Columbia COVID-19 Ramp-up Research Working Group

Mission: to establish a plan for research ramp-up at Columbia University with different phases that permit occupancy to be scaled depending on different scenarios and allowing Schools to adapt as appropriate for their circumstances

Governing Principles:

1. Safety and health are first and foremost
2. Evidence-based and data-driven
3. Fairness: prioritization of plan needs to be seen as fair (e.g., why do researchers return to campus before administrators)
4. Volunteerism of information/privacy issues: Some individuals may not want to disclose personal information (e.g., illnesses that make them high risk, fears of going back to work, etc.)
5. Following important principles mentioned above (safety, fairness, and privacy) and occupancy restriction, share best practices for enhancing research productivity, especially for activities in priority areas.

Priorities:

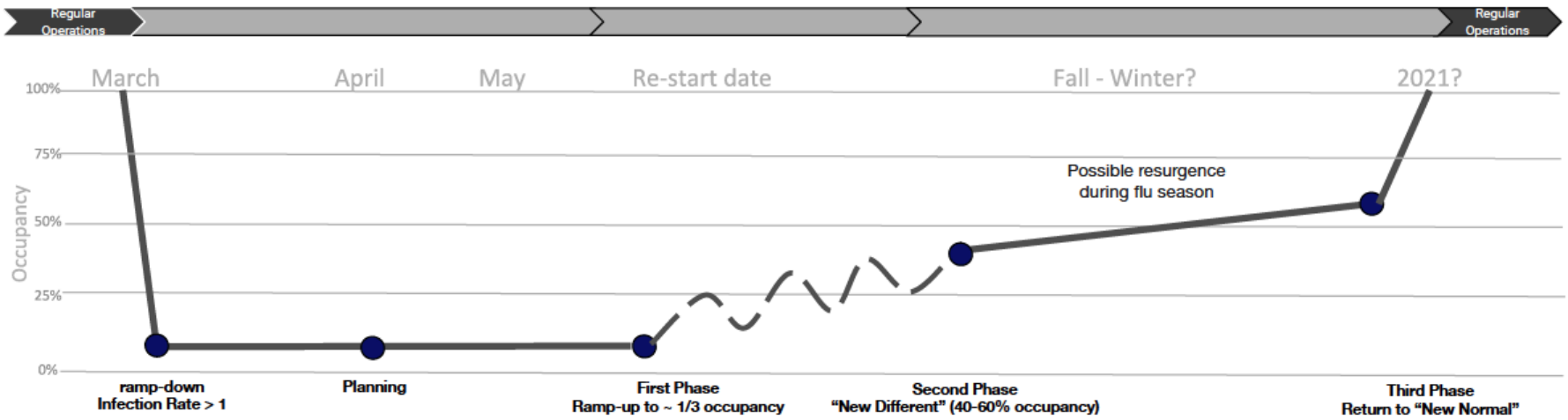
- Establish phases with different densities of occupancy of research buildings based on public health data. These phases are to be understood as guidelines on how to ramp up and may be adapted to each specific circumstance.

- Establish in coordination with the Public Health Committee what is needed in terms of public health measures for each phase (distancing, PPE, temperature, testing, contact tracing). Establish with the Facilities Committee guidelines for building occupancy, density, flow and sanitization, safety and security measures.

This Document:

-This document is a “living” document that may be updated from time to time as circumstances change
- Additional guidance addressing specific types of research may be developed and appended to this document.

COVID-19 Research Ramp-up Plan Visual



	Planning Phase	**First Phase**	**Second Phase**	**Third Phase**
Ramp-Down:	Ramp-Up Planning:	Ramp-Up: **06/22/20**	"New Different":	Return to "New Normal":
• Imposed research ramp down • 2-4 personnel per lab • PPE required • All non-essential activities are virtual • No in-person events • No travel permitted throughout Columbia	• Now! • Ramp-down restrictions continue • Labs and Schools prepare ramp-up plan • Plan staffing/shifts • Purchase PPE and other equipment for Phase 1 • Plan with PH/CU/NYC for transportation, testing, tracing, monitoring	• Based on CU Public Health Committee, NYC, NYS guidelines • Community spread stabilizes but we remain responsive to resurgence • Ramp-up plan implemented • Only research that needs to be in loco, with minimum collocation, permitted • Office usage 1 p allowed	• Based on CU Public Health Committee, NYC, NYS guidelines • Infection rate remains low and stable • Maintain in loco vs remote research as in Phase 1 • Office usage allowed for 2+ ppl • Gradually introduce critical 1:1 and 1-few meetings • Maintain virtual operations for all other activities • Admin teams remain mostly virtual	Dependent on: • Infection rate • Vaccine widely available • Herd immunity • Treatment

Plan: **Planning Phase**

RAMP-UP PLANNING:

- Ramp-down restrictions continue (only essential personnel)
- Coordination across CU and with Local, State, Federal authorities
- Based on principal investigator surveys with departmental/school oversight, each School/Institute designs phased approach for access by critical research staff in coordination with each lab/group:
    - Determine which research needs to be performed in loco and which research can be done remotely (analyses, writing)
    - Determine two tiers of research priorities in each lab: A and B (e.g., based on critical and time-sensitive research, papers, grant/fellowship commitments, animal care, etc.) for gradual ramp up/down
    - Determine safest staffing scenarios (consider risk categories, proximity to work location)
    - Develop shifts per lab or shared space to ensure occupancy
    - Develop scenarios for research requiring human subjects
    - Identify key personnel and create appropriate work schedules
    - Establish occupancy levels and guidelines for labs, conference rooms, communal spaces (Public Health Committee's general requirement of 6 ft distance means an area of around 113 sq ft per person depending on layout; special considerations/exceptions may be needed for procedural and equipment rooms)
    - Establish guidelines for shared resources
    - Plan for staggered use of benches and research spaces
    - Plan for increased air flow in labs where advisable, or low occupancy in those without HVAC
- Purchase PPE and other equipment for Phase 1 including eye/face shields, PPE standards (centrally based on school/institute estimates)
- Purchase disinfectant and possible UV lamps for equipment rooms
- Establish cleaning plans
- Plan and start breeding critical mouse lines
- Plan for appropriate EHS staffing
- Adaptation to changing health metrics (granularity)?
- Establish a plan for the delivery and pick up of packages/equipment in order to minimize entry to buildings by non-CU personnel. Also, establish mechanism to sanitize arriving packages/equipment.
- Consider how to address childcare and similar issues

Based on recommendations from the Public Health Committee, CU, Local and State authorities, consider possible plan for training, symptom self-checking, testing, and contact tracing.

Plan: **First Phase: target date June 22 2020**

RAMP UP: (target occupancy at one time: about 1⁄3 of normal occupancy)

- Only after determination by CU President, based on recommendation of Public Health Committee, and consistent with applicable NYC and NYS guidelines
- Research that can be done remotely is done remotely; only research that needs to be done in loco is allowed back in CU buildings
- Gradual introduction of research personnel into research buildings (voluntary during the first phase of ramp-up).
- **First Phase A**: Introduce personnel with time-sensitive projects (first priority, tier A).
- **First Phase B**: Depending on recommendation of Public Health Committee; increase occupancy (second level of priority, tier B).
- **First Phase C**: Depending on recommendation of Public Health Committee, introduce research with human subjects, with special measures of distancing, disinfection, special PPE. Introduce usage of offices that are used by 1 person.
- Field work will require special measurements and assessment and can be deployed during phase A, B and C depending on the risk
- Labs should be prepared to ramp up or down between A and B and C
- Undergraduate students are not permitted in labs, graduate students may come into labs following guidelines from the graduate school student affairs offices and individual graduate programs.
- Minimum collocation permitted (people work in shifts and maintain same shift, maintain physical distancing at work, and are in loco for minimal time required)
- Breeding critical mouse lines
- Activities including writing and analysis, lab meetings, talks, journal clubs, programs, and all meetings continue remotely/virtually
- All personnel receive orientation and operate within newly established guidelines, including required PPE and cleaning protocols (wiping down work surfaces with alcohol /bleach before and after use, UV lights for equipment)
- Buildings/School occupancy levels are reviewed, adjusted, and communicated regularly
- Administrative teams continue to work virtually, offices are not yet occupied
- Permit “grab and go” visits for those working remotely who might require office material, protocols for campus access

Based on recommendations from the Public Health Committee, CU, Local and State authorities, implement plan for mandatory training, mandatory symptom self-checking, and mandatory gateway testing.

Plan: **Second Phase**

"NEW DIFFERENT": (target occupancy at one time: about 40-60% of normal occupancy)

- Only after determination by CU President, based on recommendation of Public Health Committee, and consistently with applicable NYC and NYS guidelines (e.g., infection rate remains low and stable over several weeks)
    - Remain diligent to potential resurgence (back to previous phases)
- Maintain operations as planned for Phase 1
- **Second Phase A**: Introduce usage of offices that are used by a few people, depending on building and layout
- **Second Phase B**: Slowly introduce critical 1:1 meetings with appropriate physical distancing
- **Second Phase C**: Slowly introduce critical 1-few (<5) meetings with appropriate physical distancing
- Maintain virtual operations for non-critical research activities
- Administrative team remains mostly virtual, but some exceptions considered
- Understanding this phase could last several months

Plan: **Third Phase**

RETURN TO “NEW NORMAL”:

Only after determination by CU President, based on recommendation of Public Health Committee, and consistently with applicable NYC and NYS guidelines
For example, dependent on one or more of:

- Infection rate close to zero
- Vaccine widely available
- Herd immunity
- Risk mitigated by treatments

Guidelines for actionable priorities at the Lab, School, and University levels during the Planning Phase

Each Lab will establish a plan for research ramp-up that will be submitted to their School/Institute based on the following guidelines:

Detailed actionable priorities at the Lab/Group level:

- PI to complete a plan for research ramp-up for each group; plan to be reviewed by School/Institute leadership
- Establish research priorities based on grants, theses, papers, time sensitivity, etc., including documentation of relevant award information
- Plan temporal shifts and space occupancy to ensure compliance with public health guidelines regarding distancing and density
- Detail ICM, facilities, supplies and equipment needs
- Detail core resources needs
- Establish contingency plan for contraction/ramp-down if needed
- Establish a template for research involving work with patients/human subjects
- Establish a template for field work, e.g., Lamont field expeditions

Each Lab will receive a checklist and survey to help establish the plan that will be submitted to their School/Institute.

Guidelines for actionable priorities at the Lab, School, and University levels during the Planning Phase

Each School/Institute will establish a ramp-up plan based on the plans established by each Lab and the following guidelines:

Detailed actionable priorities at the School/Institute Level:

- Review and approve PI ramp-up plans (this may be delegated to department chairs as appropriate)
- Establish a plan for research ramp-up for different buildings in coordination with the Facilities Committee
- Establish which facilities will be utilized and at what capacity
- Identify building-specific issues (e.g., lack of HVAC, layout of labs and offices)
- Identify custodial, maintenance and security staff needs, including shift rotation
- Identify ICM and EHS needs
- Consider special circumstances such as childcare and dependent care, health risks, etc.
- Plan for appropriate PPE and disinfection measures (take into account lead times, min 3-5 weeks)
- Coordinate a plan for delivery and pick up of packages to minimize entry into buildings by FedEx, UPS, USPS personnel.
- Coordinate plan for sterilization of packages
- Coordinate with guidance from the Public Health Committee, University, NYC/NYS on testing and tracing
- Establish a contingency plan for contraction/ramp-down if needed
- Where buildings are shared among different schools, coordinate with other schools in the same building
- Coordinate with the Public Health and Facilities and Campus Life Committees on processes for what to do if new cases are identified, including disinfection procedures
- Provide summary of key information to the University regarding research ramp-up plans

Guidelines for actionable priorities at the Lab, School, and University levels during the Planning Phase

The University will coordinate the ramp-up by addressing the following issues:

Detailed actionable priorities at the University level (in coordination with schools and Recovery Planning Committees):

- Establish a template for safe commuting from home to lab and between campuses (expand CU shuttle service, consider shuttle reservations or shift planning, parking lots, uber/via).
- Consider a plan for testing and tracing by the Public Health Committee, University, NYC/NYS
- Consider special circumstances such as childcare and dependent care, health risks, etc.
- Establish a template on the monitoring and enforcement of individual/building/lab safety rules
- Identify a mechanism (e.g., EOAA, Compliance Hotline, Ombuds, specially designated “Ambassadors”) to receive and address concerns of individuals who don’t feel comfortable working on site or are at risk but do not want to disclose, and to address concerns about personnel not adhering to rules of conduct (e.g., wearing PPE in building)
- Create an online orientation/training video that explains the new rules on building/lab safety
- Consider documentation process for symptomatic individuals and test results
- Establish metrics for assessing impact of ramp-up on Columbia community health and health of community around Columbia
- Establish communication plan. What information will need to be transparent to the research community and how will it be made transparent?
- Plan and coordinate acquisition of PPE supplies based on needs data from Schools/Units