in Appendix A. An aggressive timeline was created. Work groups had about two and a half weeks to deliver the first draft of a plan on May 18, 2020. The College president and Cabinet members provided feedback in response to the draft and the draft was revised to the current version.

The College's plan is centered on government and health guidelines as well as Governor Wolf's process for the re-opening of Pennsylvania (see Appendix B). Briefly, the governor's plan has three phases: Red, Yellow and Green. The Red Phase prohibits F2F instruction and only a few essential service businesses are allowed to open. The Yellow Phase continues the restriction on F2F instruction and emphasizes teleworking but does allow some in person business operations with aggressive mitigation protocols. The Green Phase allows F2F instruction and there are more opportunities for business operations but with continuing protocols for health and safety.

The seven work groups are:

HEALTH & SAFETY; ACADEMIC; STUDENTS; FACILITIES; REMOTE WORK;
STAKEHOLDERS; and MARKETING & COMMUNICATIONS

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PLAN GOALS:

1. Conduct a phased re-opening of the College in accordance with public health guidelines from the Commonwealth, the City of Philadelphia, and federal government agencies.
2. Provide a flexible planning tool to systematically open spaces including a list of actions necessary to open each space; decontaminate a space; and close / re-open a space should there be a virus reoccurrence.
3. Promote the health and safety of the College community, stakeholders, and visitors to the College.
4. Ensure the College is operating with best practices for quality education and services.

PLAN ASSUMPTIONS:

1. All courses during summer 2020 will be online during the Red and Yellow Phases of Pennsylvania's Re-Opening Plan. Fall courses will be online with the possibility of adding some F2F courses if the city is in the Green Phase.
2. It is permissible during the Yellow Phase of Pennsylvania's Re-Opening Plan to have some administrative/student services with appropriate safety protocols; however, telework or other methods of conducting business virtually must continue where feasible.
3. The College will evaluate which practices must continue in the Green Phase.
4. Some academic programs have intense planning requirements if they are to offer quality learning experiences for students in Fall 2020. The training and development needs of faculty and students are great. Each division and department will have to carefully evaluate resources and plan for this monumental effort. To do this effectively, they need as much time as possible to prepare and enact the conversion to fully online offerings.
5. During the Green Phase the appropriate vice presidents will determine whether F2F courses may be offered safely and will work with a COVID Safety Team to plan for the F2F offerings.

Action Item	Responsible Unit(s)	Timeframe	Resources Needed	Comments	Outputs/Outcomes
Identify Pandemic Safety Officer to comply with Governor Wolf's Order for operating in-person businesses.	Cabinet	Early June		The duties of the Pandemic Safety Officer are broad in scope. Although there needs to be one employee designated as the Pandemic Safety Officer, some of the duties will need to be designated and/or performed in coordination with other employees	Pandemic Safety Office with defined role identified.
Identify COVID Safety Team	Cabinet Pandemic Safety Officer	Early June	Legal Coordination among various other staff members		COVID Safety Team identified and assuming responsibilities
Assess service continuation to date to inform needs and next steps (quality, equity/ADA accessibility, frequency, etc.	Institutional Research (IR) with Human Resources (HR) All relevant divisions	Early June	Survey	Is there a way for offices to be responsive to barriers students face? Example, Center on Disability face masks for student who read lips.	Baseline established for stakeholder experience.

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Prospective students: promote late summer and fall enrollment as online-only terms; market the value of the College against other colleges while earning credits from home (same credits; less cost)	Marketing (Mktg) & Communications (Comm) Enrollment Management (EMgmt) Academic & Student Success (A&SS) College-wide support services	Early June & ongoing		Online registration is challenging.	Positive narrative: advantages of coming to the community college....How CCP can help you get through Coronavirus...etc. Meet enrollment targets.
Current students: Communicate virtual student support services to summer 1 students; promote summer 2 and fall terms	Mktg & Comm EMgmt Academic & Student Success College-wide support services	Early June & ongoing	Updates regarding supports available	Online registration is challenging	Meet enrollment targets.
Media outreach & media influencers	Mktg & Comm	Early June & ongoing	Information about graduate success, resiliency &		Promotion of resilient CCP

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	Career Connections		trauma informed stories, virtual job fairs, city information		
Enhance and promote current virtual student support services. Identify ways to engage students on a regular basis via virtual platforms: videos, emails, social media, etc...	A&SS Division of Access & Community Engagement (DACE)	Early June & ongoing	Technology support		Engagement of students
Establish virtual office hours for all departments that service students.	All units that serve students	Early June & ongoing	Chat technology		Students able to contact offices during designated office hours (chat function).
Create opportunities for students to meet virtually with the support of the appropriate College personnel (e.g. Counseling and other support services).	Counseling & other support services	Early June & ongoing		Counseling has created videos to assist student with various challenges, self-care, managing online learning.	75% of students agree that they have the support needed from the College to succeed
Explore technology expansion via "apps"	A&SS	Early June			Innovative technology identified. Stand- alone instructions easily

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that can benefit students in their college experience. Create a series of easy to use “how to” lessons for using Zoom, Starfish, Canvas	Flexible Learning Options & Academic Technology (FLOAT) Information Technology Services (ITS)				understood by students created. Use of Tik Tok and other mobile video apps.
Create a plan for students to have some space available to complete assignments, etc. on campus	A&SS DACE Workforce & Economic Innovation (WEI)	Early June for plan		Social distancing will make this a challenge	Student benefit from use of College space.
Academic Programs that can accommodate online learning in studio, lab, and applied or experiential courses, with minimal impact to educational quality, should make preparations to offer those courses online for Fall.	A&SS WEI	Early June through Summer	Technology, software, equipment, and supply needs supported by the College, within reason.		Clear communication and time for preparation for Fall 2020.

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Courses requiring in-person coursework need to be canceled and postponed until such a time when conditions permit in-person instruction.	A&SS WEI	Early June	Lists of courses		Clear communication about Fall schedule
Select and accredited programs must inform their students and accrediting bodies of Fall 2020 plans as soon as possible.	A&SS	Early June	List of accredited programs and contact information		Timely notification to students
Determine feasibility of on-campus operations for stakeholders within stages	Facilities Events Office	Early June	Events Industry Council (zero to 10; 10 to 50, 50+) COVID Safety Team	Rapidly changing situation requires flexibility & frequent communication. Emphasize virtual events.	Timely communication to stakeholders.
Identify on-campus operations to address the needs of stakeholders housed on campus.	All units who have stakeholders on campus	Early June	List of stakeholders housed on campus	Stakeholders will need to follow College protocols.	Stakeholder information and status maintained. Determination of the specific functions the operators seek to do/provide on campus and the individual determinations of what is appropriate and what services can continue virtually is identified.

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Dissect the campus into succinct zones that can be opened, closed, and prepared for a campus re-opening	Facilities	Early June	Facilities staff & leadership	As a starting point, zones will be based on building layout and floors. This may lead to academic programs or administrative functions within the College being split across multiple zones.	With zones created, and spaces listed in each zone, a prioritized plan can be put together that prepares each zone for occupancy based on the likelihood of this area having partial occupancy during the Yellow Phase. The zone model will also allow resources to be focused on those areas that are open or in the preparation phase to be opened. As an example, there are 88 restrooms on main campus. In order to keep these properly cleaned, we should only open those needed to satisfy the occupancy level and close off those that can be closed.
Classify by red, yellow, green employees into phases for returning to campus based on a need for their services to take place on campus rather than remotely.	Vice presidents (VPs) and HR to classify employees based on essential service needs and inability to use telework for tasks	Early June	Input from individual service areas, supervisors, deans	<p>The College will need to identify the essential service areas and the number of employees needed to staff those areas on campus.</p> <p>Need to maintain regular communication with those who continue to work remotely.</p>	<p>Phase 1 – return of employees in service areas where on-campus presence is essential because services cannot be provided remotely.</p> <p>Phase 2 – return of employees who must be physically present at work to perform their job duties. Any employees who can telework should continue to do so.</p> <p>Phase 3 – return of remaining employees, subject to any new telework policies (Phase 3 return is recommended only after</p>

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					Philadelphia is comfortably in the Green Phase for some time) The phased return will be discussed with the collective bargaining units at the College as appropriate.
In collaboration with all College Student Services departments and offices, establish phasing in of services as the College complies with state and local mandates for reopening. Based upon need of "in-person" priorities of student services, identify when departments and offices would be reopened at all College locations.	All Divisions that have student support services will identify those services, by priority, based upon the higher need for in-person interaction.	Early June		Need to clarify which campuses will be open in the Yellow and Green Phases.	Approved list of priority services by phase. All plans compiled into a plan for student support services. Plan identifies if services are open in the Yellow and/or Green Phase.
Establish free training for students to learn about the online learning environment and skills to succeed.	A&SS FLOAT WEI	Early June		Consider incentive for completing training (e.g. waiver of online fee). A cross-section of faculty, staff and	Students who complete agree they feel prepared for online learning and success.

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	DACE			students work to create an online course to instruct students on the skills necessary to succeed in an online environment. Point person to be Jennifer Roberts. Included will be: the nuts and bolts of online learning and strategies on how students and faculty can build relationships in a virtual environment.	
Increase clarity about revised intake process for prospective students and for the College community.	EMgmt Mktg & Comm	Early June & ongoing			Ongoing revisions of the document available for all stakeholders.
Increase communication to students about how the College is working to address student concerns. Communicate (from all divisions) the work/	All divisions Mktg & Comm	Early June & ongoing	Monthly updates	Divisions will submit updates about the revisions/ improvements related to students. Submissions will be monthly to the division VP or designee.	Increased student awareness

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improvements going on throughout the College.					
Identify the specific areas (buildings & rooms) that may require campus access during the Yellow Phase prior to the Green Phase re-opening.	Facilities based on feedback from Cabinet	Early June	Unit Plans	With so many “what ifs”, it may be hard to succinctly project what staff and programs might be in each category, and how feasible it would be to offer access to the spaces requested.	Prioritized spaces for safe opening
Create task list for zone preparation; decontamination; closure; and re-opening actions	Facilities	Early June	Facilities staff & leadership	Because each zone is different with a variety of square footage, room type, and finishes, the resources to prepare or decontaminate one zone could differ significantly from the resources needed for another zone.	The draft task list prepared provides a “road map” and resource planning tool for leaders to estimate zone cleaning and re-opening times
Establish individual safety plans for essential service areas that must perform work on campus.	Cabinet	Early June	Input from individual service areas, supervisors, deans, VPs, Legal COVID Safety Team	Must ensure that employees are protected while meeting student needs Must ensure that students/visitors	Each service area will have an approved safety plan to promote social distancing and proper cleaning/disinfecting protocols, and which incorporates the general HR administrative controls (i.e., staggered breaks/hours, etc.) to the extent possible. Examples of such

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				understand the requirements/ procedures for accessing services on campus	protocols may include re-arranging work spaces to account for social distancing (6 feet apart); installing physical barriers; closing waiting areas; leaving internal doors open whenever possible to prevent touching; blocking access to student kiosks/printers; using floor markings to ensure 6 feet of separation in lines; designating separate days for separate services; offering services by appointment only to the extent it can be coordinated among service areas; using online transaction options wherever possible; and following cleaning and disinfecting protocols. Cross-training of employees will also be suggested to accommodate any necessary absences or staggered work schedules.
Create plans for individuals to access campus: Masking. Create guidelines for universal masking for all employees, students, and visitors to the College and provision of personal protective	HR Facilities, Public Safety	Early June	Pandemic Safety Officer, COVID Safety Team Masks and other PPE	Issues: acquiring PPE; enforcement; plan for individuals who cannot wear masks or PPE due to medical reasons (or who need alternate masks/PPE for medical reasons). Having PPE on hand for people who forget them	Clear expectations regarding PPE communicated. Sufficient supplies.

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equipment (PPE) to certain employees.				<p>We may need to classify employees according to risk level</p> <p>The College will need to determine who will be responsible for administering/ managing PPE/mask inventory (it has been suggested that the PPE/masks be available through Central Supply)</p>	
Create Plan for accessing campus: Temperature checking and medical screening protocols	HR Public Safety	Early June	<p>Legal, Diversity Coordinator, thermometers, PPE, Staff, medical expertise.</p> <p>Thermometers</p> <p>Medical Screening tool</p>	<p>Need adequate personnel to conduct screenings. Public Safety may not be able carry this responsibility alone. CCP will need to consider contracting with others/agencies (e.g., nurse, nursing students, other employees, employee volunteers, third-party agencies).</p> <p>Need an appropriate, private location for screenings. (e.g., in a car) and outside when possible (e.g. tent); it</p>	<p>Current temperature screening protocol will require temperature checks when there is exposure to probable or confirmed COVID-19 on campus.</p> <p>Screening protocol that requires regular temperature screening and/or medical screening for all employees, students, and visitors. The protocol will be communicated to the College community in advance.</p> <p>Touchless thermometers purchased.</p> <p>Employees trained, or contractor identified, who will wear PPE.</p>

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				<p>may be preferable to do checks immediately inside an entrance to prevent temperature regulation issues. Need plan for people with high temperatures for other reasons (need advance medical documentation).</p> <p>Need confidential record keeping.</p> <p>Need accurate thermometers and employee training on how to calibrate/use the thermometers</p> <p>May want to encourage, but not require, COVID-19 testing for employees and students exhibiting symptoms, and provide resources for where testing may be accessed.</p>	<p>Protocol includes temperatures taken privately; Individuals with a temperature at or above 100.4 not permitted on campus (nor will individuals who refuse a temperature screening), and instructions to contact HR or Dean of Students for further instruction (or alternatively, they will be provided with a form which provides them with further instructions). The temperature screeners can also ask medical screening questions to detect COVID-19 symptoms. Results logged confidentially (with Yes/No results) and shared with HR and/or Dean of Students for follow up. A sticker system may be used as proof that an individual has been screened.</p> <p>Medical screening could also be performed via electronic forms on the MyCCP portal.</p>

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Create Plan for Accessing Campus: Entrances/ Parking	HR Facilities Public Safety	Early June			Identified entrances/exits for accessing campus. Parking options.
Create a COVID-19 Incident Response Plan to address procedures to follow when there are incidents of COVID-19 exposure on campus	HR Facilities Public Safety Dean of Students	Early June	COVID Safety Team, Legal, Public Safety, HR, contact tracers, medical experts, Dean of Students CDC Guidelines Government regulations Other Colleges/ Universities/ Affinity groups	COVID 19 Incident Response Plan will require notification of Public Safety and HR (employees) or Dean of Students (students) and the Philadelphia Department of Public Health; a place to isolate the COVID case if necessary; contact tracing; up to a 14 day quarantine for anyone in contact with a person with a confirmed case of COVID-19; specify cleaning/disinfecting requirements for the infected area; specify whether certain areas of the College need to be closed; specify requirements for a return to work/class; specify procedures to follow when someone exhibits symptoms of	Plan that meets identified requirements.

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				<p>COVID 19 while on campus; & recordkeeping. The plan will provide a mechanism for CCP to monitor COVID-19 related absences to detect increased transmission among the College community. The plan will identify resources for employees/students to access COVID-19 testing if necessary. COVID-19 testing will not be required. A COVID-19 hotline is suggested so employees/students can report COVID-19 exposure. The Plan will identify de-escalation techniques for faculty and staff dealing with members of the public expected to have COVID-19. Must address exposure that may occur on nights/weekends.</p>	

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				Expansion of sick leave to address employees who are household contacts or close contact of confirmed COVID cases – City currently recommends 14-day isolation (for household contacts – 14-day isolation after household contacts isolation ends), absent severe worker shortages	
Create general administrative (HR) controls for employees to mitigate COVID 19 exposure	HR Facilities	Early June	HR with input from deans, individual departments, legal, guidelines from COVID Safety Team	It is critical to ensure employees feel safe. There needs to be coordination with departments to stagger schedules/breaks/work hours	A general human resource policy regarding administrative controls to encourage social distancing, including staggered reporting schedules; modified work hours; breaks/lunch in workspace; no in-person meetings (virtual only) (if there are meetings, they cannot exceed 10 people and individuals must sit 6 feet apart); no non-essential work trips; instructions that employees do not share equipment; and instructions that employees regularly clean their work spaces and clean off shared equipment before and after use.

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					Changes to schedules, hours, or breaks discussed with the collective bargaining unit as appropriate.
Create safety plan to mitigate COVID-19 exposure in general facilities	Facilities Public Safety Pandemic Safety Officer	Early June	Staff, legal, supplies, signage, medical experts	There will be limited staffing Plan must address logistical issues with tracking the number of individuals entering and exiting the building or rooms Identify areas where partitions are necessary	Controls/protocols in general facilities include: Installation of physical partitions for certain employees; proper ventilation and air filters; limited building entrances and limited building, room, and elevator capacity (50%); limiting building access by non-essential visitors; closing most common areas (where open – tables and chairs will be at least 6 feet apart); providing adequate spacing in common work spaces (6 feet apart); gym will be closed (for recreation); certain restrooms will be closed; water fountains will be closed; signage through the building directing traffic flow and informing College community of health/safety requirements (including instructions for safely using/cleaning shared equipment).
Create updated guidelines for cleaning and disinfecting to	Facilities	Early June	Staff, cleaning supplies, commitment of employees in	The size of the facilities staff may make it difficult to frequently clean high-touch areas.	Cleaning and disinfecting takes place before the campus re-opens. Once the College becomes operational again, regular cleaning

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address concerns associated with COVID-19			individual departments, medical experts	<p>Employees in individual department or users of the equipment (including students) will need to perform some of this disinfecting.</p> <p>CCP must address concerns of facilities staff regarding their health and safety when they return to work.</p> <p>Cleaning/ disinfecting protocols will require a large supply of disinfectant products.</p> <p>Need to identify the high touch areas</p>	<p>continues, with more frequent cleaning and disinfecting of high-touch areas using EPA-registered disinfectants (guidelines will identify those high touch areas). Disinfectant supplies and gloves available to individual departments so that department employees can regularly disinfect high touch areas as well. Disinfectant wipes will also be available near shared equipment such as copiers or computers in the computer rooms – shared equipment should be disinfected before/after each use by users/managers. Classrooms/labs and equipment should also be disinfected between each use. Disinfecting stations will be made available throughout the College in those areas with higher traffic (the stations will include hand sanitizer, disinfectant wipes, tissues, trash cans), and in employee workspaces to permit regular disinfecting. The COVID cleaning and disinfecting guidelines will also address cleaning and disinfecting protocols that apply when there has been an incidence of COVID 19 on campus (including 24-hour waiting period prior to cleaning/disinfecting the areas used by the infected individual).</p>

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Acquire PPE and masks, thermometers, and other equipment needed for social distancing (partitions, etc.)	Purchasing Facilities	Early June	College and unit safety plans, COVID Safety Team, Legal, Medical Experts, Facilities, Public Safety	Purchasing needs to know types/quantities/specifications for PPE and masks needed; sizes/types/quantities of partitions and other equipment (such as thermometers and floor decals) in order to purchase Supply chain availability (the College will be competing for these items against other organizations who are also in need); College needs to act quickly to make a purchase.	Employees will have the necessary PPE, masks, partitions, and other equipment necessary to perform their functions safely
Review and update Human Resource policies to address COVID related leave issues	HR	Early June	Legal	Ensuring that all COVID-19 related needs are addressed. Ensure the COVID sick days are used appropriately.	HR updated leave, absence, and sick policies at least on an interim basis to account for individuals who are sent home because they do not pass the medical/temperature screening, and to address those individuals who are asked to quarantine due to exposure to someone with COVID.
Create procedures for addressing the needs of	HR Diversity Compliance	Early June	Input from supervisors	Add accommodation procedures will specifically for COVID-19. Streamlined to	Accommodation procedures identified to provide specifically for COVID-19, and streamlined to account for public health concerns

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vulnerable employees/ students	Center on Disability			<p>account for public health concerns related to seeking a doctor's note. Accommodations such as half days, half weeks, early morning start times; or finding alternate work locations in less populated areas; etc. should be considered.</p> <p>Include vulnerable students for F2F courses giving the option to attend remotely and/or more flexible attendance policies.</p> <p>According to the CDC, vulnerable people are: 65 & older; live in a nursing home/long-term care facility; have underlying medical conditions including chronic lung disease, moderate or severe asthma; serious heart conditions; immune-compromised; severe obesity; diabetes;</p>	related to seeking a note from a doctor.

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				chronic kidney disease undergoing dialysis; liver disease; Philadelphia uses age 50 as the cut-off	
Design & distribute a questionnaire for supervisors to complete; the questionnaire will serve as a tool to collect information to determine which positions have been, and can continue to be done, remotely; what are the barriers/ challenges; what are the needs to maximize productivity, etc.	IR with input from HR	Early June	Communicate with supervisors; Survey Monkey or similar tool	IR workload may be an issue.	Assessment of current needs. Assessment of future needs.
Design and deploy a feedback survey to allow employees to share challenges, needs, concerns, etc.	IR with HR	Early June	Survey Monkey or similar tool	Employee accessibility to internet & email	Assessment of employee challenges and concerns to provide recommendations for training
Promote current resources available to enhance success	HR Mktg & Comm	Early June and Ongoing	Carebridge, Percipio	Utilization of resources is low	Enhanced productivity. Higher levels of employee wellness. Better performance. Higher utilization.

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in remote work environment (i.e. EAP, Percipio, etc.)					
Create and implement a mechanism/platform for regular communication with stakeholders as situations change (win-win).	All units with stakeholders Mktg & Comm	Early June & ongoing	Stakeholder identification. Virtual platform Webpage	Updated contact information for stakeholders. Ensure broad messaging (not one particular group) · Generic website about contacting representatives for information. Consideration of different needs of different types of stakeholders with continuity of message.	Continuity of relationships
Develop a temporary teleworking policy for review, approval & dissemination.	HR Cabinet Committees as required	Early June	Legal Updates to Employee Handbook	Concern with potential for delayed approval process.	Ability to enforce standards & communicate expectations; consistency; clear expectations.
Communicate with College employees who are being called	HR Mktg & Comm	June/start of Yellow Phase	Send Word Now, email, text messaging, adding	Ideally give two week notice.	College employees who are called back will understand the rationale

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back and explain health and safety precautions the College is taking	Supervisors		messages to portal; direct communications with supervisors	Need to address employee fears regarding returning to campus Need to reach employees who may have not been engaged remotely	for returning and the safety precautions the College is taking.
Develop teleworking guidelines to distribute to employees (along w/teleworking agreement)	HR to develop All divisions to implement	June/start of Yellow Phase	Mktg & Comm		Clear expectations; consistency
Develop a teleworking agreement; completed by supervisor and each telecommuting employee to define hours, address where telework is performed, document College issued property, and performance expectations.	HR Cabinet Supervisors	June/Start of Yellow Phase	Support from all departments and supervisors	Uneven ability to work remotely	Clear expectations; consistency.
Implement training recommendations	HR	June/Start of Yellow Phase/	Inclusion in Professional	Funding. Availability of facilitators	Development of new skills needed to maximize performance and

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identified during assessment phase; training for supervisors for managing a remote workforce; training for employees to maximize performance	All divisions	Ongoing	Development Week; Carebridge; Percipio		employee well-being in a remote work environment.
Communicate COVID-19 guidelines to College community	Mktg & Comm Facilities, Public Safety HR Legal	June/Start of Yellow Phase return	Videos, town halls, Zoom, Send Word Now, text messages, meetings, signage	Address fears regarding returning to campus	College community will understand the new health and safety guidelines and feel comfortable if asked to return to campus
Prepare campus for return in accordance with established guidelines	Facilities Public Safety	Yellow Phase/ Before first day of employee return	Partitions, floor stickers, PPE, masks, signage, etc. COVID Safety Team	Many facilities changes are necessary; substantial staff will be required Time needed to prepare facilities also needs to account for any vendors we work with that need to prepare the College for re-opening	College is disinfected. Signage, partitions, floor markings will be set up throughout the College to communicate health and safety measures. Equipment and materials ready for distribution.

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Implement general administrative (HR) controls for employees to mitigate COVID 19 exposure; safety plan to mitigate COVID-19 exposure in general facilities; updated guidelines for cleaning and disinfecting.	HR Dean of Students Facilities Public Safety Mktg & Comm	Mid June/ Yellow Phase			Plans, controls, guidelines communicated and implemented.
Implement guidelines that require universal masking for all employees, students, and visitors to the College and provision of personal protective equipment to certain employees.	Cabinet	Mid June/ Yellow Phase	Legal, Medical Experts, Purchasing Stockpiles of PPE		All who enter the College required to wear a mask or face covering. Employee masks provided by the College (per current order of Governor Wolf), although the College will provide a list of approved masks which employees may bring on their own. Personal protective equipment (PPE) will be provided to employees considered at or above "medium risk" in accordance with OSHA guidelines. Face coverings or masks sufficient for workers who frequently come in contact with the general public, unless the worker will be exposed to a person with a suspected case of COVID or will need to clean an infectious area, in which case they will also be provided with gloves,

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					gowns, face shields, and N-95 masks if appropriate. Facilities employees performing routine cleaning will also have gowns and gloves. Other employees expected to do disinfecting or cleaning will also be provided with gloves. Training will be provided to employees on how to properly don, use, doff, and dispose of PPE. No individual will be permitted on campus without a mask/face covering.
Implement temperature screening and medical screening protocols	HR Public Safety	Yellow Phase	Legal, Diversity Coordinator, thermometers, PPE, Staff, medical experts COVID Safety Team	The process may become more difficult to manage the more people are permitted on campus; and logging the information may also will slow down the process	Protocols including requiring regular temperature screening and/or medical screening for all employees, students, and visitors. The protocol communicated to the College community in advance.
Implement the COVID-19 Incident Response Plan that addresses procedures to follow when there are incidents of COVID-	HR Public Safety Dean of Students Mktg & Comm	Mid June/Yellow Phase	Contact tracing requires a great deal of time; and there are limited employees in HR and Student Life who can perform contact tracing;	Imposing quarantines may be difficult in terms of employee logistics, as well as in terms of continuity of students' education	COVID 19 Incident Response Plan communicated.

Action Item	Responsible Unit(s)	Timeframe	Resources Needed	Comments	Outputs/Outcomes
19 exposure on campus			we will need additional resources	Closing operations in an area/building for 24 hours after an incident may be difficult operationally COVID 19 testing availability in the City is limited	
Implement procedures for addressing the needs of vulnerable employees/students	HR Diversity Compliance Center on Disability	Mid June/ Yellow Phase	Input from supervisors COVID Safety Team	We may have a large group of employees that fits into the vulnerable population Requiring appropriate medical documentation in light of the pandemic	Accommodation procedures will be added to provide specifically for COVID-19, and will be streamlined to account for public health concerns related to seeking a note from a doctor. Accommodations such as half days, half weeks, early morning start times; or finding alternate work locations in less populated areas; etc. will be considered. When F2F courses begin, offer vulnerable students the option to attend courses remotely even if classes resume and/or more flexible attendance policies. Note: According to the CDC, vulnerable employees/students currently include: people who: are 65 and older; live in a nursing

Action Item	Responsible Unit(s)	Timeframe	Resources Needed	Comments	Outputs/Outcomes
					home/long-term care facility; have underlying medical conditions including chronic lung disease, moderate or severe asthma; serious heart conditions; immunocompromised; severe obesity; diabetes; chronic kidney disease undergoing dialysis; liver disease; Philadelphia uses age 50 as the cut-off
Communicate guidelines for employee, student, and visitor hygiene and safe work practices	A&SS WEI HR Facilities, Mktg & Comm	Mid June/ Yellow Phase	Legal, Medical Experts, Public Safety, Purchasing COVID Safety Team	Need to get employees and students used to a new normal Need to flood buildings with signs reminders, etc.	Employees and students get constant reminders to practice good hygiene and to follow CDC/Department of Health guidelines, including not to share equipment as much as possible; maintain social distancing; and not gather in large groups. CCP is educated on COVID symptoms and risk factors, and directed to stay home when not feeling well.
Train employees/ students on guidelines as applicable	HR Supervisors Department Heads Legal Facilities	Yellow Phase	Videos, Town hall, Zoom meetings	Address fears regarding return to campus Ensuring students/employees know where to go with their concerns	College community will understand the new health and safety guidelines and feel comfortable returning to campus.

Action Item	Responsible Unit(s)	Timeframe	Resources Needed	Comments	Outputs/Outcomes
	Public Safety A&SS WEI DACE				
Create and implement strategies to promote employee/student mental health	A&SS WEI HR	Mid June/ Yellow Phase	Tele-counseling and tele-health services	There are likely to be more members of the College community requiring these services at this time due to isolation and/or direct impacts of COVID-19	The College has programs/strategies to promote mental health and wellness in times of isolation, such as referring employees to the EAP program or wellness programs, and counseling programs for students; services are also provided for employees concerned with returning to work.
Create and implement safety plan for students or employees whose studies or job duties involve clinical or off-campus experiences	Various departments	Mid June/ Yellow Phase	Input from off-site experiences COVID Safety Team	Gathering the necessary information from the off-site facilities may be a challenge. Clinicals may involve increased risk of COVID-19 exposure Participation in off-site experiences should be voluntary whenever possible.	Safety plans from off-site facilities maintained. College safety plans include risks of continued participation in the program and provides students and employees with protocols for COVID-19 exposure

Action Item	Responsible Unit(s)	Timeframe	Resources Needed	Comments	Outputs/Outcomes
Determine liability issues related to sending students to stakeholder organizations for events.	Legal	Mid June/ Yellow Phase			Clear guidance for institution related to student participation with stakeholders
Create a plan to survey students about their needs (focus groups/survey, etc.) on an ongoing basis. Post results for the College community to see, including students.	A&SS with IR	Mid June/ Yellow Phase	Survey Monkey or other tools		Evidence student needs are being met
Establish safety plans for Green Phase for essential credit or non-credit courses that must take place on campus	A&SS WEI Facilities DACE	July/Yellow Phase	Legal, Public Safety Guidance from COVID Safety Team	Faculty will need to modify teaching patterns to account for social distancing Limiting the number of students in a course will have negative economic impact. Departments where face to face instruction is needed will operate in accordance with plans to promote social distancing & health &	Plans for F2F courses identified.

Action Item	Responsible Unit(s)	Timeframe	Resources Needed	Comments	Outputs/Outcomes
				<p>safety protocols. Plans should limit the number of students in a course to adhere to social distancing. Considerations should be made regarding offering courses in larger spaces (e.g. auditorium); offering classes in blocks; having instructors vs students, move from class to class; disinfecting/ cleaning in between classes; allowing more time between classes to permit cleaning & permit students to leave before new students arrive; minimizing shared equipment. Square footage of classrooms/ labs identified to determine maximum occupancy.</p> <p>Classroom maximums should also take into account interpreters, aides, or service animals that may also need to accompany students.</p>	

Action Item	Responsible Unit(s)	Timeframe	Resources Needed	Comments	Outputs/Outcomes
Create plans for auxiliary services	Auxiliary Services	July/Yellow Phase	COVID Safety Team	<p>Ned to ensure vendor protocols are consistent with College's protocols.</p> <p>CCP needs to determine whether to have food services when during the Yellow Phase.</p> <p>Limited vending machines; "grab and go" pre-packaged meals at the Bonnell Café with contactless payment options if possible. High touch points frequently disinfected in accordance with cleaning/disinfecting protocols.</p> <p>Canteen, the College's food services provider needs 3-4 weeks before the College re-opens to prepare for re-opening.</p>	Safety plans maintained from auxiliary services.
Incorporate safety plans of other partners as needed	DACE WEI A&SS	July/Yellow Phase	Input from partners	Gather the necessary information from our partners.	Understand safety protocols of partners Including the School District of Philadelphia, and use them as necessary for the applicable students.

Action Item	Responsible Unit(s)	Timeframe	Resources Needed	Comments	Outputs/Outcomes
Create COVID 19 Athletics/ Recreational Sports/Student Life Safety Plan	Athletics, Student Life	August/ Yellow Phase/Before Fall semester	NJCAA Guidance	By nature, athletic activities have a high potential for COVID-19 transmission. Encourage remote participation in student life activities until Philadelphia is in the green phase.	Phased return to athletics/ recreation/in person student life activities once the City enters the green phase of Governor Wolf's Re-Opening Plan in conjunction with NJCAA guidance and taking into account COVID-19 transmission risk. As long as Philadelphia is in the Yellow Phase, extra-curriculars may only take place virtually.
Develop recommendations for long term training, systems, equipment, deployment of essential vs. non-essential staff, etc. based on data	HR with IR	August/Yellow Phase	Reporting tool	Availability of IR staff. Availability of equipment/systems. Funding for needed resources.	Streamlined report that compiles the data needed to develop detailed recommendations for optimal productivity in a remote work environment and deployment of on-campus staffing
Implement training recommendations identified during assessment phase; training for supervisors for managing a remote workforce; training for employees to maximize performance	HR	Green Phase/Fall semester and ongoing	Inclusion in Professional Development Week; Carebridge; Percipio	Funding. Availability of facilitators.	Development of new skills needed to maximize performance and employee well-being in a remote work environment.

Deployment of equipment and systems.	ITS FLOAT Purchasing	Fall semester/ Green Phase/ Ongoing	Funding, Vendors	Need funding & Staff to deploy or implement. Duration of RFP process is a consideration.	Ability to use resources needed in the remote office space to maintain same levels of performance obtained within campus office space
Utilize information obtained from supervisor questionnaires to develop a long term plan for returning employees to campus (essential vs. non-essential, inability to work from home, etc.)	HR All divisions	Fall semester/ Green Phase	Support from all departments & supervisors	Employees who need to continue working remotely based on an accommodation	Plan outlining which positions can/should be deployed back to campus based on guidelines and phased approach
Develop a survey that would be sent to all employees in November/ December to see if improvements yielded the expected outcomes	HR with IR	Fall semester	Survey tool	Past low completion, response rate are potential issues	Ability to determine if desired outcomes were achieved.

Action Item	Responsible Party	Timeframe	Resources Needed	Comments	Outputs/Outcomes
All credit courses that may be offered online Fall 2020 with little to no impact on	A&SS	Fall semester	President & Cabinet commitment		Clear decision for students, faculty & staff

Action Item	Responsible Party	Timeframe	Resources Needed	Comments	Outputs/Outcomes
educational quality, will be offered online.					
When the College enters the Green Phase and can offer on-campus programming in the fall or earlier for designated credit and non-credit courses, the VPASS (credit courses) and VP WEI (non-credit) shall review and approve requests to offer in-person courses.	A&SS WEI	Fall semester		<p>The College schedule can allow courses that start later in the semester as well as short term non-credit training opportunities.</p> <p>The College can be flexible and pivot to potentially accommodate some F2F courses that use required protocols.</p>	Expanded Fall schedule



ABBREVIATIONS

A&SS – Academic and Student Success

ADA – American with Disabilities Act

CDC – Centers for Disease Control and Prevention

Comm - Communications

DACE – Division of Access and Community Engagement

EMgmt – Enrollment Management

F2F – Face-to-face

FLOAT – Flexible Learning Options & Academic Technology

HR – Human Resources

IR – Institutional Research

ITS – Information Technology Services

NJCAA – National Junior College Athletic Association

PPE – Personal protective equipment

VP – Vice president

WEI – Workforce & Economic Innovation



APPENDIX A: WORK GROUPS

Judith Gay and Jasmine Sessoms, *Coordination*

Health & Safety Work Group: *Establish the health and safety guidelines with which the College needs to comply in order to safely re-open for business (on a limited basis or on a larger scale). These guidelines will address ways to both mitigate and respond to incidents of COVID-19 exposure on campus.*

Jessica Hurst, *Lead*
Tamika Curry
Hillary Davie
Ty DuPass
Pam Gallimore
Marsia Henley
Ronnie Kalczewski

Leila Lawrence
Patricia Leach
Hannah McGarry
Randy Merced
Linda Powell
Laureen Tavolaro-Riley

Academic Work Group: *Develop an innovative and practical plan to offer courses in the Fall semester, while positioning the College for both the future and unknown circumstances. The work group will analyze the strengths, weaknesses, opportunities, and threats of various scenarios to determine what is feasible for the College and its students.*

Chae Sweet, *Lead*
Doretha Baskerville-Lindsay
Waverly Coleman
Carmen Colon
Sarah Iepson
Dawn Janich

Mamadou Kane
Barbara McLaughlin
Arielle Norment
Vaishali Sharma
Nichole Webster

Student Work Group: *Identify challenges encountered by students inhabiting the College's virtual environment and opportunities for improvement. In addition, the Student Work Group will establish a holistic overview of student needs as they navigate through the various phases of reopening the College's main campus and regional centers and how the College can best address those needs.*

Joan Bush, *Lead*
Leroy Brown
Megan Barbano-Maxwell
Peggy Dugan
Tameka Jackson
Wendy Kohler
Genesis Muse

Girija Nagaswami
Ben Nixon
Derrick Perkins
Charletha Porter
Carol Seufert
Lynne Sutherland
Brenda Torres

Facilities Work Group: *Present options that will encompass College re-opening scenarios under various faculty, staff, and student loading, in a safe and seamless process.*

Mike Fohner, *Lead*
Kristi Bergman
Michele Claybrook-Lucas
Michael Krasulski

William March
Kenny Schwartz
Rasheed Williams

Remote Work Group: *Focus on the design and implementation of policies, guidelines, procedures and outcomes needed to maintain the efficiency and effectiveness of College operations in a remote working environment.*

Lisa Hutcherson, *Lead*
Leslie Bluestone
Brian O'Doherty

Louise Jones
Leonard Luczkowski
Elizabeth Mead

Stakeholder Work Group: *The Stakeholder Work Group will focus on maintaining and communicating with our internal and external stakeholders. The goal is to have a continuum of service as we transition back to an on-campus operation. Our Stakeholders include: Students, Donors, K-12 Partners, Non-Profit Partners, Civic Organizations, Employers and Government at all levels.*

David Thomas, *Lead*
Kamesha Callands
Gardella Cardwell
Christina Dixon
Erica Harrison
Michelle Lopez

Sarah Maguire
Jeanna Perlman
Tosch Traylor
Pat Warner
Ayanna Washington

Marketing and Communications Work Group: *Focus on marketing to current and potential students to help increase enrollment. The group will work closely with all groups to ensure that we are communicating sound, timely and factual information to internal and external stakeholders, with an emphasis on safety first. We will help the College with its voice and messaging. The work group will also focus on media relations and crisis communications.*

Kris Henk, *Lead*
Rikki Bardzik
Joseph Corso
Louisa Kopp
Michelle Laggan

Nikki Sarpolis
Jessica Scicchitano
Sajeda Virji
Linda Wallace

Appendix B: GOVERNOR WOLF'S PROCESS FOR RE-OPENING PENNSYLVANIA

COVID-19 REOPENING PHASES		
	WORK & CONGREGATE SETTINGS	SOCIAL SETTINGS
RED PHASE	<ul style="list-style-type: none"> • LIFE-SUSTAINING BUSINESSES ONLY • RESTRICTIONS IN PLACE FOR PRISON + CONGREGATE CARE • SCHOOLS CLOSED FOR IN-PERSON INSTRUCTION • MOST CHILD CARE CLOSED 	<ul style="list-style-type: none"> • STAY AT HOME ORDERED • LARGE GATHERINGS PROHIBITED • RESTAURANTS/BARS LIMITED TO CARRY-OUT + DELIVERY • ONLY TRAVEL FOR LIFE-SUSTAINING PURPOSES
YELLOW PHASE	<ul style="list-style-type: none"> • TELEWORK MUST CONTINUE WHERE FEASIBLE • BUSINESSES WITH IN-PERSON OPERATIONS MUST FOLLOW SAFETY ORDERS • CHILD CARE OPEN COMPLYING WITH GUIDANCE • RESTRICTIONS IN PLACE FOR PRISON + CONGREGATE CARE • SCHOOLS CLOSED FOR IN-PERSON INSTRUCTION 	<ul style="list-style-type: none"> • STAY AT HOME ORDER LIFTED FOR AGGRESSIVE MITIGATION • LARGE GATHERINGS OF MORE THAN 25 PROHIBITED • IN-PERSON RETAIL ALLOWED, CURBSIDE/DELIVERY PREFERRED • INDOOR RECREATION, HEALTH AND WELLNESS FACILITIES REMAIN CLOSED • OUTDOOR DINING PERMITTED BEGINNING JUNE 5
GREEN PHASE	<ul style="list-style-type: none"> • TELEWORK STRONGLY ENCOURAGED • BUSINESSES WITH IN-PERSON OPERATIONS MUST FOLLOW UPDATED BUSINESS AND BUILDING SAFETY REQUIREMENTS • ALL BUSINESSES OPERATING IN THE YELLOW PHASE UNDER THE 50% LIMITATION MAY INCREASE TO 75% OCCUPANCY • PRISON AND HOSPITAL RESTRICTIONS DETERMINED BY INDIVIDUAL FACILITIES • CONGREGATE CARE RESTRICTIONS IN PLACE • CHILD CARE MAY OPEN COMPLYING WITH GUIDANCE • CONSTRUCTION BACK TO FULL CAPACITY WITH SAFETY MEASURES IN PLACE 	<ul style="list-style-type: none"> • CHANGING BEHAVIOR FOR A NEW NORMAL • LARGE GATHERINGS OF MORE THAN 250 PROHIBITED • RESTAURANTS AND BARS OPEN AT 50% OCCUPANCY • PERSONAL CARE SERVICES (INCLUDING HAIR SALONS AND BARBERSHOPS) OPEN AT 50% OCCUPANCY AND BY APPOINTMENT ONLY • INDOOR RECREATION, HEALTH AND WELLNESS FACILITIES, AND PERSONAL CARE SERVICES OPEN AT 50% OCCUPANCY WITH APPOINTMENTS STRONGLY ENCOURAGED • ALL ENTERTAINMENT OPEN AT 50% OCCUPANCY

Appendix C: REGULATORY GUIDANCE

Commonwealth Guidance

[Governor Wolf Process to Reopen Pennsylvania](#)

[Order of the Secretary of the Pennsylvania Department of Health Directing Public Health Safety Measures for Businesses Permitted to Maintain In-Person Operations](#)

[FAQ: Order of Secretary of the Pennsylvania Department of Health Directing Public Health Safety Measures for Businesses Permitted to Maintain In-Person Operation, May 1, 2020](#)

[Order of the Secretary of the Pennsylvania Department of Health Directing Building Safety Measures](#)

[Guidance for Businesses Permitted to Operate During the Covid-19 Disaster Emergency to Ensure the Safety and Health of Employees and the Public](#)

[Governor Wolf's Life Sustaining Businesses FAQ](#)

City of Philadelphia Guidance

[City of Philadelphia Coronavirus Guidance for Businesses, Schools, and Organizations](#)

Federal Guidance

[White House Guidelines for Opening Up America Again](#)

[CDC Guidance for Businesses & Employers: Plan, Prepare, and Respond to Coronavirus Disease 2019](#)

[CDC Interim Guidance for Administrators of US Institutions of Higher Education: Plan, Prepare, and Respond to Coronavirus Disease 2019](#)

[CDC: Disinfecting Your Facility](#)

[CDC: People Who Are At Higher Risk](#)

[CDC: Critical Workers Interim Guidance](#)

[OSHA: Guidance on Preparing Workplaces for COVID-19](#)

[OSHA COVID-19 Control Prevention](#)

[OSHA: Worker Exposure Risk to COVID-19](#)