



Student Housing
Professionals

Fall 2020 Campus Housing Opening Plan

COCM's Adaptive Program



Executive Summary

As college campuses consider reopening after spring and summer closures, bringing residents back into student housing in fall 2020 creates unique challenges apart from the rest of campus. COCM believes with a well-thought-out plan, institutions can successfully open campus housing while taking steps to minimize the risk to students and staff members during their stay.

In developing this white paper, the student housing professionals on the COCM team have carefully studied information provided by campus experts (ACUHO-I, American College Health Association, etc.) as well as national authorities (the CDC, L.A. County Public Health, etc.) to help us identify the challenges and lay out a proactive and intentional roadmap for returning students to campus housing.



Our proposed plan covers the following areas of operations:

Occupancy Management, while always important, will be critical this year. A careful review of unit plans, floor plans, social distancing needs, and the impacts (both financial and maximum occupancy related) of “de-densifying” residence halls has been considered. Private or shared bedrooms with in-unit bathrooms are the most desired arrangements and residents will continue to desire (and need) safe places to prepare and cook food with the potential changes coming to campus dining programs.

The white paper, “Re-opening Student Housing Communities for the Fall Semester” published by American Campus Communities (see Appendix D), notes that occupants of a residence hall room or apartment are essentially a “household,” and can, to some degree, control their environment. Thus, de-densification’s effectiveness is limited by the extent to which it influences students’ exposure to groups outside the “household.” COCM’s approach and recommendations are based on the premise that de-densification is viable for public spaces, but not as necessary inside the living unit, as it is important for institutions to have sufficient inventory to meet demand and reduce revenue losses.

Testing for the COVID-19 virus is another important consideration. Proper testing of all residents and staff members prior to occupancy will reduce the likelihood of the virus spreading in the community by establishing a baseline where there is a reasonable assumption that the environment is as virus-free as possible at the beginning of the term. Daily temperature screenings may also be used as part of a program to reduce the spread of the coronavirus in the community. Additional periodic testing should be required throughout the year.

Preparation for Move-in, if done intentionally, can also reduce residents' risk of contracting COVID-19. Clear guidelines should be communicated to residents and staff members and should address:

- Visitor regulations
- PPE requirements
- Social distancing guidelines
- Revised common area usage protocols and capacities
- Hygiene reminders

Additional pre-opening considerations should include traffic flow, whether and how to open amenities (fitness centers, labs, swimming pools, and so forth), and specific procedures to mitigate risk in these areas if opened.

Move-in Day is another opportunity to make changes to reduce risks to students, families, and team members. With proper planning and communication, contact can be reduced during this process. Our plan includes :

- Spreading out move-in days and times to reduce density in public places.
- Minimizing involvement of multiple parties by offering move-in services, online check-ins, and e-signing of documents.
- Collecting necessary move-in items (payments, health screening forms, community living contracts, etc.) in advance.
- Frequent resident and parent communication throughout the summer.

Ongoing Safety after move-in will also require some changes to normal operations.

- Testing and contact tracing should be repeatedly administered based on to-be established protocols to help maintain an environment as virus free as possible throughout the term of the housing residency.
- Isolation and Quarantine procedures must be developed in advance in conjunction with campus and health professionals so that when a student becomes ill, there is already a plan in place.
- Cleaning Procedures will need to be altered to ensure high-touch surfaces are thoroughly disinfected on a regular basis and deep disinfection and cleaning is done in areas where infected residents lived or visited.
- Sanitizer stations should be placed throughout the community.
- Team Member Education will need to be adjusted to include safety measures and how to address residents' concerns related to the new Coronavirus.
- Visitor Policies will need to be revised to promote social distancing and protect the "household" that is the student's living unit.

Additional Resources are available to help support student housing professionals as campuses are re-opened this fall. The appendices include documents from professional associations and industry experts to help transition students back to campus.

COCM is optimistic that, if all the above-listed concerns are addressed, residents have their best chance to have a successful return to campus this fall. The enclosed document provides additional considerations for reintroducing students to on-campus housing and details on how COCM will approach this process in the fall 2020 term.

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In March of this year, the familiar landscape of on-campus housing across the country changed overnight. Faced with a new reality different than anything ever experienced before by institutions of higher learning, major decisions had to be made as to how to continue with the current spring semester. Campuses found themselves having to react immediately to the threat of the COVID-19 pandemic and many schools chose (or were forced) to close their campuses -- including campus housing -- to help stop the spread of the virus.

Now campuses are having to again make incredibly difficult and complicated decisions about opening back up for the upcoming fall 2020 semester, remaining an exclusive on-line environment, or a hybrid of online and in person models. A big part of this decision-making process is if in-person instruction is restarted, how do you reoccupy on-campus housing in a manner safe for residents in the current pandemic environment?

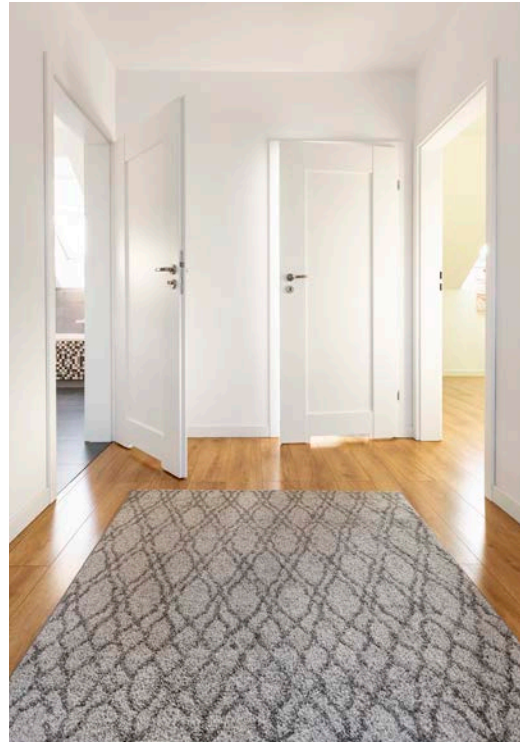
As part of reopening campus housing, factors that will have to be considered include occupancy management, COVID-19 testing, physically reconfiguring communities, and preparing for and executing fall move-in. Other considerations will include developing a myriad of new educational programs, revamping visitation and other policies, setting up quarantine and isolation protocols, and properly maintaining the facilities while following state and local mandates for social distancing.

COCM has given careful thought to an operations plan for caring for student residents in the current environment. We have spoken at length with our campus partners and we have also carefully studied information provided by campus experts (ACUHO-I, American College Health Association, etc.) as well as national authorities (the CDC, L.A. County Public Health, etc.) to help guide us. We discuss below the factors which we believe will go into making these proposed changes and decisions based not on our actually having any previous experience in managing a pandemic (as far as we know, nobody does), but rather on our experience as being the largest national third-party manager of on-campus student housing communities, as well as by sharing what we are hearing and seeing on our host campuses and other colleges/universities across the country.

Campus Housing Occupancy Management by Unit Type

One of the most talked about subjects currently taking place within university and college housing circles is the how to open and most efficiently utilize existing campus housing for the fall 2020 semester. This is especially true given the social distancing and cleaning/hygiene protocols that are now in place as a result of the COVID-19 pandemic.

One of the biggest topics of this intense discussion is how best to achieve social distancing in campus housing where the very nature of the living unit types are mostly shared units, shared bathrooms and even shared bedrooms. Campuses are modeling various scenarios based on the types of housing they have on their campus to learn what happens to occupancy and finances based on “de-densifying” their housing stocks to potentially have less people sharing bedrooms, bathrooms and units. *The proposals for accomplishing this come in numerous forms, but here are the most common iterations we have seen:*



- In **traditional residence hall style communities** comprised of some single, but mostly shared bedrooms with hallway or pod community bathrooms, the main proposal we have seen is to make all resident bedrooms single occupancy. However, the critical issue here is how to safely utilize or convert the community bathrooms to allow for 24-7 usage while minimizing the potential for transferring the virus between members of the community during the pandemic, as well as the enforcement of social distancing.
- In **suite-style units** with typically shared bedrooms and in-suite bathrooms, one proposed model reduces density by having only one resident per bedroom and either having two people in the suite share the bathroom or have one person per suite with a private bath. The in-suite bathroom will then be shared by one to four residents who can control the use and cleaning of the bathroom.
- In **apartments** with typically two to four private bedrooms with either private or semi-private baths, there is discussion as to whether to limit the resident count to one person per bathroom, or to only have one person per unit despite the number and privacy of beds and baths in that unit. Again, having bathrooms contained within the apartment unit which will only be shared by between one to four residents, will allow those residents to control the use and cleaning of their personal bathroom.

Another item of consideration for desirability is whether the unit has a kitchen or kitchenette. This is particularly important since being dependent on campus dining operations requires the resident to leave their unit several times per day to obtain food, which could result in a higher chance of exposure to the virus.

Most campus dining operations are adapting to the current situation by dramatically changing their operations, which also often includes greatly reduced serving times and meal selections. Having a full in-unit kitchen like those seen in many student housing apartments is obviously the best option, closely followed by having partial cooking capabilities such as a microwave and fridge or a cooktop. *(For more information, please see Appendix B – Dining Considerations.)*



If one were to establish a hierarchy of utilizing their housing stock based on what unit types seem to be best suited for residents during this situation, COCM proposes that living options with in-unit bathrooms and kitchens (full or kitchenettes) be filled first, followed by living options with in-unit bathrooms but no kitchens second, then living options with community bathrooms. With all the options in this hierarchy, we have assumed the bedrooms in these units are occupied at their design capacity, as opposed to de-densifying the units to only one resident for the entire unit. We propose this because of the inherent challenges with de-densifying, which are:

- 1 Having sufficient capacity to house all students desiring or needing on-campus accommodations combined with;
- 2 how to most efficiently operate a community at less than design capacity where revenue greatly decreases while operating costs stay at a similar level as a fully occupied community.

Since in many cases the revenues brought into a specific property or a housing system as a whole are often the sole source of funding for campus housing operational costs (including employing housing staff, utilities, technology, programming costs, and debt service payments), it is clear that greatly reducing potential revenue can have an extremely negative effect on the ability of a housing program to continue to operate at previous levels of services or even remain financially viable at all. There also needs to be an open minded discussion to determine if the suggested standard for de-densifying is set at such a restrictive level that it may not be best to open a facility at all.

A further discussion on this topic was recently presented as part of the white paper “Re-opening Student Housing Communities for the Fall Semester” (see Appendix D) which was published this month by national student housing provider American Campus Communities (ACC). Based on their research within their portfolio, they have noted the following conclusions:

“The Unit or Suite Household: The majority of.....apartment or residence hall units are ‘households’ of two to four students. The student household is akin to the family household in that the occupants are living together and exposed to each other regardless of whether they share bedrooms. By living within the same unit or suite, those occupants will undoubtedly be touching doorknobs, surfaces, furniture and other items in the household.

We believe it is possible through education and resources that unit occupants can control their environment and coordinate sanitation among their two-to four-person household. We also believe the only time that student housing ‘de-densification,’ or converting double-occupancy shared bedrooms into singles, is effective is when it reduces the exposure to larger groups outside of the household. For example, in residence halls equipped with community bathrooms, converting double-occupancy suites to singles will reduce the number of people sharing the community bathroom by half, potentially making it easier to sanitize and maintain this highly vulnerable common area. While dedensification is certainly a viable solution for public university spaces, it is not necessary in the living unit, nor is it worth the loss of beds.”

We believe this approach to housing on-campus residents deserves serious consideration and could substantially help with the profound issues mentioned above of having sufficient inventory to house those desiring campus housing, as well as allowing for the financially viable operation of the housing community without losing as much in terms of valuable revenues.

We also believe that residents should be given the choice to personally decide if they are sufficiently comfortable to live in shared “family concept” units that have the internal control components of in-unit bathrooms and/or cooking capabilities, especially since these units can provide incentives such as lower rent points similar to what we already see in most on-campus housing communities now.

Even in often densely utilized facilities such as traditional housing with shared rooms and community baths, we believe that in some instances it may be possible to install permanent or temporary partitions

within a bedroom to help with privacy and social distancing. This can be accomplished by putting up a $\frac{3}{4}$ height partition wall, installing desk furniture strategically to help separate beds, or even something as simple as a curtain that can be drawn between sides of the room. It is also sometimes possible to re-configure and/or assign specific bathroom fixtures to designated individuals so that the threat of cross contamination among groups could be reduced. Examples of this could include installing partitions and doors in open baths and adding locks on doors where possible to restrict usage. It is important to be creative because re-thinking a space involves looking at all possibilities and having an open mind as to what something can become.

Whatever decisions are made concerning utilizing common area bathrooms, a standard of care must be agreed upon by all parties involved. This includes setting cleaning standards (i.e. will fixtures be cleaned daily or more frequently, on weekends or just weekdays, etc.) and understanding the financial repercussions that follow with any need for increased custodial staffing. In situations where common area bathrooms can be configured to be used only by a small number of specifically assigned residents such as mentioned above, there is even the possibility of requiring those residents to partially or fully maintain their assigned bathroom areas.

We believe that whatever is done to change policies or reconfigure buildings, the single most important program that can be put into place is mandatory testing before residents re-occupy campus housing as we discuss in the next section.



Requiring Resident Pre-Occupancy COVID-19 Testing for Campus Housing

In any discussion involving reopening on-campus student housing, whether it is in single bedroom full kitchen apartments or in traditional residence halls with community bathrooms, the subject of campus mandated testing of campus housing residents for COVID-19 must be discussed. **It is our opinion that anyone who will be living in on-campus housing should be required to be tested and determined to be negative for COVID-19 immediately prior to coming to campus and moving into campus housing.** Testing should also include campus housing professional and RA staff and all other housing employees.



Whether mandating and administering a testing and contact tracing program will be a function of the campus in general or an initiative handled by another agency such as a state or local entity must be discussed and determined early in the summer so that testing and tracking protocols can be established, as well as a determination as to the recommended maximum amount of time that testing before arrival will be accepted. Since most residents will be required to obtain testing prior to moving back onto campus, once procedures are defined, communication is vital with residents and parents to make sure they know what is expected of them prior to their arrival.

While it is understandably possible for residents and/or staff members to contract the disease post move-in, establishing this protocol allows us to start the semester with a baseline where we are reasonably assured that we have provided as safe an environment as possible. This mandatory testing is similar to colleges and universities that require students to get meningococcal, measles, Tdap, varicella, or other vaccinations or even required screening for diseases such as tuberculosis before arriving to campus, and should provide additional assurances to residents, parents, and campus administrators that efforts to provide a safe environment are of utmost importance. In fact, in an environment where we have individuals moving into disinfected buildings with mandatory viral testing, this could be perceived to be one of the safest environments available during the pandemic.

We also recommend additional testing throughout the academic term, either through scheduled repeat testing for everyone or random testing. This could be accomplished either through campus health services or outsourced at the preference of the campus. While it is necessary for anyone exhibiting symptoms of the virus to be tested, it is vital we have regularly scheduled asymptomatic testing due to the high number of infected individuals who do not show symptoms but are nonetheless able to infect others. We also highly support mandating that all campus residents receive an influenza vaccination before coming to campus or as soon as the vaccine is available as well.

If someone discovers they have been infected with COVID-19 prior to coming to campus, arrangements can be made for them to quarantine at home and to be re-tested with the requirement that they must attain medically acceptable negative viral status before coming to campus. Residential students who are found to be infected during their stay in campus housing can be moved to accommodations which have been purposefully set aside as quarantine rooms until they also test negative for the virus (see detailed section below). Roommates and others who were in proximity to these students either in their residence or elsewhere on campus can be tracked, notified and tested if required. Again, having such stringent and effective protocols can potentially help allay the fears associated with having a large population of residents living in on-campus housing by helping it to become a source for early detection and effective quarantining and tracking of the disease.

In terms of the operational guidelines for such a program, there will need to be an improvement in testing availability and speed of obtaining results. Based upon what we are seeing in terms of testing capabilities worldwide, we believe there will hopefully be greatly advanced testing abilities available as early as mid-summer, which could then be administered prior to the bulk of students' return to campus in mid-August. It will be vital that campus administrators begin work immediately to develop and communicate a mandatory testing and tracking program for their campus for fall 2020 so that this can become a source of reassurance now for those looking to decide about being physically present on campus this Fall.

Another consideration is whether to implement a temperature screening program for those entering a campus housing facility who may have a fever which could indicate they actively have COVID-19. This screening could be accomplished by installing entry area hardware that detects an individual's body temperature and provides an audible and/or visual warning if someone enters who has a temperature in excess of the CDC guidelines (currently 100.3 degrees Fahrenheit). While this screening procedure can help detect someone with a higher than normal temperature, recent information indicates that many individuals with active COVID-19 infections are asymptomatic, meaning they would have a temperature within the normal range and still be able to pass along the virus to others. Based on this new information, we feel that temperature screening could be part of a program for testing for COVID-19, but it should not be used as a replacement for a more accurate medically administered diagnostic testing program.



Preparing for Fall Move-In

Laying out the community (hallways, lobbies, elevators, amenity spaces, etc.)

Prior to welcoming back residents for fall move-in, we must look closely at our individual buildings' common areas and take steps to ensure these spaces meet state and local mandates and requirements for social distancing as well as other recommendations to help reduce the spread and impact from the virus.

This is also an excellent time for going completely through your facilities administrative processes and performing an audit of how we can make more processes and functions touchless.



- Signage should be posted on all entry areas and in common areas with requirements for entry and continued access to the property. Guidelines would include:
 - Visitation policies
 - Requirement for wearing PPE
 - Social distancing requirements
 - Common area usage and maximum occupancy protocols
 - Hygiene reminders such as handwashing, proper sneezing/coughing techniques, use of hand sanitizers, etc.
- Hallways should have wall and/or floor graphics to be used to reinforce social distancing guidelines, including elevator and stairwell lobbies and floor lounges. Hallways and stairwells should be designated as one way where possible.
- Maximum occupancy of elevators should be determined, and this should be posted both in elevator lobbies and in elevator cabs. Floor graphics can be used to divide elevator floor into maximum separated areas for occupants. Entry and egress stairwells need to be designated to help reduce traffic and wait times in elevators.

- Common areas should be assessed on an on-going basis to determine if they will be reopened based on the ability of staff and/or residents to properly maintain the cleanliness of the area while also maintaining social distancing and maximum occupancy guidelines. While every community layout is different, here are some tips on areas we often find located within housing:
 - Computer rooms should have stations moved to maintain social distancing and sanitary wipes should be placed within the area to allow residents to wipe down the equipment before and after use. Consider purchasing protective plastic covers for keyboards and printer keypads which can be more easily cleaned. There should also be discussion about setting up a laptop lending program at the campus so that all residents have access to a computer and the computer room may be able to remain closed.
 - Lounges should have furniture located to fit social distancing guidelines and occupancy maximums with additional furniture moved and stored. Sanitary wipes should be available for cleaning any hard surfaces or equipment such as tv remote controls.
 - Fitness and weight rooms are probably one of the more concerning areas because of the greater opportunity to touch equipment which not practicing proper hygiene. This makes it quite easy for free weights, fitness machines, benches and mats to become contaminated and easily spread the virus. Supplying sanitary wipes can help with this but based on the extensive number of surfaces within a fitness area, it would be difficult to assume that residents can properly maintain the facility in a safe manner.
 - Consideration should be given to whether common area amenities should be opened at all, especially if maintaining them adequately would require a housing custodial staff member to be dedicated to the space to clean it between users. For instance, if there is a campus fitness center that will remain open and will have dedicated attendants and monitors for social distancing, it may be best to keep the community fitness facilities closed initially and encourage residents to use the campus facility. While this is not ideal, it may be the best alternative to trying to staff a community facility with the inherent associated cost.
- Hand sanitizer stations should be always be located strategically throughout all common areas with emphasis on placement near high touch areas such as entry/exit doors, elevators, stairwells, reception desks, locations near keypads, etc.
- Supply disinfectant wipes or consider having residents supply their own electronic gaming equipment so that consoles and controllers won't have to be cleaned between uses.

In addition to these items, we have also included some additional "Facility Considerations" per ACHA Guidelines in Appendix C.

Fall Move-In Planning Requirements and Move-In Day

Once we have the community physically set-up and necessary signage in place to help maintain the health and safety of residents, we will take the next steps to plan one of the most anticipated and important times of the year for any campus housing community - fall move-in. It will be vital for move-in planning during the pandemic period to incorporate social distancing and safety while also making the move-in experience a fun and enriching experience for residents and parents.

As part of advance Move-In planning, it is important to take into consideration the number of residents who will be moving in and the logistics of getting them into their assigned housing units with minimal interactions with other residents, parents, visitors and staff. Based on the unit types being occupied, the density of the buildings must be factored in as well as the means for accessing the community's living areas (think high-rise urban residence halls with elevators vs. garden style walk up apartments with exterior stairwells). A final decision point to be made is if "live-on" requirements will continue to be mandated or if residents can decide if they want to live off-campus.

- Based on the individual design of the community, you will want to pre-plan strategies such as:
 - Dividing the building(s) into quadrants and alternate scheduling quadrant areas to maintain distancing.
 - Alternate filling from the top down in some locations and the bottom up in other areas at the same time - again to maintain distancing.
 - As noted above, set up elevators with graphics marked on the floors to enforce a maximum number of occupants at one time as well as designate stairs as ingress or egress to keep traffic flowing in one direction.
 - Estimate maximum elevator and/or stairwell occupancy and how it affects travel time based on the number of residents required to move-in per floor or other designated area.
- Make sure residents understand in advance that they should minimize what they bring from home and should be notified not to bring anything but necessary belongings, no big items, and no furniture (unless furnishings are not already provided). Explain that it will be vastly easier to keep a non-cluttered living area cleaned and sanitized.

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- You will also want to develop a “Golden Ticket” program where residents have as much move-in paperwork and administrative needs as possible taken care of in advance on-line and prior to arriving at the move-in location. This allows minimal interaction with office workers and other staff, as well as allows for residents to not have to wait in any unnecessary lines. Residents who take care of all their administrative responsibilities in advance can be easily “checked-in” and provided quickly with their key or electronic access to allow them to immediately begin moving into their housing unit. Items that can be completed on-line or via email before the resident’s specific move-in date and time include:
 - All leasing documents e-signed and returned.
 - Taking part in mandatory video training about specific campus housing COVID-19 related health and safety guidelines that apply to living in campus housing (including specific Move-In Day guidelines).
 - Providing any mandatory COVID-19 negative testing certification.
 - Making all pre-payments that are due by move-in.
 - Pre-reading and signing acknowledgement of receiving all other required paperwork and documents.

Deciding upon the specifics of the plan will help us estimate how many residents can reasonably move-in within designated time slots, and will allow a determination of the number of designated days and times needed to set aside so residents can be told well in advance when they should arrive on campus. Once we have determined the amount of time needed for moving in all residents, you will also need to back-date to ensure you have allotted appropriate time for turnover of all spaces utilized for summer occupancy. Additional time will be needed for the required enhanced cleaning and disinfecting of all units and common areas, taking into account the added time maintenance and custodial staff need due to increased PPE usage to make sure facilities are in top shape when residents arrive.

Once the move-in plan is created, other recommendations for the actual move-in day include:

- Develop communication pieces for residents and parents to provide to them throughout the summer prior to move-in to make them aware of all sanitation and safety efforts taking place in the community before and after their arrival. Emphasize how changes have been made to follow best practices guidelines and mandates. These pieces should be posted on the campus webpage as well as provided via social media and other mediums prior to arrival. Make sure residents provide a good telephone number for themselves and parents to allow texting of information.

- Develop licensing and leasing addendums which make residents aware that due to the unique circumstances involving providing a safe environment during the pandemic, that they may be a) required to move-out with minimal warning and b) that all building services and amenities may not be available at all times. Also provide specific information about new rules and regulations that they will be required to follow such as no visitation, required reporting of COVID-19 symptoms, mandatory quarantine, etc. and have them acknowledge and sign that they have received notice of these changes and understand that they are now incorporated into the housing agreement.
- Provide “swag bags” on arrival that include items such as hand sanitizer, alcohol wipes, face masks, gloves, toilet paper, etc. that can be used on move-in day and afterwards (if supplies are available)
- Expectations for parking should be laid out in advance and communicated with all residents prior to their arrival on campus, on campus signage should be large and easy to understand and having staff available to give directions and answer questions (while wearing a mask and maintaining social distancing) is vital. If a temporary permit is required for parking, it should be sent to the resident prior to their arrival.
- Make sure signage is present and prevalent at all facility entry and exit points as well as common and administrative areas and explains concisely the expectations for each area during move-in.
- Set up one-way hallways where possible.
- Consider locking off all but critically necessary common areas to avoid unnecessary congregation and possible contamination of the areas.
- Consider restricting each resident to a maximum number of moving helpers who may enter the building, especially if utilizing a move-in service.
- Mandate that all move-in participants wear PPE such as masks and/or gloves at all times while in the buildings and surrounding grounds – provide these items if it is possible to source them and/or make sure to communicate the requirement for residents to bring them in Move-In communications.
- If providing “water stations” or other move-in consumables, make sure all items are single use and located on a table or other easy place for pick-up – don’t use displays such as ice chests where users would have to reach into the ice for a water bottle or have unwrapped food available for pickup.
- If residents will be moving themselves in, suggest in advance that they bring their own carts or hand trucks/dollies so that they won’t be sharing them with others. Common usage carts/dollies will still have to be available, and sanitary wipes should be available and utilized between users to maintain sanitation. Having a central area for carts/dollies to be checked in and out with an attendant will help with this process.

Other Ongoing Considerations

Working with Residents that Contract or are Exposed to COVID-19 after Opening: Isolation and Quarantine

With the understanding that there is a great likelihood for residents to be exposed to or develop COVID-19 while living in campus housing, it is vital to pre-determine a plan to make available areas and provide services for these students who do not choose to go home (or cannot go home in some cases) and who will be staying within the campus environment during their self-isolation or quarantine. Guidelines should be set-up in advance for residents so that they will know to self-report if they experience symptoms or become aware that they have been potentially exposed to the virus. Residents should also receive direction on where and how-to self-report so that they will know if they need to contact their Student Health Center, someone else in the Institution, or the Local Public Health authorities.

Based on the need to be properly prepared for this eventuality, the following are the guidelines for student "Isolation and Quarantine" that were recently developed by the American College Health Association (ACHA) in collaboration with the Association of College and University Housing Officers-International (ACUHO-I):

"Inevitably, a residential student will contract or be exposed to COVID-19 and will require isolation or quarantine. Campuses must proactively identify appropriate residential spaces and reserve those spaces in the event of needed isolation or quarantine of a student(s). If on-campus housing is nonexistent, unavailable, or unfeasible, the college/university should identify off-campus options for the isolation and quarantine of residential students. It is unreasonable to expect Institutions of Higher Education (IHEs) to provide on-campus isolation and quarantine housing for students who live off campus, but it is recommended that the IHE develop a plan for fielding requests for isolation/quarantine housing for off-campus students."

Ideally:

- A protocol should be made available to all individuals involved in the management of isolation spaces and its procedures.
- The isolation and quarantine rooms should be physically separated from other residential student rooms.
- The rooms should have private bathroom facilities and be stocked with a thermometer, sanitizing wipes, tissues, soap, hand sanitizer, and toiletries.

- Spaces should be labeled externally with appropriate signage that states restricted access (e.g., “Private Quarters” or “Authorized Personnel Only”) but does not state the reason for the restricted access due to concerns about potential for stigma and FERPA/ HIPAA violations. Any signage decisions should be reviewed with college/university general counsel. Minimally, a select group of individuals within housing/residence life, campus safety, and facilities should be aware of the rooms used for isolation.
- Adequate numbers of rooms should be pre-identified to accommodate an increase in need. CDC may later provide guidance on adequate numbers of rooms; if/when that guidance is released, these ACHA recommendations will be updated.
- Student health services staff should remotely monitor students daily (temperature checks and symptom screening) and transfer to an on- or off-campus site for a clinical evaluation if symptoms advance or the patient requests.
- For students on the campus meal plan, dining services should arrange food delivery in collaboration with housing/residence life staff. Student affairs or campus life, in collaboration with housing/residence life staff, could arrange for the purchase of a campus meal plan or coordinate meal delivery for those students who have not purchased the campus meal plan.
- Counseling services and/or the office of spiritual and religious life should be available remotely to students in isolation or quarantine as needed.
- To the degree possible, students should continue academic activities remotely or be provided with note takers.
- A team of designated student affairs/campus life staff should be appropriately trained and on call to assist students with their personal needs (medication pickup, delivery of hygiene supplies, etc.).
- Transportation is made available to and from the location if medical care is needed.
- Custodial and maintenance staff and live-in professionals are provided with and required to wear appropriate PPE (as per CDC guidelines) when cleaning or entering isolation and quarantine spaces (available at <https://www.cdc.gov/coronavirus/2019-ncov/hcp/infection-control-faq.html>).

All IHEs may not have the resources to meet each of these ideal recommendations but at a minimum should assess their capability to provide these accommodations for residential students in isolation or quarantine.

Please visit the ACUHO-I website at <https://www.acuho-i.org/covid19> for additional COVID-19 resources for residence life administrators and staff.”

Changes in RA & CA Roles and Training

Traditional methods of recruitment and training for Residence Life staff must be reevaluated. Housing departments must utilize technology to engage candidates and look for creative alternatives to traditional campus interviews where candidates engage with multiple members of the campus staff throughout the day. Training for the Residence Life team must also be reviewed and potentially move to an online environment, similar to classroom instruction, where possible.

All RAs/CAs will, in addition to their normal training, need to undergo additional training specific to the new needs of the culture of the community based on the pandemic. Professional staff should examine alternative training models such as utilizing online and video training where possible. As implemented when campuses and campus housing communities were largely dismissed during the spring 2020 semester, traditional RA programming models/curriculums focused more on educating residents on how to minimize the spread of the virus, and provided resources to assist with self-care as related to stressors associated with the pandemic (such as mental health and financial wellness). With such stressors in place we will probably also see an increase in roommate conflicts so additional training in ways to alleviate or separate roommates in conflict could be very valuable.

These items again must be stressed when training professional staff and RAs/CAs moving forward as well as educating staff with the most up to date guidelines that have been put into place to help protect their community members both in the halls and within the campus community. While there will need to be mandatory guidelines in campus housing that must be followed by everyone with clearly outlined consequences, RAs/CAs will serve best in the role of educators to educate and reinforce to residents the importance of following guidelines, helping to protect themselves, their fellow residents, and any others who they will come in contact with to help stop the spread of the virus. A traditional mandatory floor meeting soon after everyone moves in should go over these potential issues and set the tone for the year.



Visitation Policies

Another subject which must be decided upon before residents return is what will visitation policies look like going forward. With the desire to maintain social distancing and limit the amount of interactions between individuals to help slow the spread of the virus, we believe that it is prudent to begin the academic year with a “no visitation” policy so that a resident’s “family environment” in their unit will not be potentially compromised. While this may become less restrictive as the term progresses based on the efficacy of testing or other factors, starting this policy from Day One should greatly reduce spread of the virus by restricting the total number of those outside the unit having contact within a housing unit.

Facilities Maintenance and Custodial Practices

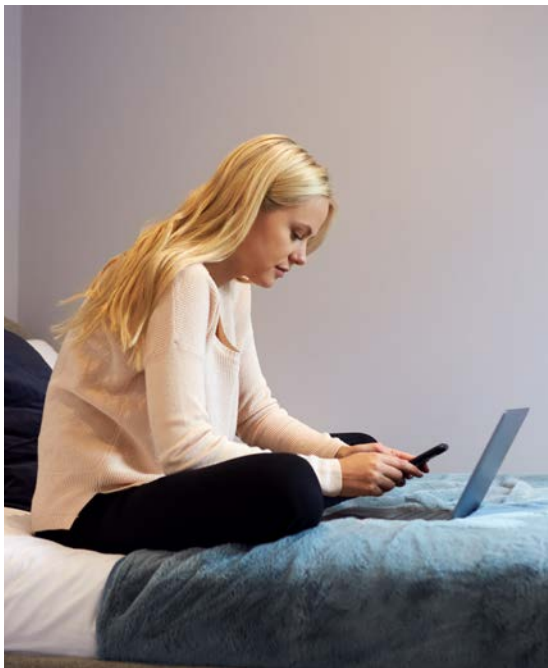
There has been a plethora of information from the CDC, ACUHO-I, OSHA, ACHA and other organizations about requirements for cleaning to remove the threat of the COVID-19 virus (see sample in Appendix E). While we won’t go into great depth in this article based on the pure volume of information needed to develop a complete maintenance and custodial program, it is still vital to develop “Best Practices” for each individual facility within your campus housing community to make sure to protect both residents as well as staff from potential viral infection. This includes procedures for cleaning common areas, PPE protocols for staff, common area bathroom cleaning schedules, cleaning where a known COVID-19 case exists, and all other aspects of custodial work. There is also the need to specifically anticipate and address the operational challenges we will face with much heavier volumes for food waste and trash due to increased carry-out food delivery methods. This may result in needing to pre-order increased trash service pickups.

Maintenance protocols must be set up for maintaining resident units including preventative maintenance, work orders in resident rooms, PPE protocols for staff, performing maintenance in high risk situations such as plumbing backups, etc. We have discovered that an excellent source of information exists surrounding the cleaning and maintenance of health services areas such as hospitals and clinics which may be applied to what is now a higher risk environment which requires an increased level of training for staff members.

Summary

We hope COCM's operations plan discussions are helpful and thought provoking. We are confident we can utilize our extensive experience to help our campus partners with these issues and are passionate about "being a part of the solution."

Please feel free to contact us at cocmcares@cocm.com if you would like any additional information or would like to discuss any of the ideas or practices we have provided in this plan. We would welcome the opportunity to engage with you.



APPENDIX A "HOUSING CONSIDERATIONS"

From the American College Health Association (ACHA) Guidelines:
"Considerations for Reopening Institutions of Higher Education in the COVID-19 Era"
(Updated May 7, 2020)

"Depending upon the size of the college/university, its residential housing inventory, and on-campus residency requirements, thousands to tens of thousands of students may live and dine on campus during periods of full in-person instruction. Students congregate, study, and socialize in these on-campus residential settings. Students often reside with two or more individuals per living space, with roommates from different parts of the country and world. In such settings, there will frequently be a mixture of individuals from low COVID-19 transmission areas and high-transmission areas living in a single space.

Clearly, it is difficult to maintain full physical distancing in on-campus housing, and even modified guidelines may be difficult to achieve. Considerations to decrease the risk for exposure within traditional residence halls, campus apartments/suites, campus fraternity/sorority houses, and other on-campus housing arrangements, include:

- Single resident per room and ideally per bathroom (if possible). This may be feasible only if the college/university has a limited number of students on campus for in-person instruction. When shared bathrooms are used, define the type and frequency of cleaning.
- Requirement of personal face coverings in common areas.
- Frequent reminders of proper hand hygiene (verbally, posters, videos) with hand sanitizer widely available in common areas and rooms.
- Enhanced cleaning in all common areas and high-touch surfaces, consistent with enhanced cleaning practices of other non-residential areas such as academic buildings. Custodial workers should be provided appropriate PPE and training consistent with their duties. See CDC guidelines for cleaning and disinfecting facilities (available at <https://www.cdc.gov/coronavirus/2019-ncov/community/reopen-guidance.html>).
- Widely shared/posted information in common areas about COVID-19 prevention. CDC provides communications resources such as posters, videos, and more at <https://www.cdc.gov/coronavirus/2019-ncov/communication/index.html>.
- Posted information should be updated as appropriate or with significant changes.

- Training on public health measures and signs/symptoms of COVID-19 for all live-in professionals, graduate hall directors, residence advisors (RA), and others in similar roles.
- Restrictions on events and social activities as per current physical distancing guidance. Reconfiguring seating in common areas to ensure proper physical distancing. Establish allowable occupancy and develop plans to monitor and enforce.
- Restrictions on building access by non-residents, including outside guests, non-residential staff, and others. These restrictions may not apply to some people, such as personal care attendants for students with disabilities.
- Students with medical conditions such as asthma, diabetes, immunosuppressive drug therapy including chronic systemic corticosteroid treatment, heart disease, HIV, and morbid obesity are at high risk for COVID-19 illness and complications. The IHE must address whether these high-risk individuals should return to residence halls and other on-campus housing in the early phases of reopening the campus or later.
- Housing/residence life, custodial, and other support staff are frequently on-call and are often the first responders to the needs of residential students. They need access to PPE, appropriate exercise and break opportunities, defined work schedules with time off as appropriate, and access to psychological/counseling support."

APPENDIX B “DINING CONSIDERATIONS”

From the American College Health Association (ACHA) Guidelines:
“Considerations for Reopening Institutions of Higher Education in the COVID-19 Era”
(Updated May 7,2020)

“On-campus dining services share many similarities with restaurants, but there are also a number of important differences that potentially impact the risk of COVID-19 transmission. In most campus dining services, students (faculty, staff, and visitors) queue up to enter, choose food options, and pay with cash, credit/debit cards or meal cards. Dining areas are often large and chaotic, with closely spaced tables and chairs and both sustained and episodic interpersonal interactions. As a result, significant changes will likely be necessary to institute physical distancing and other infection prevention and control measures. If a campus chooses to partially or fully resume campus dining services, they should consider:

- Requiring all dining facility staff to wear face masks and gloves at all times while working and interacting with the public.
- Providing custodial services with appropriate PPE for cleaning and disinfecting common, non-clinical spaces as per CDC guidelines (available at: <https://www.cdc.gov/coronavirus/2019-ncov/community/disinfecting-building-facility.html>).
- Requiring employees to follow infection prevention guidelines including:
 - Staying home when ill.
 - Practicing physical distancing whenever possible at work.
 - Practicing proper hand hygiene.
 - Avoiding touching the eyes, nose, and mouth with unwashed hands.
 - Cleaning and disinfecting frequently touched surfaces throughout the workday.
 - Undergoing temperature checks prior to shift.
- Requiring all customers/diners to wear face masks or coverings while in the facility. Since an individual cannot eat and drink while in a mask, masks should be worn during movement in the facility and can be removed when sitting and dining. This further emphasizes the need for physical distancing of patrons and additional discussions of providing only takeout options during the initial phases of re-opening.

- Limiting the number of individuals dining in a single facility at one time. The number should be chosen with the goal to achieve appropriate physical distancing of diners. Possible approaches include:
 - Access control: once the target number is reached, patrons are only allowed to enter when another customer leaves.
 - Cohort dining: established dining times admitting a specific group of customers/diners.
 - Physically spaced (6-foot) floor markers for waiting lines outside and inside the facility.
 - Appropriately spaced and limited numbers of tables and chairs per table.
- Eliminating buffet-style self-serve food or beverage stations and replacing with staff-served meal stations.
- Providing a bagged take-out meal option at every meal. Consider kosher, vegetarian, vegan, and gluten-free options, as requested or appropriate to the customer base.
- Arranging food delivery to students in isolation or quarantine. “

APPENDIX C “FACILITY CONSIDERATIONS”

From the American College Health Association (ACHA) Guidelines:
“Considerations for Reopening Institutions of Higher Education in the COVID-19 Era”
(Updated May 7,2020)

- Maintain at least 6 feet between workstations/workers. Place plexiglass or other barriers in workspaces where people must face each other or unable to be 6 feet apart.
- Consider installing plexiglass barriers at high-visited areas such as reception desks and check-in points.
- Remove chairs and desks to ensure proper physical distancing in conference and waiting rooms. Identify allowable occupancy in order to control workflow and/or establish maximum attendance.
- Make face coverings available throughout campus (e.g., at the bookstore, pharmacy, etc.).
- Provide sanitizing supplies for individuals to clean their areas before and after use.
- Eliminate reusable kitchen items (flatware, dishes, and cups) and cleaning tools (sponges, brushes, towels) and replace with single use options.
- Replace shared appliances with single use or no-touch options (coffee makers, ice/water dispensers).
- Remove high-touch items such as magazines, common pens, etc.
- Identify frequently touched areas (doors, cabinets, etc.) and investigate options to implement no/reduced touch options such as door removal, card access, foot-operated door pulls/pedals, or sensor-triggered doors.
- Monitor and secure inventories of PPE, hand sanitizer, wipes, cleaning products, and hand soap.

APPENDIX D

“Evaluating Various Types of Student Residential Communities with Regard to Student Preferences and the Ability to Control Environment and Sanitation”

From the American Campus Communities (ACC) White Paper:
“Re-opening Student Housing Communities for the Fall Semester”
(Published in May,2020)





Evaluating various types of student residential communities with regard to student preferences and the ability to control environment and sanitation.

Across the nation, universities are developing scenarios for welcoming students back in the fall and crafting the solutions and policies that support the new norm. The daunting challenge universities face is re-opening campuses bolstered by plans that reflect an understanding of how to minimize transmission and contain and respond to potential new infections, all while maintaining the academic and social heart of the college experience.

The coronavirus and its frighteningly efficient contagions directly challenged the core of active learning beyond the classroom, which is the intent of every university. Institutions of higher education across the country are most effective when facilitating social exchange, dialogue and learning beyond the classroom, promoting connectivity and cultural belonging. This is even more apparent in student housing communities, which are designed to promote these objectives. A well-designed student housing community will encourage and facilitate the invaluable mingling and discovery of people of differing cultures, belief systems, socio-economic backgrounds, values and perspectives.

At the same time, there must also be an acknowledgment that in the last 60 days students and parents have received a quarantine education on best practices to reduce the transmission of COVID-19 accompanied by their newly acquired household

isolation and social distancing skills. As a result of the global pandemic, student and parent consumers have likely evolved their housing preferences with a newfound desire to control their environment and have personal confidence in the sanitation of their living, dining and bathroom environments to mitigate exposure to the coronavirus.

In March, as the pandemic mushroomed amid limited information and resources, many universities evacuated their campus and closed or urged the vacating of their student housing. In many cases, the universities made these on-campus housing decisions under duress as state and local officials were poised to issue shelter-in-place orders. As universities now look to reopen their campuses to in-person instruction, it is prudent to assess the different types of facilities as it relates to meeting students' needs, preferences and concerns during this unique time of pandemic threat. In doing so, it is critical for universities to fully assess and understand all of the purpose-built student housing supply available to their students, both on and off campus. Additionally, colleges and universities should be aware how the various types of student communities are being perceived by students in meeting their desire to control their environment and have personal confidence in the sanitation of their living, dining and bathroom environments to mitigate exposure to the coronavirus.

III AMERICAN CAMPUS COMMUNITIES

American Campus Communities (ACC) is the world's largest owner and manager of student housing with more than 135,000 student residents occupying a portfolio of 201 communities at more than 90 campuses across the nation. Our portfolio includes all student housing product types ranging from traditional residence halls with community bathrooms located on campus, to traditional residence halls with in-suite bathrooms located both on and off campus, to student apartments with in-unit bathrooms, in-unit kitchens and in-unit living rooms also located both on and off campus. ACC has evaluated all product types within its portfolio in response to the coronavirus to determine how each product type prohibits or facilitates implementing CDC guidelines and meets student and parent expectations related to isolating and mitigating the risk of exposure to larger groups. This paper will explore perceived student preferences during this time of pandemic, as well as operational support necessary to effectively operate each product type.

The Unit or Suite "Household"

The majority of ACC's apartment or residence hall units are "households" of two to four students. The student household is akin to the family household in that the occupants are living together and exposed to each other regardless of whether they share bedrooms. By living within the same unit or suite, those occupants will undoubtedly be touching doorknobs, surfaces, furniture and other items in the household.

We believe it is possible through education and resources that unit occupants can control their environment and coordinate sanitation among their two-to four-person household. We also believe the only time that student housing "dedensification," or converting double-occupancy shared bedrooms into singles, is effective is when it reduces the exposure to larger groups outside of the household. For example, in residence halls equipped with community bathrooms, converting double-occupancy suites to singles will reduce the number of people sharing the community bathroom by half, potentially making it easier to sanitize and maintain this highly vulnerable common area. While dedensification is certainly a viable solution for public university spaces, it is not necessary in the living unit, nor is it worth the loss of beds.

Student Housing Product Type Analysis

In light of CDC guidelines, we have categorized our portfolio into three product types and evaluated each at three objective levels:

1. The residents' ability to personally control their environment and sanitization while performing basic living functions (socializing in the unit, meal preparation and dining, and bathroom access)
2. The extent to which the residents of a unit (two to four students) can choose to effectively isolate within the unit and mitigate their interaction with larger groups whose practices are beyond their control
3. The spatial comfort during times of desired extended isolation

For the types of communities that didn't easily facilitate accomplishing these objectives, we explored the operational support solutions and strategies needed to maintain an acceptable level of confidence in mitigating the risk of exposure.



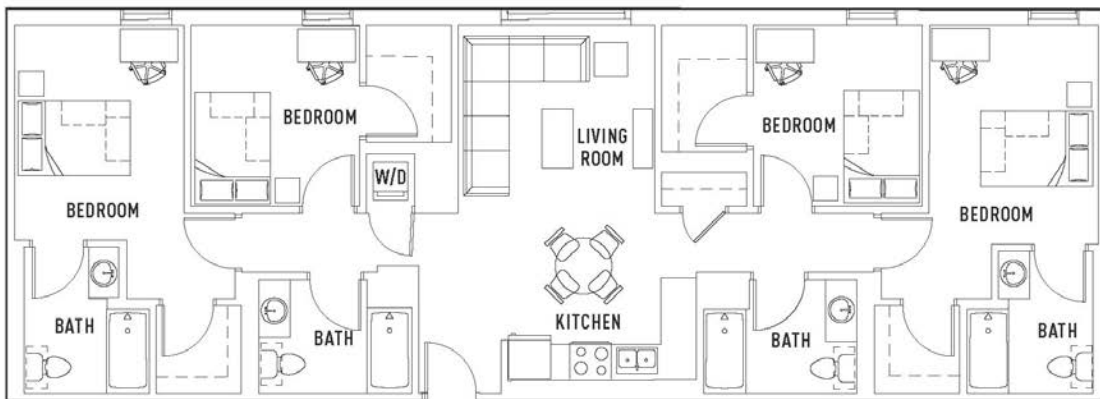
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Category 1: Apartment-Style Student Housing

The first category is Apartment-Style student housing, which we define as living units that contain in-unit bathrooms (typically private or shared with only one other person), in-unit kitchens with full size refrigerators and complete cooking facilities (stove, oven, microwave, dishwasher, garbage disposal) and in-unit living room space. Within our portfolio of student housing apartments, the most predominant unit types are four-bedroom, four-bathroom units and four-bedroom, two-bathroom units, which offer four students private bedroom accommodations with either private bathrooms or only two students sharing a bathroom. The four occupants are able to control their unit environment and coordinate personal sanitization of the kitchen, living areas and bathrooms. Additionally, kitchens and living rooms provide comfortable spaces for residents who may have to isolate for extended periods.

During the pandemic, all of the ACC student apartment communities have remained open and defined as essential housing services by all governmental entities that issued shelter-in-place orders. We also saw more than 900 students, who vacated on-campus residence halls during the pandemic, lease our apartment accommodations during late March and early April. In addition, during the period of March 16th to April 21st, one of the greatest periods of pandemic

uncertainty, we executed nearly 5,000 student apartment leases for fall 2020 demonstrating the continued desirability for that product type among students and parents. It is worth noting that even shared bedrooms in apartments, in a hard-hit market like Seattle, continue to lease at pre-pandemic paces. It became abundantly clear to us that, apartment-style student housing is the most desirable product in our portfolio during a time of pandemic.



THE FOUR-BEDROOM APARTMENT UNIT FEATURES IN-UNIT BATHROOMS, IN-UNIT KITCHENS WITH FULL-SIZE REFRIGERATORS AND IN-UNIT LIVING ROOM SPACE.

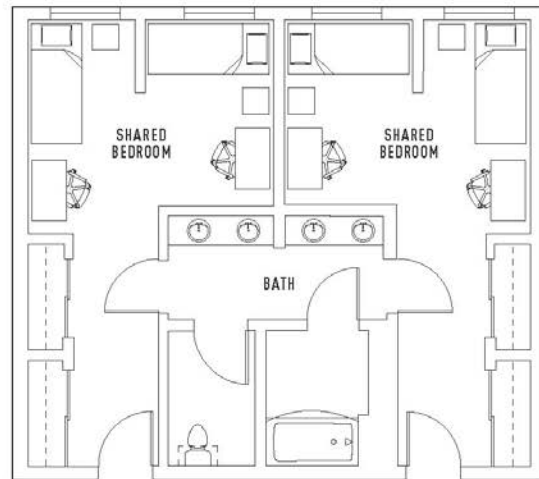
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Category 2: In-Suite Bathroom Residence Halls

Our second category of student housing product within our portfolio are residence halls that feature in-suite bathrooms, typically shared by two to four students. These units typically have two bedrooms each with shared accommodations and a bathroom shared by four suite occupants. Some versions of this unit have a private bathroom inset into the double-occupancy bedroom effectively becoming a private bath for those two roommates. In these in-suite bathroom units, the two to four occupants can control their unit environment and coordinate sanitization of the bathroom, as it is for the exclusive use of the two to four suite occupants.

These residence hall products typically do not have in-unit living rooms or kitchens. As such, residents are usually on a meal plan. Sometimes these units feature a small microfridge (combination mini refrigerator and microwave) so residents can prepare meals within in the unit. With this dining flexibility and in-suite bathrooms, this unit gives some ability for short-term isolation.

Students must, however, typically leave their unit and enter a large group environment two to three times a day for dining. For each meal service, they rely on the housing provider to implement social distancing seating and adjust service operations to mitigate touch contamination among diners. Self-service salad bars and buffet lines must be replaced with more operationally intensive servers and ongoing cleaning and sanitation procedures. Also, with the absence of living space in the unit, these accommodations are less than ideal for longer periods of self-isolation.



RESIDENCE HALLS THAT FEATURE IN-SUITE BATHROOMS LIKE THE ONE SHOWN OFTEN HAVE TWO BEDROOMS WITH SHARED DOUBLE-OCCUPANCY BEDROOM ACCOMMODATIONS THAT SANDWICH A BATHROOM SHARED BY FOUR SUITE OCCUPANTS.

III AMERICAN CAMPUS COMMUNITIES

Category 3: Community Bath Residence Halls

Our third and final product category is the traditional residence hall with community bathrooms, usually defined as a series of double-occupancy accommodations with communal bathrooms located outside of the actual living unit shared by as many as a dozen to several dozen other floor residents. These residence halls also do not have living spaces or food preparation spaces in the unit but might feature a community lounge or even a shared kitchen area on each floor, also outside the unit. Similar to residence halls with in-bath suites, sometimes these units do offer microfridges.

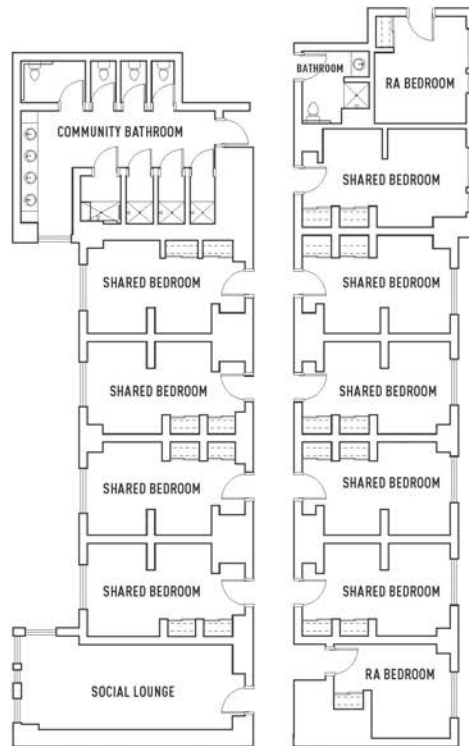
These accommodations are undeniably the least desirable for social distancing and isolation, and offer the greatest challenge in mitigating the spread of coronavirus given the frequent need to use restroom facilities outside of your living unit and sharing these common restroom facilities with a large number of students outside of your unit household. Given the high number of users and frequency of use, these community restrooms are the most difficult to achieve ongoing sanitation and thus cause the greatest concern among students and parents. Students must leave their unit every time they use the bathroom and an additional three times per day to visit the dining facilities, as opposed to residence halls with in-suite bathrooms or student apartments.

In addition to the alteration of dining operations, sanitizing shared community bathrooms and the numerous common fixtures shared by dozens of users requires extensive effort by all residents using the shared facility. There are several ways to address the challenges posed by this product type: High levels of automation in sink and toilet fixtures, installation of antimicrobial surfaces, and/or extensive ongoing cleaning and sanitization by a full-time attendant. Also, to achieve social distancing with these bathrooms outside of the unit household, the number of users at any given time may need to be limited.



It is in this situation, the dedensification from doubles to singles might be an effective strategy to reduce the total number of users of a community bathroom.

The specific challenges of residence halls with community bathrooms and the operational support necessary to keep them properly sanitized are the greatest operational challenges during this time of pandemic. Even with all these measures, the comfort of students and parents in sharing these community bathrooms makes them the least desirable product during a pandemic.



TRADITIONAL RESIDENCE HALLS LIKE THIS ONE USUALLY HAVE A SERIES OF DOUBLE-OCCUPANCY ACCOMMODATIONS SHARING A LOUNGE AND COMMUNITY BATHROOM LOCATED OUTSIDE OF THE ACTUAL LIVING UNIT.

III AMERICAN CAMPUS COMMUNITIES

A Path Forward

ACC has been reaching out to its partner universities and professional associations to offer student housing assessments and market data. Given our national presence in more than 90 collegiate markets, we have extensive student housing inventory data for both on-campus housing and off-campus housing. We are providing each university we serve, on or off campus, with a complete market inventory outlining each of these three product categories so each university will have a comprehensive understanding of all the student housing available to serve their students in the fall of 2020.

As universities plan for the fall 2020 homecoming of their students, we encourage universities and private student housing owners and managers both on- and off-campus

to work together to combine their inventories to make sure students have ample options that they deem acceptable during this crisis. We all share in serving the universities' mission of providing communities conducive to academic achievement and success.

For universities whose campus occupancy needs are not appropriately being met by traditional residence halls with community bathrooms, we suggest you reach out to and embrace the adjacent off-campus student housing apartment communities better suited to mitigate the spread of the virus and give students a greater level of control over their environment and ability to provide their own sanitation. Regardless of being located on or off campus, at a time like this, everyone's interests are aligned. We're all in this together.





Student Housing Community Types in Light of CDC Guidelines


	Apartment-Style	In-Suite Bath Residence Hall	Community Bath Residence Hall
Bathroom Configuration Exclusive use by unit occupants: Typical users per bathroom: Ongoing sanitization between users:	Yes 1 to 2 Easy (done by unit occupants)	Yes 1 to 4 Easy (done by unit occupants)	No 12 to 36 Difficult (requires attendant)
Kitchen/Living Configuration Ability to control food prep and serving: Refrigeration: In-unit food preparation: Community cafeteria meal plan required: In-unit living space for unit occupants:	Yes Yes Yes No Yes	No Potential with Microfridge Potential with Microfridge Yes No (typically)	No Potential with Microfridge Potential with Microfridge Yes No
Personal Control of Sanitization	Yes, in all areas of unit. Apartments typically have 2 to 4 people that are self-contained in that unit and allows residents the ability to coordinate to achieve isolation and proper sanitization within the unit.	Yes, in all areas of unit. In-Suite bath residence halls typically have 2 to 4 people that are self-contained in that unit and allows residents the ability to coordinate to achieve isolation and proper sanitization within the unit. May require additional support in food service operations to avoid cross-contamination.	No Community bath residence halls with bathrooms outside the unit do not offer the ability to sanitize bath facilities after each use without significant investment in operations & personnel.
Unit Occupants can Isolate/Quarantine in Unit	Yes	Yes	No
Special CDC Operations/ Social Distancing Support Required	None	Dining Operations	Dining Operations and Bathroom Use
Student Comfort/Preference During Pandemic	Very High Preference Purpose built student apartments represent the most desirable product with in-unit bathrooms, living rooms and full kitchens. This permits occupants to easily control and sanitize their overall environment. Unit configuration allows for the ability to isolate as much as they choose since they do not have to leave their units to eat, use the bathroom or find living space. Apartments require no additional operational resources to maintain.	High Preference In-suite bathroom residence halls are desirable in that occupants can control and sanitize their unit and bathroom. Microfridge options provides some dining flexibility. Students must however typically leave their unit and enter a large gathering group environment three times per day to dine, and rely upon the university to implement social distancing seating and adjust serving operations to ensure touch contaminations among hundreds of diners is mitigated.	Low Preference Community bath residence halls are not desirable products and the hardest to achieve control over your environment. Students must leave their unit every time they use the bathroom, and usually three times per day to dine. In addition to the alteration of dining operations discussed with regard to In-Suite bathroom residence halls, sanitizing community bath fixtures reliably between so many common users can only be achieved with a full-time bathroom cleaning attendant.

APPENDIX E

CDC GUIDANCE FOR COVID-19 CLEANING PROTOCOLS

GUIDANCE FOR CLEANING & DISINFECTING

PUBLIC SPACES, WORKPLACES, BUSINESSES, SCHOOLS, AND HOMES



SCAN HERE FOR MORE INFORMATION

1 DEVELOP YOUR PLAN

DETERMINE WHAT NEEDS TO BE CLEANED. Areas unoccupied for 7 or more days need only routine cleaning. Maintain existing cleaning practices for outdoor areas.

DETERMINE HOW AREAS WILL BE DISINFECTED. Consider the type of surface and how often the surface is touched. Prioritize disinfecting frequently touched surfaces.

CONSIDER THE RESOURCES AND EQUIPMENT NEEDED. Keep in mind the availability of cleaning products and personal protective equipment (PPE) appropriate for cleaners and disinfectants.

Follow guidance from state, tribal, local, and territorial authorities.

2 IMPLEMENT

CLEAN VISIBLY DIRTY SURFACES WITH SOAP AND WATER prior to disinfection.

USE THE APPROPRIATE CLEANING OR DISINFECTANT PRODUCT. Use an EPA-approved disinfectant against COVID-19, and read the label to make sure it meets your needs.

ALWAYS FOLLOW THE DIRECTIONS ON THE LABEL. The label will include safety information and application instructions. Keep disinfectants out of the reach of children.


3 MAINTAIN AND REVISE

CONTINUE ROUTINE CLEANING AND DISINFECTION. Continue or revise your plan based upon appropriate disinfectant and PPE availability. Dirty surfaces should be cleaned with soap and water prior to disinfection. Routinely disinfect frequently touched surfaces at least daily.

MAINTAIN SAFE PRACTICES such as frequent handwashing, using cloth face coverings, and staying home if you are sick.

CONTINUE PRACTICES THAT REDUCE THE POTENTIAL FOR EXPOSURE. Maintain social distancing, staying six feet away from others. Reduce sharing of common spaces and frequently touched objects.

For more information, please visit [CORONAVIRUS.GOV](https://www.cdc.gov/coronavirus)





APPENDIX F “Future of Housing Checklist”

Future of Housing Checklist

Opening student housing for the next academic term will require professionals to engage in proactive planning around COVID-19, a dynamic issue about which we are still learning. Below is a recommended checklist of items that campus professionals should review as soon as possible.

This list is not exhaustive, rather it represents a working document, which will be added to as we learn more about the virus and associated mitigation strategies, and receive further guidance from public health professionals/entities, including but not limited to, the Center for Disease Control (US).

This checklist of considerations has been curated by the ACUHO-I Future of Housing Work Group. Campus professionals should consult with their local public health officials, campus emergency response team, legal counsel, and senior staff prior to implementation.

1. Establish a process for students to store, retrieve, ship, or dispose of personal belongings to ensure room readiness:

- Identify method to allow individuals to safely return to campus.
- Generate a list of approved moving and storage companies.
- If your policy is to ship items to students, clearly articulate if you will charge students or assume the costs.
- Clearly communicate about what will happen to unclaimed items.

2. Review processes and associated communications plans related to:

- Refunding or discounting housing fees.
- Cancelling future housing.
- Accessing grants, stimulus, and hardship funding.
- Supporting international students unable to return to home country.
- Supporting students who are unable to return home due to unsafe conditions, financial hardship, and other circumstances.
- Complying with country, state or local restrictions.

3. Model different housing capacity scenarios. Models currently being considered by professionals in the field, include but are not limited to:

- Status quo (likely the model you used in 2019).
- Single occupancy (regardless of room type) with community bathroom.
- Single occupancy (regardless of room type) with private bathroom.
- Suite style with private bathroom.
- Apartment style with private bathroom.
- Co-occupancy for students with known immunity to COVID-19 and single occupancy for students not known to be immune to COVID-19 (assumes antibody testing is developed in time).
- In buildings with community bathrooms, model the following:
 - Assigned shower for each resident.
 - Use of every other shower/stall.
 - Sanitizing between users and/or increasing frequency of cleaning.
- Identify alternatives for frequently used over-flow strategies that increase density beyond design (triples, quads).
- Discuss closing floors or buildings due to possible low occupancy.
- Other models will likely be necessary based on your housing stock, anticipated size of your residential student population and local public health conditions.

4. Evaluate your COVID-19 quarantine/isolation capabilities:

- Review your institution's protocol for the management of exposed and ill residents.
- Seek to use a dedicated area/wing away from other residents or identify off-campus location(s) that could be used for quarantine/isolation spaces.

- Consider apartment or suite style rooms, where students have access to their own bathroom, kitchen, and even laundry facilities (if possible).
- Document processes such as how students in quarantine/isolation will receive meals and medications, trash removal, and how these spaces will be sanitized between turns.
- Source PPE (personal protective equipment) for staff members who are immuno-compromised and/or at high risk for exposure.
- Identify additional resourcing needs and supplies for quarantine/isolation rooms (e.g., bio-hazard trash bags).
- Review your institution's process for providing mental health support for students in quarantine/isolation.

5. Prepare and support staff and student leaders:

- Train live-in professionals, graduate hall directors, and resident assistants (RAs) on public health measures; signs; and symptoms of COVID-19.
- Consider whether PPE (and training on how to use it) is needed for live-in, graduate hall directors, RAs and other staff who work most directly with students.
- Consider who can/should continue working remotely given their role and their vulnerability to the virus.
- Recognize the toll of this type of work, and provide resources, including access to mental health providers.

6. Implement mitigation strategies to protect all community members:

- Discuss readiness to return to normal building operations with your senior medical officer and/or environmental health officer.
- Establish a procedure for reporting symptoms.
- Investigate temperature checking, testing, and tracing options, and who will be charged with these duties.
- Promote prevention strategies (hand washing; physical distancing; wearing masks/face coverings, etc.) via multiple communication methods (e-mail, signage, text messages, etc.)
- Provide supplies to encourage prevention strategy compliance (soap; hand-sanitizer; etc.)
- Install plexi-glass barriers (sometimes called "sneeze guards") at all front desks.
- Consider one-way hallways (if possible).
- Rearrange furniture in building entry ways, lobbies, etc. to account for physical distancing (6 feet/2 meters).
- Cancel non-essential activities.
- Consider restricting access to residential buildings to residents and essential staff (no visitors or guests).

7. Initiate discussions with your college/university legal counsel regarding modifications to housing contract(s) to imply risk assumption and address:

- The provision of limited services (e.g., staffing, dining, maintenance, etc.).
- Adhering to physical distancing policies.
- Testing and tracing requirements.
- Housing refund policies.
- Contract cancellations.
- Heightened risk due to COVID-19 in the community.

8. Coordinate purchasing of critical supplies, PPE, signage, and other COVID-related items with campus or local institutions:

- Investigate collaborating with other offices and nearby campuses for bulk ordering.

9. Tap into the current thinking of peers in your region or other regions:

- Many regions have weekly calls with senior housing officers to discuss plans and collaborate.
- Utilize ACUHO-I and other associated community forums to understand how campus units are planning around COVID-19 and return to campus

- This is an important step because of the variability of community spread within any given location/region, and different levels of resources between institution types.

10. Familiarize yourself with official sources of information and guidelines on managing COVID-19 in community spaces:

- CDC
 - Guidelines for cleaning and disinfecting building facilities
<https://www.cdc.gov/coronavirus/2019-ncov/community/disinfecting-building-facility.html>
 - Guidance for Shared or Congregate Housing
<https://www.cdc.gov/coronavirus/2019-ncov/community/shared-congregate-house/guidance-shared-congregate-housing.html>
 - Interim Guidance for Administrators of US Institutions of Higher Education
<https://www.cdc.gov/coronavirus/2019-ncov/community/guidance-ihe-response.html>
- Johns Hopkins University
 - Phased reopening guide for governors
https://www.centerforhealthsecurity.org/our-work/pubs_archive/pubs-pdfs/2020/200417-reopening-guidance-governors.pdf
- American College Health Association (ACHA)
 - COVID-19 resources: <https://www.acha.org/COVID-19>
- Australian Government Department of Health
 - <https://www.health.gov.au/resources/publications/coronavirus-covid-19-information-for-universities-higher-education-and-vocational-education-facilities>
- World Health Organization
 - <https://covid19.who.int/>
- International SOS
 - <https://pandemic.internationalsos.com/2019-ncov>

11. Familiarize yourself with ACUHO-I COVID-19 resources/page (<https://www.acuho-i.org/covid19>):

- Straw poll data reports.
- Virtual roundtable recordings & supplements.
- Online community threads.
- Partner resources.
- Library documents.

Have suggestions for other items that should be added to this list? Please e-mail Christopher Silva, Chair of the Future of Housing Work Group, at csilva@american.edu.



APPENDIX G “Social Distancing and Bed Positioning for Residential and Congregate Settings”

SOCIAL DISTANCING AND BED POSITION FOR RESIDENTIAL AND CONGREGATE SETTINGS

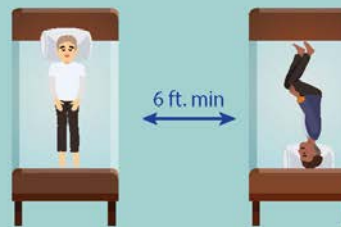
Social Distancing

involves establishing ways to increase physical distance between individuals in settings where people commonly come into close contact with one another. Due to close proximity of staff and residents, residential and congregate settings can be vulnerable to the spread of COVID-19.

To ensure the safety of patients in residential and congregate settings and reduce the spread of COVID-19 transmission, below are instructions for bed positioning on all open sides of bed.

For single beds positioned next to each other (side-to-side):

- At least 6 feet apart AND patient's laying position is head to toe



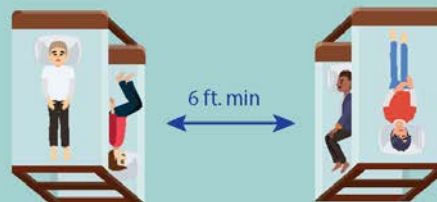
For beds positioned across from one another (end-to-end)

- Feet of beds are at least 6 feet apart AND patient's laying position is toe to toe.



For bunkbeds that are positioned next to each other or across from one another:

- Position beds at least 6 feet apart.
- Ensure the patient's laying position is head to toe **on each separate bunk bed**, so positioning allows for the least transmission risk as possible. This includes laying position that is head to toe with adjacent bunks.



Placement When Positioning Beds 6 feet or more is NOT Possible:

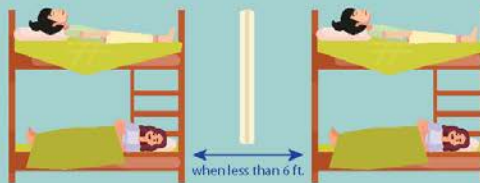
For single beds:

- Position beds at least 3 feet apart.
- Consider placing partitions (e.g., nailing string from wall-to-wall and hanging sheets or blanket, using dressers or cardboard boxes as a barrier, etc) between beds.
- Ensure patient's laying position is head to toe.



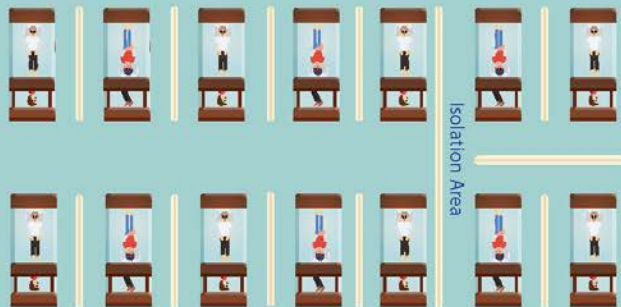
For bunkbeds:

- Position beds at least 3 feet apart.
- Consider placing partitions (e.g., nailing string from wall-to-wall and hanging sheets or blanket, using dressers or cardboard boxes as a barrier, etc) between beds.
- Ensure the patient's laying position is head to toe on **each separate bunk bed**, including positioned head to toe on adjacent bunks.



For rooms with more than 10 beds:

- Include partitions to separate beds to the fullest extent possible.



IMPORTANT!

If patient has been diagnosed with or shows symptoms of COVID-19 (e.g., fever, cough, shortness of breath), follow specific guidance available on DPH coronavirus website to appropriately isolate individuals and prevent intermingling with non-symptomatic individuals. This includes having clear signs indicating when people are entering and leaving isolation areas, requiring that symptomatic individuals wear surgical masks when leaving isolation areas, having separate bathrooms and meal areas, maximally separating or partitioning sleeping and common areas, and taking appropriate cleaning and disinfecting precautions.

