



REPORT AND RECOMMENDATIONS FOR REOPENING CAMPUS

Created by the Taskforce for Reopening Campus

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Report and Recommendations for Reopening Campus 2.0

EXECUTIVE SUMMARY

The Taskforce on Reopening Campus (TRC) was constituted to develop a plan for reopening Harford Community College's campus after the campus was forced to close because of COVID-19. The TRC researched data and state and federal guidelines, consulted with other colleges, and reviewed articles from various higher education and scientific resources. Notably, data and guidance changed rapidly, even during the time the TRC implemented its charge. The TRC also consulted with President's Cabinet (PC) on issues surrounding testing requirements and Public Safety's authorities, among other things. The TRC also sought advice from the College's legal counsel on waiver issues. The TRC has reconvened on multiple occasions to update the plan and address the pandemic's continuous evolution and current scientific knowledge about the virus, treatments, and vaccines.

The TRC strove to focus on developing recommendations for reopening in a manner that can best promote the physical safety and mental wellness of employees and students while allowing the College to achieve its mission. The TRC recommended a staged approach to reopening that aligns with federal and state reopening phases. As the governmental reopening phases have evolved in manners that are less applicable to a more discrete phased reopening, the TRC now recommends that community spread, and vaccination metrics be considered in moving between reopening stages.

The TRC described the state of the College at the time of closure in March 2020 as Stage 0. Stage 1 was triggered when the Governor lifted the stay-at-home order, and the PC determines that all measures are in place to make the campus as safe as possible given the circumstances. At that time, the College began to increase critical operational activities on campus, with significant risk mitigation controls in place. Face-to-face instruction did not occur in Stage 1.

Stage 2 was broken into two sub-stages: 2A and 2B. Stage 2A was triggered when state and local governments issued guidance that they were ready to move into Medium Risk and Phase 2 stages, respectively. Also, the PC determined that the necessary controls could be implemented so that the benefit of opening at that stage outweighed the risk. During Stage 2A, in which the college is currently positioned, essential activities and limited face-to-face instruction occur for essential courses. Essential courses and activities were determined by the Vice President of each division.

In Fall 2020, the TRC updated and refined Stage 2B to reflect current knowledge. This was done in anticipation of the college being able to move to Stage 2B at the start of the Spring 2021 semester. However, the pandemic became more severe, and the college had not moved to Stage 2B at the time of the writing of this report.

Under the metrics-based approach, in determining it appropriate to move college reopening to Stage 2B, CDC data must indicate low transmission of COVID-19 in Harford County for 14 straight days. Additionally, PC will consider, the percentage of Harford County residents fully vaccinated, incidents of COVID-19, if any, on campus and guidance from health officials. Considering these factors, if PC believes that sufficient controls can be implemented to expand activities on campus, the College would move to Stage 2B, which allows for the expansion of activities and face-to-face instruction to other courses that cannot be effectively delivered fully online.

It is not until the state and local government indicates that COVID-19 is controlled that PC may choose to move to Stage 3 and that operations may resume in a manner similar to before March 12, 2020.

TRC is recommending that, while duration of time in relation to community spread metrics is important to expanding on-campus activities, it may be necessary for PC to close down campus and/or move to a more restrictive stage more quickly to ensure campus and community safety.

Throughout all stages through 2B, per the Centers for Disease Control (CDC), risk mitigation controls are essential and will include physical distancing and wearing of a face mask by all persons on campus. The College

continues to develop and update guidelines to ensure that those students and employees who are sick stay home and that, where possible, those who are temporarily unable to return to campus have the flexibility to work and learn from home until full campus reopening.

Because the College must implement extraordinary measures to reduce risk of COVID-19 on campus, purchasing of resources, establishment of detailed guidelines, establishment of detailed implementation plans, and creation and dissemination of campus education tools are conditions precedent to reopening under each stage. It is important to note that, although the College will follow best practices to mitigate risk, low risk does not equal no risk.

Background Information

Harford Community College canceled classes on Thursday, March 12 and Friday, March 13 in response to the federally declared COVID-19 pandemic. Following spring break, the week of March 23 began a totally online learning and working environment for students and employees. Simultaneously, Governor Hogan declared a State of Emergency, followed by a Stay-at-Home Executive Order; Harford County Executive Barry Glassman also declared a State of Emergency.

Accordingly, the President's Cabinet extended the online learning and working environment to at least May 16, 2020, with the hope that the College would reopen the physical campus on May 18.

On April 30, 2020, the President's Cabinet determined that it was necessary to extend the online learning and working environment through summer. A decision related to operation for the Fall 2020 semester has not yet been made.

In preparation for this eventual reopening, the College must determine and implement the necessary action items to ensure the health and safety of the entire campus community and the community at large. As such, the President's Cabinet established the HCC Taskforce for Reopening Campus (TRC) with the following charge.

TASKFORCE MEMBERSHIP

The TRC was comprised of the following:

- **Kelly Koermer**
Dean for Community Education, Business, and Applied Technology (Taskforce Co-Chair)
- **Tom Alcide**
Chief Information Office (Taskforce Co-Chair)
- **Ed Augustitus**
Assistant Professor of Health and Physical Education
- **Matt Curio**
Coordinator for Events, Sales, and Scheduling
- **Nancy Dysard**
Director for Communications
- **Courtney Mitchell**
College Registrar
- **Laura Cianelli Preston**
Dean for Nursing and Allied Health Professions
- **Keith Harrison**
Director for Public Safety
- **Dawn Volkart**
Case Manager, Disability and Student Intervention Services
- **Donna Shopulski**
AVP of Human Resources and Employee Development

CHARGE

The TRC was charged with making recommendations to the President's Cabinet (PC) and the College's operational leaders (e.g., academic deans, associate vice presidents, directors/managers, etc.) on the steps necessary to reopen an educational institution. The TRC was specifically asked "to conduct the following as part of its effort to develop recommendations for reopening campus (it is understood that the taskforce will need to anticipate directives from federal, state, and local officials that may not arrive until the end of April or early May, and adjust its recommendations accordingly)":

- Utilize existing guidelines and/or directives issued by the federal, state, and local governments. This includes health and safety issues and necessary

protective equipment required by employers to issue to their employees.

- Review and analyze practices adopted by other community colleges and four-year institutions in reopening their respective campuses and discern which practices may be adopted or amended for HCC.
- Review and analyze practices currently adopted by higher education institutions in other countries for their reopening; also consider reopening approaches adopted by business and industry.
- Consider the feasibility of a gradual reopening and provide a description as to how the College may initiate this. Review summer enrollment and determine to the group's best ability what staff and resources are needed to help guide the framework for a gradual reopening.
- Identify potential legal implications of recommendations for the College reopening; confer with legal counsel for guidance where appropriate or needed.
- Identify a timeline and critical milestones related to reopening.
- Identify a communication plan to communicate the reopening process to the campus community and Harford County.

RECONVENING

The TRC has reconvened on multiple occasions to update the plan and address the pandemic's continuous evolution and current scientific knowledge about the virus, treatments, and vaccines.

The TRC strives to focus on developing recommendations for reopening in a manner that can best promote the physical safety and mental wellness of employees and students while allowing the College to achieve its mission. Originally, TRC recommended a staged approach to reopening that aligned with federal and state reopening phases. As the governmental reopening phases have evolved in manners that are less applicable to a more discrete phased reopening needed in higher education, the TRC now recommends that, instead of state and federal reopening stages, that the President's Cabinet consider community spread and vaccination metrics, in moving between reopening stages.

Philosophy

The mental and physical health of HCC students and employees is paramount. As such, the College's reopening must balance this priority with the College's mission and serving its students. HCC's reopening plan is designed to provide for gradual reopening that enables the College to implement the necessary controls and safety precautions appropriate necessary in each reopening stage while expanding its service to students. The reopening plan, coupled with Human Resources (HR) procedures for evaluating employee's unique circumstances, are intended to treat all employees fairly as the College strives to provide quality education and services to students during the COVID-19 pandemic.

Methodology

With the help of other HCC colleagues, the TRC reviewed information gathered from the following sources:

- A bibliography compiled by research librarians on resources related to reopening campuses and businesses
- Information from the College and University Professional Association for Human Resources (CUPA-HR)
- Input from Maryland Association of Community College (MACC) affinity groups, including the MACC presidents, the Maryland Community College Association for Continuing Education and Training, etc.
- *Articles from the Chronicle of Higher Education and Inside Higher Education*
- Governor Hogan's *Maryland Strong: Roadmap to Recovery*
- The Johns Hopkins University Bloomberg School of Public Health Center for Health Security's *Public Health Principles for a Phased Reopening During COVID-19: Guidance for Governors*
- White House and CDC publication, *Opening Up America Again*

- CDC guidelines, including, but not limited to:
 - *Considerations for Institutions of Higher Education*
 - *K-12 Operational Strategy*

The TRC members also solicited feedback from their respective divisions. Also, in February 2021, the TRC, through the constituency groups surveyed College employees. The TRC considered the results of the survey in revising this report and plan.

In addition to this research, the TRC brainstormed challenges and issues related to reopening HCC, the categories of individuals impacted by those challenges, and possible solutions.

Following Governor Hogan's release of the *Maryland Strong: Roadmap to Recovery*, the TRC began to contemplate key assumptions and various "what if?" scenarios and outline a recommended plan for reopening HCC to align with the Governor's plan. The Key Assumptions were updated upon the TRC's most recent reconvening.

Key Assumptions

- HCC values the physical and mental health and safety of its students, employees, and community.
 - The College should use the Employee Assistance Program (EAP) and other programs to help students and employees with mental health.
- HCC values respect.
 - We act in the best interests of our students.
 - We consider the perspectives, feelings, wishes, rights, and traditions of others.
 - We are kind and courteous in our interactions and engage in courageous conversations for the betterment of our students, our College, and ourselves.
 - Our expertise and contributions are valued and as such we are happy and productive.
- Many gaps in scientific understanding about COVID-19 still exist.
- Students and employees are not required to receive one or more doses of a COVID-19 vaccine in order to return to campus.
- Data and information related to the transmission and treatment of COVID-19 will continuously evolve.
- Federal, state, and local government guidance will change based upon data, including number of hospitalizations, number of ICU patients, number of deaths, and testing, tracing, and healthcare system capacities.
- Politics may impact government response to COVID-19 and public health issues.
- Human behavior will impact public health and safety measures.
- Students, employees, and the public will hold varied personal beliefs related to COVID-19 and how it affects their personal safety and mental well-being.
- There is great anticipation of the possibility of returning to a sense of normalcy.
- Understanding that employees may be



apprehensive to return to work, the level of autonomy the institution gives employees in that decision may impact staffing and may limit the College's ability to reopen.

- Reopening should follow best practices for physical distancing and other risk mitigation measures.
- Vaccines have been rolled out but, because of inadequate supply, among other things, the actual vaccination rate has been slower than expected.
- Vaccine efficacy is uncertain against various newer strains of COVID-19.
- It is unlikely that 100% of the population will be vaccinated.
- Until much of the population is vaccinated, decline in cases cannot be interpreted as a green light to resume pre-pandemic operations.
- It is not possible to forecast when the College will be able to operate as it did prior to March 12, 2020.
- Special health and safety precautions will be necessary for anyone present on campus for quite some time.
- The COVID-19 crisis will forever impact higher education and pedagogy.
- Low risk does not mean no risk. HCC cannot 100% guarantee the health or safety of its students, employees, or visitors to campus; however, it can follow known best practices to mitigate risk. These best practices are likely to evolve as more is learned about COVID-19.
- There is no one-size-fits-all approach to reopening. Reopening plans must be based upon federal, state, and local government guidance; available capacities; risk assessments; and weighing risks and benefits of campus activities.
- Reintroduction of stricter controls may be necessary should there be an increase in COVID-19 cases.
- Communication must address concerns from HCC stakeholders; without clear communication, there is a risk of distrust, misinformation, and lack of compliance.

- The institution will develop College-wide guidelines that address as many anticipated issues as possible with implementing the plan before implementation. In addition, the College should be prepared to act quickly and decisively with a College-wide guideline addressing any unanticipated issue that arises.

HCC Reopening Plan Recommendations

Because of the changing nature of this pandemic and evolving knowledge about COVID-19, these recommendations are subject to change and should be refined as necessary. Each stage of this plan is linked to both the federal and state reopening guidelines.

CONDITIONS PRECEDENT TO REOPENING CAMPUS

This report includes recommendations that require new guidelines and processes and/or modifications to existing procedures, along with education related to such, and require procurement of certain resources.

Several new and modified procedures and attenuate education are conditions precedent to moving beyond Stage 0. The following are conditions precedent:

- An Academic Affairs course rollout plan that identifies as best as possible which courses are to be offered face-to-face in each stage. Plan designers will work with operational and support divisions to ensure adequate resources are available to support the plan given the risk mitigation factors that will be necessary to implement the plan effectively.
- Human Resources guidelines for evaluating circumstances in which employees communicate inability or refusal to return to campus should be established. If accommodations are needed, employees should contact Human Resources and provide documentation as required.
- Human Resources guidelines to ensure that employees who are sick or who have been in

contact with individuals diagnosed with COVID-19 should stay at home and follow CDC guidelines.

- Documentation should not be required if an employee is sick or has been in contact with an individual diagnosed with COVID-19.
- Academic and attendance guidelines that consider students' health and family circumstances to allow students flexibility to complete academic requirements. Documentation should not be required if a student is sick or has been in contact with an individual diagnosed with COVID-19
- If a student needs accommodations, the student should contact Disability and Intervention Services and provide documentation as required. Academic and attendance guidelines that promote the ability for students who are sick or who have been in contact with individuals diagnosed with COVID-19 to stay at home and follow CDC guidelines.
 - Documentation should not be required.
- Employee screening plan and resources to implement the plan. Those resources may include, but not be limited to:
 - Personnel to screen
 - Protective equipment for screeners
 - Screening questionnaire
 - Decision tree based on screening results - access to campus granted or denied.
- Student/visitor screening plan and resources to implement the plan. Those resources may include, but not be limited to:
 - Personnel to screen
 - Protective equipment for screeners
 - Screening questionnaire
 - Decision tree based on screening results - access to campus granted or denied.
- Public Safety and Code of Conduct plan detailing enforcement of these guidelines and identifying applicable student and Human Resources

guidelines and practices for handling non-compliance with campus safety controls.

- Engineering controls—such as furniture restructuring, ingress and egress plans that allow for health screening, and signage—need to be identified and implemented for each building prior to students accessing buildings.
- Sanitation supplies and personnel to be able to clean areas in accordance with CDC guidelines.
- Sufficient lead time to implement engineering controls and prepare for sanitation before opening access to buildings for students.
- Contact tracing plan (HCC will work closely with the Harford County Health Department for contact tracing).
- In addition to a communications plan, roll out of education related to proper hygiene, campus regulations, screening, and risk mitigation. This would include education of those responsible for screening, contact tracing, and sanitation.
- At all times, HCC will comply with current Executive Orders related to COVID-19 and public safety.

REOPENING TRIGGERS & METRICS

HCC's reopening stages will consider the following in deciding to move between reopening stages:

- CDC Indicators and Thresholds for Community Transmission;
- vaccination data;
- evidence of cases of COVID-19 being spread within the institution, or lack thereof;
- emergence and prevalence of variant strains of the SARS-CoV-2 virus in the community; and
- guidance from health officials concerning the risk of infections.

The President's Cabinet will balance these factors against the College's ability to fulfill its mission in an online and remote environment in determining.

Metrics

CDC Indicators and Thresholds for Community Transmission of COVID-19¹ are as follows:

Indicator	High Transmission Red	Substantial Transmission Orange	Moderate Transmission Yellow	Low Transmission Blue
Total new cases in Harford County per 100,000 persons in the past 7 days ²	≥ 100	50-99	10-49	0-9
Positivity Rate in Harford County = Percentage of NAATs that are positive during the past 7 days.	≥ 10.0%	8.0% - 9.9%	5.0% - 7.9%	< 5.0%

If the two indicators suggest different levels, the actions corresponding to the higher threshold should be chosen. However, as testing decreases, the positivity rate may disproportionately increase. When testing decreases, greater weight should be placed on new cases. County-level data on total new cases in the past 7 days and test percent positivity are available at [Harford County's COVID Data Tracker](#).

²Total number of new cases per 100,000 persons within the last 7 days is calculated by adding the number of new cases in the county (or other community type) in the last 7 days divided by the population in the county (or other community type) and multiplying by 100,000.

³Percentage of positive diagnostic and screening NAATs during the last 7 days is calculated by dividing the number of positive tests in the county (or other administrative level) during the last 7 days by the total number of tests resulted over the last 7 days. Additional information can be found on the [Calculating Severe Acute Respiratory Syndrome Coronavirus 2 \(SARS-CoV-2\) Laboratory Test Percent Positivity: CDC Methods and Considerations for Comparisons and Interpretation](#) webpage.

Metrics alone should not trigger movement to a new reopening phase. However, the chart below shows an overlay of the correlation of data to HCC reopening stages discussed in detail below.

	High Transmission Red	Substantial Transmission Orange	Moderate Transmission Yellow	Low Transmission Blue	Controlled Green
Stages	0	1	2A	2B	3

Community Transmission Data

For the purpose of determining the community transmission levels per the chart above, it is recommended that CDC data for Harford County, Maryland be used as a single source of data and not be combined with other data sources. Harford County is the recommended geographic region because HCC is a microcosm of the county.

Vaccination Data

The vaccine landscape is shifting quickly. As such, there are no scientifically supported vaccination thresholds against which reopening stages can currently be benchmarked. Therefore, PC will consider vaccine progress and efficacy as known at the time of evaluating the possibility of moving to a new stage. This will include vaccination data reported by federal, state and local governments

ALL STAGES

To be able to implement effective controls and to enable students and employees sufficient planning time, it is recommended that a minimum of two-weeks' lead time be allowed from the time of announcing readiness to move to the next stage and actual reopening under that stage. While duration of time in relation to community spread metrics is important to expanding on-campus activities, it may be necessary for PC to close campus and/or move to a more restrictive stage more quickly to ensure campus and community safety.

Also, reopening stages identify various activities that may occur. These recommendations do not mandate that these activities occur. The lists are not exhaustive. Considering risk, benefits, and capacity, each members of President's Cabinet will work with her/his leadership teams to identify activities that will occur during each Stage.

Throughout all stages, except Stage 3, the following policies should be implemented:

- Employees may gradually return to campus to best fulfill the College's mission while balancing health and safety concerns.
 - Telework will continue as necessary upon supervisor's discretion, through coordination with Human Resources and based upon College need.
 - Supervisors, working with their cabinet-level supervisor, should determine the priority of work and activities, order of implementation, positions necessary to conduct those activities on campus, and create an appropriate work schedule to ensure compliance with Actions/Controls appropriate for the College's reopening stage.
- Employees on campus should, to the extent possible, avoid contact with others. To this end, supervisors should stagger employee schedules and work locations to ensure social distancing can be achieved.
- People who have symptoms (i.e., fever, cough, or shortness of breath) or who have recently been in close contact with someone reasonably suspected to have been sick with COVID-19 should stay at home and should immediately notify Human Resources for assistance and instructions on return-to-work timing and protocol.
- Flexible academic guidelines should be adopted so that students who feel sick or who have been in contact with someone diagnosed with COVID-19 do not come to class.
 - The Academic and SAIE Divisions should work together to adopt flexible academic and attendance guidelines to this effect.
- Arrangements should be made for students who are vulnerable individuals or those who live with or care for vulnerable individuals in a manner that protects privacy.
 - Academic Affairs and Student Affairs should work together to provide guidance to students to enable students to continue their education and earn credentials remotely to the extent possible.
- Human Resources should develop guidelines to determine eligibility for telework, if telework is necessary or appropriate even after campus has been mostly or completely reopened.
- A person who has been diagnosed with COVID-19 and has been to campus within 14 days prior to diagnosis should report such via email to COVID@harford.edu.
- Common areas should be set up to limit gathering size and promote social distancing in accordance with CDC guidelines. The College should designate individuals responsible for monitoring these areas.
- All persons on campus shall wear protective face coverings in accordance with CDC guidelines, unless there is an approved accommodation otherwise. Hoods are not acceptable face coverings. Please see the "Use of Acceptable Face Covering" section below for details.
- Public Safety shall have the authority to enforce published standards and guidelines included in and resulting from these recommendations.
 - A student failing to follow published standards and guidelines included in and resulting from

these recommendations may be subject to discipline under the Student Code of Conduct, including but not limited to removal from campus.

- A visitor who does not follow published standards and guidelines may be prohibited from remaining on campus.
- An employee failing to follow published standards and guidelines included in and resulting from these recommendations may be subject to disciplinary action up to and including termination of employment.
- When on campus, all persons shall practice physical distancing, which includes:
 - Staying at least six (6) feet away from others
 - Eliminating physical contact with others, such as handshakes or embraces
 - Avoiding touching surfaces touched by others to the extent feasible
- All persons on campus should practice good hygiene as defined by the CDC.
- Business travel outside the State of Maryland must be approved by a Vice President.
- Education of all employees and students related to proper hygiene, campus regulations, screening, and risk mitigation must take place before Stage 1 and during all ensuing stages.
- Student and employee ID requirements should be relaxed as all students and employees will not be able to get IDs.
- Students participating in clinical instruction in a healthcare setting must sign a COVID-19 waiver.
- PC shall designate an individual to monitor official public health information data daily to keep track of the current state of COVID-19.

STAGE 0

Triggers

- CDC Indicators and Thresholds for Community Transmission indicate High Transmission of COVID-19 in Harford County.
- A Stay-at-Home Order issued by a federal, state

or local government is in effect.

- Incidents of COVID-19 increase in student and/or employee populations which require PC to deem it unsafe to keep campus open.
- Given the above factors and the latest guidance from health officials concerning the risk of infections balances against the College's ability to fulfill its mission in an online and remote environment, the PC deems it prudent to operate in this stage.

Actions/Controls

1. Physical Distancing

- All persons on campus must practice physical distancing consistent with CDC recommendations.

2. Administrative Controls

- Campus remains closed to all but critical activities; the College continues to operate remotely. The list of critical activities may expand due to the time of year and what needs to get done for operations to continue.
- Special campus access periods may be implemented to allow employees to have coordinated and controlled access.
- Essential business travel can only take place if approved by a Vice President.

3. Engineering Controls

Disinfection/sanitation of high-touch common areas such as door handles and railings will occur routinely in areas accessed by employees. Employees should disinfect shared areas (preferable) or request disinfection by Campus Operations.

4. PPE

- All persons on campus will wear a face mask in accordance with CDC guidelines.

STAGE 1

Triggers

- CDC Indicators and Thresholds for Community Transmission indicate Substantial Transmission

of COVID-19 in Harford County;

- Incidents of COVID-19 increase in student and/or employee populations which evidence substantial transmission on campus;
- No relevant government agency Stay-at-Home Orders in place;
- Emergence and prevalence of variant strains of the SARS-CoV-2 virus in the community; and
- Given these above factors and the latest guidance from health officials concerning the risk of infections balances against the College's ability to fulfill its mission in an online and remote environment, the PC deems it prudent to operate in this stage.

Possible Activities

Essential activities that do not involve groups of people can commence if the below Actions/Controls can be effectively implemented. Vice Presidents will identify essential activities that can occur during this stage and supervisors within the division will work to ensure implementation of such activities within the Actions/Controls detailed below. Examples of such activities may include:

- Distribution of technology and ADA accommodation resources to students
- Financial Aid and payment functions
- Employees may come to campus to prepare and address time sensitive activities
- The College Store may need to open with limitations since students will not have access to the Student Center

Actions/Controls

1. Physical Distancing

- All persons on campus must practice physical distancing consistent with CDC recommendations.
- Limited number of people will be allowed on campus at one time.

2. Administrative Controls

- Only online instruction delivered.

- To be able to effectively implement the Actions/Controls detailed below, the minimum number of buildings should be opened to support essential activities and face-to-face course offerings.
- Campus remains closed to all but critical activities; the College continues to operate remotely.
 - The list of critical activities may expand due to the time of year and what needs to get done for operations to continue.
- All individuals, prior to entering campus, must complete an online COVID-19 screening form. Those who have been granted an access code must report to a check-in station on campus and receive a wrist-band prior to entering a college building or participating in a college activity.
- Non-critical individuals will require special permission from a Vice President and coordination through Public Safety to enter campus, with specific location access only.
 - Limited routine critical functions may be preapproved for limited ongoing access.
- When possible, access to accommodate continued online and remote activities will be scheduled based on need for individual employees during limited and specific dates and times and controlled by Public Safety.
 - Employees must make every effort to consolidate their access to campus.
- Depending on demand, schedules should be made to ensure minimal physical interaction between employees.
 - During this stage, employees on campus for an essential function should distance themselves as far as practical from others. When possible, employees should work alone in a building or area. Employees should always avoid coming within six (6) feet of another person.
- Shipping/Receiving should be used as a central location to pick up items from campus.
- All business travel must be approved by a Vice President.
-

3. Engineering Controls

- Workspaces altered for those departments coming to campus for essential tasks.
 - Disinfection/sanitation of high-touch common areas such as door handles and railings will occur routinely in areas accessed by employees. Employees should disinfect shared areas (preferable) or request disinfection by Campus Operations. Refer to the "Resources Required to Implement Plan" section for details on materials

4. PPE

- All persons on campus will wear a face mask in accordance with CDC guidelines.

STAGE 2A

Triggers

- CDC Indicators and Thresholds for Community Transmission indicate Moderate Transmission of COVID-19 in Harford County;
- The availability, administration, and efficaciousness of COVID-19 vaccines;
- Incidents of COVID-19 increase in student and/or employee populations evidence moderate transmission on campus;
- No relevant government agency Stay-at-Home Orders in place;
- Emergence and prevalence of variant strains of the SARS-CoV-2 virus in the community; and
- Given these above factors and the latest guidance from health officials concerning the risk of infections balances against the College's ability to fulfill its mission in an online and remote environment, the PC deems it prudent to operate in this stage.

Possible Activities

Essential activities can commence if the below Actions/Controls can be effectively implemented. Vice Presidents will identify specific essential activities that can occur during this stage and supervisors within the division will work to ensure implementation of such activities within the Actions/Controls detailed below.

Examples of such activities may include:

- Delivery of essential face-to-face lab classes (refer to the "Conditions Precedent to Reopening Campus" section).
- Off-site delivery of essential classes only if site partner is implementing a risk mitigation plan with controls that provides for student and employee safety in a manner equivalent to or greater than HCC's plan at this stage.
- College Store may open with limitations.
- Library may open with limitations.
- Test Center may open with limitations.
- Limited opening of Early Learning Center, in compliance with the laws of the State of Maryland, may occur.
- Business travel in furtherance of essential activities may take place if approved by supervisor.
- Outdoor facilities open for physically distanced recreation.
- Outdoor events may be held with capacity limits as established by current Governor's Executive Order with Actions/Controls in place as detailed below.

Actions/Controls

1. Physical Distancing

- All persons on campus must practice physical distancing consistent with CDC recommendations.

2. Administrative Controls

- All classes that can be delivered effectively online shall be delivered online only.
- Face-to-face classes will be held only for classes that cannot be delivered effectively online and which are essential for students. When a portion of a class can be effectively delivered online while another portion must be delivered face-to-face, the course shall be hybrid, with face-to-face delivery for only the portions of the course that cannot be effectively delivered online. Academic Affairs shall determine which courses or portions of courses cannot be effectively delivered online and which classes are essential.

- It is recommended that face-to-face course offerings should not exceed 20% of total offerings during this stage so that the necessary safety controls may be properly followed.
- Class sizes should continue to allow for social distancing in the scheduled room per CDC guidelines.
- All individuals, prior to entering campus, must complete an online COVID-19 screening form. Those who have been granted an access code must report to a check-in station on campus and receive a wristband prior to entering a college building or participating in a college activity.
- For any class that meets face-to-face, the number of people in the room must comply with physical distancing providing for a minimum of 6 feet between individuals during the educational experience up to capacities identified under state and federal guidelines.
- Factors to consider:
 - Time and space to screen individuals should be accounted for with class times.
 - Cleaning supplies should be available in each classroom so students and employees can clean their workspace upon entry and departure.
- Supervisors should schedule employees to allow for appropriate social distancing and implementation of appropriate engineering controls for this stage. This can include staggered and hybrid schedules.
 - Supervisors should document employee schedules with HR.
 - Decisions on who should work on campus should be based upon how the position supports the College's mission and not the individual.
 - Supervisors should receive approval from a cabinet-level supervisor and coordinate with Human Resources, for all positions assigned to on-campus work.
- Congregation inside and outside is not allowed.
- The Globe Café remains closed.
- The Fitness Center, gymnasiums, and athletic fields shall only be used for face-to-face instruction as determined by Academic Affairs per guidelines above
- Athletics may compete and train on campus in accordance with procedures adopted by the Director of Athletics to ensure safety and compliance with CDC guidelines.
 - Athletic teams may use the Fitness Center in accordance with a schedule issued by the Director of Athletics that promotes social distancing and cleaning.
 - Use of indoor fitness requires maintenance of 6 feet distancing and that masks must be worn at all times including while engaging in aerobic exercise indoors. Athletes with a certified medical exception stating they cannot exercise with a mask on must exercise in a fully enclosed room or at hours when they are the only ones at the facility.
 - Athletics can travel to external sites to compete, but no overnight stays are permitted.
- Limited activities in support of the college's mission may occur on campus.
- For outdoor events, the event sponsor must establish a plan that ensures compliance with the following controls:
 - Masks must be worn by all participants/spectators, except for athletes and officials on the playing surface.
 - Seating must allow for at least six-foot social distancing of participants/spectators, unless they are members of a group who arrived together. Some possible methods of achieving this may be ushered or ticketed seating.
 - Portable toilets should be available for the duration of the outdoor activity and cleaned per CDC guidelines.
 - Handwashing stations must be provided and the sponsor must ensure that they remained stocked throughout the duration of the event. If possible, hand sanitizer stations should be touch-free.

- Event sponsor will be primarily responsible for enforcement of controls. Public safety should provide support when a participant/spectator refuses to comply.
- All facility rental agreements should require compliance with HCC pandemic controls by the renter, along with its participants and spectators. The HCC sponsor for the rental agreement is responsible for enforcement of controls with public safety providing support when a renter, participant and/or spectator refuses to comply.
- The list of activities may expand or contract due to the time of year and what needs to get done for operations to continue.
- Supervisors, in consultation with the cabinet-level supervisor, should schedule employees to allow for appropriate social distancing and implementation of appropriate engineering controls. This can include staggered and hybrid schedules.
 - Supervisors should document employee schedules with HR.
 - Decisions on who should work on campus should be based upon how the position supports the college's mission and not the individual.
- So that employees may have a better understanding of what their on-campus and/or remote work may look like as the College gradually reopens, supervisors will follow the timeline below to establish a schedule for their staff gradually returning to campus. Such schedules should be based upon position descriptions and College needs. Staffing plans shall be approved by a cabinet-level supervisor. **Staffing schedules shall be subject to change based upon current College needs and/or changes in reopening stages.** When possible, supervisors will provide employees with two-weeks advance notice of any changes to schedule or location of work; however, such advance notice is not required. Appendix A provides a calendar and process for creating staffing schedules to prepare for and support students on campus in Summer 2021 and Fall 2021 semesters.

3. Engineering Controls

- Workspaces altered for those departments providing limited student services.
- Laboratories/classrooms altered for face-to face classes to facilitate physical distancing. (Examples: Protective barriers installed on desks, furniture rearranged, etc.)
- Disinfection/sanitation of high-touch common areas such as door handles and railings will occur routinely in areas accessed by employees in accordance with CDC guidelines. Employees should disinfect shared areas (preferable) or request disinfection by Campus Operations.
 - Refer to the "Resources Required to Implement Plan" section for details on materials
- Signage posted to ensure students and employees are aware of controls and procedures. (Examples: building ingress and egress signs, and floor emblems for distancing in lines)

4. PPE

- All persons on campus will wear a face mask in accordance with CDC guidelines.

STAGE 2B

Triggers

- CDC Indicators and Thresholds for Community Transmission indicate Low Transmission of COVID-19 in Harford County;
- The availability, administration and efficaciousness of COVID-19 vaccines;
- Incidents of COVID-19 increase in student and/or employee populations evidence Low transmission on campus;
- No relevant government agency Stay-at-Home Orders in place;
- Emergence and prevalence of variant strains of the SARS-CoV-2 virus in the community; and
- Given these above factors and the latest guidance from health officials concerning the risk of infections balances against the College's

ability to fulfill its mission in an online and remote environment, the PC deems it prudent to operate in this stage.

Possible Activities

Key activities can commence if the below Actions/Controls can be effectively implemented. Vice Presidents will identify specific activities that can occur during this stage and supervisors within the division will work to ensure implementation of such activities within the Actions/Controls detailed below. Expanded activities under 2B should be reviewed and approved by a Vice President.

As the College determines classes, services, and activities, etc. will resume, it is the expectation that all employees who are needed to return to work on campus, either on a regular schedule or on an as-needed basis, will do so. If employees decline to return or express concerns about returning, their supervisor should immediately contact the College's Benefits and Wellness Specialist in the Human Resources Department.

Example of such activities may include continuation of prior activities with the addition of the following:

- Additional classes that are more effectively delivered face-to-face that the College is not offering in prior stages. When a portion of a class can be effectively delivered online while another portion is more effectively delivered face-to-face, the course should be hybrid, with face-to-face delivery for only the portions of the course not well-suited to online delivery. Academic Affairs shall determine which courses or portions of courses can be most effectively delivered online. For experiential courses, such as those with a lab, these decisions should be made on a course-by-course basis not a section-by-section basis. In order to provide limited additional face-to-face offerings for lecture courses, those decisions should be made on a section basis.
 - It is recommended that face-to-face course offerings should not exceed 50% total offerings so that the necessary safety controls may be properly followed and so that there are sufficient student services available to accommodate students on campus.
- Class sizes should continue to allow for social distancing in the scheduled room per CDC guidelines.
- Off-site delivery of essential classes only if the site partner is implementing a risk mitigation plan with controls that provide for student and employee safety in a manner equivalent to or greater than HCC's plan at this stage.
- Healthcare clinical sites may operate if risk mitigation controls are consistent with industry standards.
- Campus-based work and activities, including, but not limited to student services, student life, and educational activities, should be gradually expanded, prioritizing student/customer-facing activities over non-student/customer-facing activities.
- When not assigned to work on campus an employee is expected to continue to work remotely in accordance with the schedule established by his/her supervisor.
- The College may consider larger events and rentals in accordance with all state and federal regulations and guidance.
- The fitness center and pool may reopen for classes and rentals with appropriate controls.
- Business travel may take place within the State of Maryland. Business travel outside the State of Maryland must be approved by a Vice President.
- College Store may reopen to enable students to purchase textbooks with appropriate controls.
- Student Center services may reopen with appropriate controls.
- Globe Café may reopen with appropriate controls.
- Early Learning Center may continue to operate in compliance with the laws of the State of Maryland.
- College athletics and recruitment activities may operate based on guidelines from NJCAA.
- Outdoor events may be held with capacity limits as established by current Governor's Executive Order with Actions/Controls in place as detailed below.

- Employee and student ID Cards may be distributed.

Actions/Controls

The controls detailed below will only be effective if everyone fully complies and remains vigilant of safety protocols.

1. Physical Distancing

- All persons on campus (students, employees, and visitors) must practice physical distancing consistent with CDC recommendations. Physical distancing is defined as staying at least 6 feet from other people in both indoor and outdoor spaces.

2. Personal Protective Equipment (PPE)

- All persons on campus (students, staff and visitors) will wear a face mask at a minimum in accordance with CDC guidelines as of the date of this publication, including but not limited to:
 - Wear masks with two or more layers to stop the spread of COVID-19.
 - Wear the mask over your nose and mouth and secure it under your chin.
 - Masks should be worn by people two years and older.
- Masks are available from Central Services upon request.

3. Administrative Controls

- All courses that can be effectively delivered online should be delivered with online options for students."
- Face-to-face classes will be held for classes that cannot be effectively delivered online and may be provided as options in multi-section courses to compliment student learning styles. When a portion of a class can be effectively delivered online while another portion must be delivered face-to-face, the course should be hybrid, with face-to-face delivery for only the portions of the

course that cannot be effectively delivered online. Academic Affairs shall determine which courses or portions of courses cannot be effectively delivered online. These decisions should be made on a course by course not section by section basis.

- For any class that meets face-to-face, the number of people in the room must comply with physical distancing providing for a minimum of 6 feet between individuals during the educational experience up to capacities identified under state and federal guidelines.
- Supervisors, in consultation with the cabinet-level supervisor, should schedule employees to allow for appropriate social distancing and implementation of appropriate engineering controls. This can include staggered and hybrid schedules.
 - Supervisors should document employee schedules with HR.
 - Decisions on who should work on campus should be based upon how the position supports the college's mission and not the individual.
- So that employees may have a better understanding of what their on-campus and/or remote work may look like as the College gradually reopens, supervisors will follow the timeline below to establish a schedule for their staff gradually returning to campus. Such schedules should be based upon position descriptions and College needs. Staffing plans shall be approved by a cabinet-level supervisor. **Staffing schedules shall be subject to change based upon current College needs and/or changes in reopening stages.** When possible, supervisors will provide employees with two-weeks advance notice of any changes to schedule or location of work; however, such advance notice is not required. Appendix A provides a calendar and process for creating staffing schedules to prepare for and support students on campus in Summer 2021 and Fall 2021 semesters.

- Direct supervisors must grant permission for an employee to enter campus in advance of the employee working on campus. Supervisors are responsible for building and room coordination to ensure compliance with administrative controls. Access shall only be granted within defined screening hours unless there is an emergency. Vice Presidential approval is no longer required.
- All individuals, prior to entering campus, must complete an online COVID-19 screening form. Those who have been granted an access code must report to a check-in station on campus and receive a wrist-band prior to entering a college building or participating in a college activity.
- All individuals will be screened before entry into buildings. Everyone must display a valid screening wristband upon building entry.
- Hours of access for faculty and staff shall be identified based upon screening and sanitation resources. Any access after-hours requires the approval of the director of public safety.
- Visit <https://www.harford.edu/about-harford/coming-to-campus/coronavirus/covid-resources.php> for resources related to COVID-19 response.
- Any student or employee who tests positive for, or believes they may have been exposed to COVID-19, should email covid@harford.edu. The information provided will be kept private and confidential and be used only by the College's trained contact tracers, in consultation with the Harford County Health Department, for contact tracing purposes. Affected campus buildings will be sanitized in accordance with CDC guidelines before reopening.
 - The employee or student should await further direction from the COVID Response Team prior to returning to campus.
- Supervisors who have been notified that an employee or student has tested positive for, or may have been exposed to COVID-19, should contact the COVID Response Team by emailing covid@harford.edu for guidance and next steps regarding the student or employee returning to campus and any additional remediation that may

be necessary.

- For outdoor events, the event sponsor must establish a plan that ensures compliance with the following controls:
 - Masks must be worn by all participants/spectators, except for athletes and officials on the playing surface.
 - Seating must allow for at least six-foot social distancing of participants/spectators, unless they are members of a group who arrived together. Some possible methods of achieving this may be ushered or ticketed seating.
 - Portable toilets should be available for the duration of the outdoor activity and cleaned per CDC guidelines.
 - Handwashing stations must be provided and the sponsor must ensure that they remained stocked throughout the duration of the event. If possible, hand sanitizer stations should be touch-free.
 - Event sponsor will be primarily responsible for enforcement of controls. Public safety should provide support when a participant/spectator refuses to comply.
- All facility rental agreements should require compliance with HCC pandemic controls by the renter, along with its participants and spectators. The HCC sponsor for the rental agreement is responsible for enforcement of controls with public safety providing support when a renter, participant and/or spectator refuses to comply.

4. Engineering Controls

- Workspaces will be altered for areas where employees and students are working or learning to facilitate physical distancing. (Examples: Protective barriers installed on desks, furniture rearranged, etc.)
- Disinfection/sanitation of high-touch common areas such as door handles and railings will occur routinely in areas accessed by employees and students in accordance with CDC guidelines. Employees should disinfect shared areas (preferable) or request disinfection by Campus Operations.

- Refer to the “Resources Required to Implement Plan” section for details on materials.
- All entering buildings should use stairways instead of elevators when possible.
- Signage will be posted to ensure students and employees are aware of controls and procedures (Examples: building ingress and egress signs, and floor emblems for distancing in lines.)

STAGE 3

Trigger

- No evidence of COVID-19 in student and/or employee populations for 30 consecutive days or more.
- The availability, administration and efficaciousness of COVID-19 vaccines.
- Guidance from state and local authorities that community transmission of COVID-19 has been controlled and normal conditions can resume.
- Given these above factors and the latest guidance from health officials concerning the risk of infections the PC deems it prudent to operate at 100% campus capacity.

Activities

- Campus resumes normal operations better and stronger.
- Debrief on lessons learned.
- Plan for the future.
- Continue implementation of things that worked.
- Student athletes, coaches, and College personnel can resume in-person interactions but should practice physical distancing and Action/Controls detailed below.

Actions/Controls

- Some physical distancing and risk mitigation controls may need to be implemented on a case-by-case basis based on CDC guidelines.

Resources Needed to Implement Plan

REQUIRED TO OPEN:

- PPE: Face masks, gloves
 - Including clear masks for anyone who interacts with students or staff with hearing impairments (<https://www.theclearmask.com>)
- Barriers using Plexiglass
- Signage to inform/direct people of building instructions
- Marking floors (arrows, distancing marks in certain areas)
- Cleaning supplies (alcohol wipes, disinfectant wipes)
- Hand sanitizer

ADDITIONAL CONSIDERATIONS:

- Fumigation equipment
- School nurse
- Hands-free devices for bathrooms, sinks, and fountains
- Foot opening devices on bathroom doors

Vaccine

Although vaccines are not required for students and employees in order to return to campus, the current science makes it clear that COVID-19 vaccine helps protect you from getting COVID-19. Those who are eligible to receive the vaccine and do not have any medical barriers are highly encouraged to get vaccinated when the vaccine becomes available to them.

More information about the COVID-19 vaccine, along with its safety and side effects can be found on the CDC websites at [Key Things to Know about COVID-19 Vaccines](#).

Use of Acceptable Face Coverings

A face covering should be worn whenever people are in a community setting, especially in situations where you may be near people, always including while present on the College campus. An exception to this requirement would be an employee who is alone in her/his office.

Face coverings should be of the material(s) prescribed by the CDC and cover the face in the manner prescribed in the CDC guidance below. Hoods are not acceptable face coverings.

These face coverings are not a substitute for social distancing. Face coverings are especially important to wear when around others to prevent the spread of COVID-19.

The following is CDC Guidance on how to safely wear

and take off a face covering. CDC Your Guide to Masks provides:

For more information on evidence for effectiveness of masks, other types of face protection, and mask alternatives, see [Considerations for Wearing Masks](#).

HOW TO WEAR

Wear a mask **correctly** and **consistently** for the best protection.

- Be sure to [wash your hands or use hand sanitizer](#) before putting on a mask.
- Do **NOT** touch the mask when wearing it. If you have to often touch/adjust your mask, it doesn't fit you properly and you may need to find a different mask or make adjustments.

For more information, visit our [How to Wear Masks](#) web page.

Your Guide to Masks

Updated Feb. 22, 2021 Languages ▾ Print

CDC recommends that people wear masks in public settings, at events and gatherings, and anywhere they will be around other people. Effective February 2, 2021, [masks are required](#) on planes, buses, trains, and other forms of public transportation traveling into, within, or out of the United States and in U.S. transportation hubs such as airports and stations.

How to Select

When selecting a mask, there are many choices. Here are some do's and don'ts.

DO choose masks that



Have two or more layers of washable, breathable fabric



Completely cover your nose and mouth



Fit snugly against the sides of your face and don't have gaps



Have a nose wire to prevent air from leaking out of the top of the mask

DO NOT choose masks that



Are made of fabric that makes it hard to breathe, for example, vinyl



Have exhalation valves or vents which allow virus particles to escape



Are intended for healthcare workers, including N95 respirators

Do wear a mask that



- Covers your nose and mouth and secure it under your chin.
- Fits snugly against the sides of your face.

How NOT to wear a mask



Around your neck



On your forehead



Under your nose



Only on your nose



On your chin



Dangling from one ear



On your arm

How to take off a mask



1

Carefully, untie the strings behind your head or stretch the ear loops



2

Handle only by the ear loops or ties



3

Fold the outside corners together



4

Be careful not to touch your eyes, nose, and mouth when removing and wash hands immediately after removing



Key Points of Recent Government Announcements

The federal government and State of Maryland have published documents to guide individuals and employers in reopening. The State of Maryland Roadmap is more ambiguous and promises more details on sub-phasing in the future. Nomenclature of phasing differs significantly between the state and federal guidelines.

FEDERAL GUIDELINES

The CDC and White House published Guidelines for Opening Up America Again. Within that publication, there are guidelines for individuals and employers in various phases of reopening.

Federal guidelines for all individuals in all phases are that people should:

- Wear a mask to protect yourself and others and stop the spread of COVID-19.
- Stay at least 6 feet (about 2 arm lengths) from others who don't live with you.
- Avoid crowds. The more people you are in contact with, the more likely you are to be exposed to COVID-19
- People who feel sick should stay at home.
 - Do not go to work or school.
 - Contact and follow the advice of your medical provider.

Federal guidelines for employers in all phases are:

- Develop and implement appropriate policies, in accordance with Federal, State, and local regulations and guidance, and informed by industry best practices, regarding:
 - Social distancing and protective equipment
 - Temperature checks
 - Sanitation
 - Use and disinfection of common and high-traffic areas
 - Business travel
- Monitor workforce for indicative symptoms. Do not allow symptomatic people to physically return to work until cleared by a medical provider. **(Note:** This is not supported by the literature https://phpa.health.maryland.gov/Documents/coronavirus_testing_FAQ.pdf)

The following table represents the Federal phased approach to reopening

<h1>Guidelines for Opening Up America Again</h1> <h2>CDC WHITE HOUSE</h2>			
PHASE	Individuals	Employers	Specific Types of Employers
PHASE 1	<p>ALL VULNERABLE INDIVIDUALS should continue to shelter in place. Members of households with vulnerable residents should be aware that by returning to work or other environments where distancing is not practical, they could carry the virus back home. Precautions should be taken to isolate from vulnerable residents.</p>	<p>Continue to ENCOURAGE TELEWORK, whenever possible and feasible with business operations.</p>	<p>SCHOOLS AND ORGANIZED YOUTH ACTIVITIES (e.g., daycare, camp) that are currently closed should remain closed.</p>
	<p>All individuals, WHEN IN PUBLIC (e.g., parks, outdoor recreation areas, shopping areas), should maximize physical distance from others. Social settings of more than 10 people, where appropriate distancing may not be practical, should be avoided unless precautionary measures are observed.</p>	<p>If possible, RETURN TO WORK IN PHASES.</p>	<p>VISITS TO SENIOR LIVING FACILITIES AND HOSPITALS should be prohibited. Those who do interact with residents and patients must adhere to strict protocols regarding hygiene.</p>
	<p>Avoid SOCIALIZING in groups of more than 10 people in circumstances that do not readily allow for appropriate physical distancing (e.g., receptions, trade shows)</p>	<p>Close COMMON AREAS where personnel are likely to congregate and interact or enforce strict social distancing protocols.</p>	<p>LARGE VENUES (e.g., sit-down dining, movie theaters, sporting venues, places of worship) can operate under strict physical distancing protocols.</p>
	<p>MINIMIZE NON-ESSENTIAL TRAVEL and adhere to CDC guidelines regarding isolation following travel.</p>	<p>MINIMIZE NON-ESSENTIAL TRAVEL and adhere to CDC guidelines regarding isolation following travel.</p>	<p>ELECTIVE SURGERIES can resume, as clinically appropriate, on an outpatient basis at facilities that adhere to CMS guidelines.</p>
		<p>Strongly consider SPECIAL ACCOMMODATIONS for personnel who are members of a VULNERABLE POPULATION.</p>	<p>GYMS can open if they adhere to strict physical distancing and sanitation protocols.</p> <p>BARS should remain closed.</p>

PHASE 2	<p>ALL VULNERABLE INDIVIDUALS should continue to shelter in place. Members of households with vulnerable residents should be aware that by returning to work or other environments where distancing is not practical, they could carry the virus back home. Precautions should be taken to isolate from vulnerable residents.</p>	<p>Continue to ENCOURAGE TELE-WORK, whenever possible and feasible with business operations.</p>	<p>SCHOOLS AND ORGANIZED YOUTH ACTIVITIES (e.g., daycare, camp) can reopen.</p>
	<p>All individuals, WHEN IN PUBLIC (e.g., parks, outdoor recreation areas, shopping areas), should maximize physical distance from others. Social settings of more than 10 people, where appropriate distancing may not be practical, should be avoided unless precaution</p>	<p>Close COMMON AREAS where personnel are likely to congregate and interact or enforce moderate social distancing protocols.</p>	<p>VISITS TO SENIOR CARE FACILITIES AND HOSPITALS should be prohibited. Those who do interact with residents and patients must adhere to strict protocols regarding hygiene.</p>
	<p>NON-ESSENTIAL TRAVEL can resume.</p>	<p>Strongly consider SPECIAL ACCOMMODATIONS for personnel who are members of a VULNERABLE POPULATION.</p>	<p>LARGE VENUES (e.g., sit-down dining, movie theaters, sporting venues, places of worship) can operate under moderate physical distancing protocols.</p>
			<p>ELECTIVE SURGERIES can resume, as clinically appropriate, on an outpatient and in-patient basis at facilities that adhere to CMS guidelines.</p>
			<p>GYMS can remain open if they adhere to strict physical distancing and sanitation protocols.</p>
			<p>BARS may operate with diminished standing-room occupancy, where applicable and appropriate.</p>

PHASE 3	VULNERABLE INDIVIDUALS can resume public interactions, but should practice physical distancing, minimizing exposure to social settings where distancing may not be practical, unless precautionary measures are observed.	Resume UNRESTRICTED STAFFING of worksites.	VISITS TO SENIOR CARE FACILITIES AND HOSPITALS can resume. Those who interact with residents and patients must be diligent regarding hygiene.
	LOW-RISK POPULATIONS should consider minimizing time spent in crowded environments.		LARGE VENUES (e.g., sit-down dining, movie theaters, sporting venues, places of worship) can operate under limited physical distancing protocols.
			GYMS can remain open if they adhere to standard sanitation protocols.
			BARS may operate with increased standing room occupancy, where applicable.

STATE OF MARYLAND GUIDELINE

The State of Maryland published guidelines to reopening in the *Maryland Strong: Roadmap to Recovery*. Through all phases and for the foreseeable future, the State recommends that Marylanders continue to telework, wear face coverings, and practice physical distancing.

Employers should continue telework plans whenever possible. Flexible sick leave policies should be adopted to encourage workers to stay home when sick or when known exposure has occurred. Marylanders should continue to wear face coverings in indoor public places and continue physical distancing.

The *Roadmap* is divided into 3 stages. These stages are broad, and it is expected that as data is gathered sub-phases will be announced.

Stage	Guidelines
Low Risk	Low risk activities can resume. "Low risk" activities have not been fully defined.
	Stay-Home order lifted
	Examples of possible changes that could be implemented: <ul style="list-style-type: none">• Small shops and certain small businesses• Curbside pickup and drop-off for businesses• Elective medical and dental procedures at ambulatory, outpatient, and medical offices• Limited-attendance outdoor religious gatherings• Recreational boating, fishing, golf, tennis, hiking, and hunting• Car washes• Limited outdoor gym and fitness classes• Outdoor work with appropriate distancing measures• Some personal services
Medium Risk	Any business can reopen
	Examples of possible changes at this stage: <ul style="list-style-type: none">• Raising the cap on social gatherings• Indoor gyms and fitness classes• Childcare centers• Transit schedules begin returning to normal• Indoor religious gatherings• Restaurants and bars with restrictions• Elective and outpatient procedures at hospitals
High Risk	No realistic timeline for when high risk activities can occur
	Examples of changes that could be implemented in this stage: <ul style="list-style-type: none">• Larger social gatherings• High-capacity bars and restaurants• Lessened restrictions on visits to nursing homes and hospitals• Entertainment venues• Larger religious gatherings

RISK BASED ACTIVITIES FROM JHU

In its publication *Public Health Principles for a Phased Reopening During COVID-19: Guidance for Governors*, the Johns Hopkins University (JHU) Bloomberg School of Public Health Center for Health Security assessed risk of various activities based upon contact intensity, number of contacts, and modification potential.

The following chart addresses educational settings:

Notably, HCC not only needs to be attentive to the “Institutions of Higher Education” category, but also needs to consider the “Childcare Facilities” section as the Early Learning Center operates on campus, along with summer camps (while camps will not be held this summer, camp activities are planned for winter break and for summer 2021), contact sports, and non-contact sports.

Individuals

Per the CDC, high-risk or vulnerable individuals are:

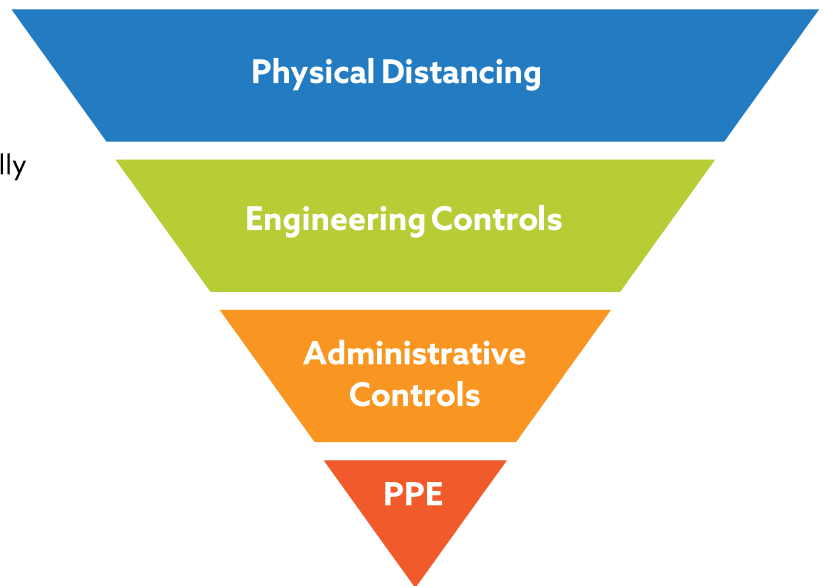
- Elderly individuals.
- Individuals with serious underlying health conditions, including high blood pressure, chronic lung disease, diabetes, obesity, asthma, and those whose immune system is compromised such as by chemotherapy for cancer and other conditions requiring such therapy.

CATEGORY	CONTECT INTENSITY	NUMBER OF CONTACTS	MODIFICATION POTENTIAL	MITIGATION RESOURCES
Childcare facilities (daycare, preschools)	High	Medium/High	Low/Medium	CDC, WHO
Schools (elementary, middle and high)	High	High	Low	CDC, WHO
Contact school sports	High	Medium/High	Low	NCAA, CDC
Noncontact school sports	Low	Medium	High	NCAA, CDC
Summer camps	High	High	Low	American Camp Association, Association of Camp Nursing
Institutions of higher education	High	High	High	CDC, American College Health Association
Residence halls and other overnight programs	High	Medium	Low	NYC guidance for congregate settings and residential buildings

MITIGATING CONTROLS FROM JHU

JHU references the National Institute for Occupational Safety and Health (NIOSH) as a framework for identifying controls for potentially harmful workplace hazards, and has modified such to identify COVID-19 mitigation measures. JHU explains that the mitigation measures can include:

- Physical Distancing
 - Working from home whenever possible
 - Restructuring responsibilities to minimize number of workers that need to be physically present
- Engineering Controls
 - Physical barriers
 - Reconfiguring workspace
- Administrative controls
 - Using technology to facilitate work and communication
 - Redistributing responsibilities among individuals
- PPE
 - Non-medical face masks



CDC IMPLEMENTATION OF MITIGATION STRATEGIES

The CDC issued guidance for Implementation of Mitigation Strategies for Communities with Local COVID-19 Transmission. It recommends mitigation strategies based upon setting and level of community transmission. The chart below details strategies for colleges and universities.

Potential mitigation activities according to level of community transmission or impact of COVID-19 by setting			
FACTOR	NONE TO MINIMAL	MINIMAL TO MODERATE	SUBSTANTIAL
Schools/childcare "What childcare facilities, K-12 schools, and colleges and universities can do to prepare for COVID-19, if the school of facility has cases of COVID-19, or if the community is experiencing spread of COVID-19"	<ul style="list-style-type: none"> • Know where to find local information on COVID-19 and local trends of COVID-19 cases. • Know the signs and symptoms of COVID-19 and what to do if students or staff become symptomatic at school/childcare site. • Review and update emergency operations plan (including implementation of social distancing measures, distance learning if feasible) or develop plan in one is not available. • Evaluate whether there are students or staff who are at increased risk of severe illness and develop plans for them to continue to work or receive educational services if there is moderate levels of COVID-19 transmission or impact. <ul style="list-style-type: none"> – Parents of children at increased risk for severe illness should discuss with their health care provider whether those students should stay home in case of school or community spread. – Staff at increased risk for severe illness should have a plan to stay home if there are school-based cases or community spread. • Encourage staff and students to stay home when sick and notify school administrators of illness (schools should provide non-punitive sick leave options to allow staff to stay home when ill) • Encourage personal protective measures among staff/students e.g., stay home when sick, hand- washing, respiratory etiquette). • Clean and disinfect frequently touched surfaces daily. • Ensure hand hygiene supplies are readily available in building. 	<ul style="list-style-type: none"> • Implement social distancing measure: <ul style="list-style-type: none"> – Reduce the frequency of large gatherings (e.g., assemblies), and limit the number of attendees per gathering. – Alter schedules to reduce mixing (e.g., stagger recess, entry/ dismissal times) – Limit inter-school interactions – Consider distance or e-learning in some settings • Consider regular health checks (e.g., temperature and respiratory symptom screening) of students, staff, and visitors (if feasible). • Short-term dismissals for school and extracurricular activities as needed (e.g., if cases in staff/students) for cleaning and contact tracing. • Students at increased risk of severe illness should consider implementing individual plans for distance learning, e-learning. 	<ul style="list-style-type: none"> • Broader and/or longer-term school dismissals, either as a preventive measure or because of staff and/or student absenteeism. • Cancellation of school-associated congregations, particularly those with participation of high-risk individuals. • Implement distance learning if feasible.

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Appendix A Calendar and Process for Staffing Schedule for Summer 2021 and Fall 2021 Terms

GOAL

To support students and meet the College's mission and provided the triggers discussed above allow the College to be in Stage 2A or better, to support students and achieve the College's mission the goal is that staffing schedules will allow for 20-30% of departmental services and/or activities to occur on campus.

TIMELINE FOR SUMMER 2021 TERM

DEADLINE	ACTION
No later than April 16, 2021	Draft staffing schedules submitted to cabinet-level supervisor.
No later than April 23, 2021	Cabinet-level supervisor provides feedback on staffing schedules.
April 19-30, 2021	Direct supervisor revises staffing schedules in accordance with Cabinet-level supervisor feedback.
No later than May 3, 2021	Cabinet-level supervisor approves staffing schedules and direct supervisor disseminates approved staffing schedules to his/her staff with a copy to Human Resources.
May 17, 2021	Additional employees return to work on campus per relevant staffing schedules. 20-30% of employees should be on campus at any given time.
June 1, 2021	Summer classes begin.

GOAL

To support students and meet the College's mission and provided the triggers discussed above allow the College to be in Stage 2B or better, to support students and achieve the College's mission, the goal is that staffing schedules will allow for 50-60% of departmental services/activities to occur on campus.

TIMELINE FOR FALL 2021 TERM

DEADLINE	ACTION
No later than July 2, 2021	Draft staffing schedules submitted to cabinet-level supervisor.
No later than July 9, 2021	Cabinet-level supervisor provides feedback on staffing plans.
July 12-16, 2021	Direct supervisor revises staffing schedules in accordance with Cabinet-level supervisor feedback.
No later than July 19, 2021	Cabinet-level supervisor approves staffing schedules and direct supervisor disseminates approved staffing schedules to his/her staff with a copy to Human Resources.
August 2, 2021	Additional employees return to work on campus per relevant staffing schedules. 50-60% of employees should be on campus at any given time.
August 23, 2021	Fall classes begin.