

Learning for Life Charter School
3180 Imjin Rd, Suite 110
Marina, CA 93933

Notice of a Regular Meeting of the Board of Directors

July 29, 2021
4:00 PM

Learning for Life is a California Nonprofit Corporation

This meeting will be by teleconference pursuant to Executive Orders N-25-20 and N-29-20.

The Board of Directors (“Board”) and employees of the Learning for Life Charter School shall meet via the Zoom meeting platform. Members of the public who wish to access this Board meeting may do so at:

Zoom URL: <https://zoom.us/j/92794613751?pwd=akF6a1hsak5zam0vSURXYmlbXlWUT09>

Passcode: **LFLCS@3180**

You may also call in using this Zoom phone number and Webinar ID:

Dial-In Phone Number: **(669) 900-6833**

Webinar ID: **927 9461 3751**

Members of the public who wish to comment during the Board meeting may use the “raise hand” tool on the Zoom platform. Members of the public calling in will be given the opportunity to address the Board during the meeting. Members of the public may also send their comments in writing to publiccomment@lflcs.org prior to the meeting or prior to the discussion of the Agenda item during the meeting – comments received after that point in the meeting will not become part of the record. In your email, please include whether you are commenting on non-agenda items or a specific agenda item (reference the agenda item number). Comments submitted by email will be read aloud during the Board meeting.

Individual comments will be limited to three (3) minutes. If an interpreter is needed for comments, they will be translated into English and the time limit shall be six (6) minutes. The Board may limit the total time for public comment to a reasonable time. The Board reserves the right to mute or remove a participant from the meeting if the participant unreasonably disrupts the Board meeting.

Access to Board Materials: A copy of the written materials which will be submitted to the Board may be reviewed by any interested persons on Learning for Life Charter School’s website along with this agenda following the posting of the agenda at least 72 hours in advance of this meeting.

Disability Access: Requests for disability-related modifications or accommodations to participate in this public meeting should be made 24 hours prior to the meeting by calling (415) 985-1295. All efforts will be made for reasonable accommodations. The agenda and public documents can be modified upon request as required by Section 202 of the Americans with Disabilities Act.

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Regular Meeting of the Board of Directors

July 29, 2021

4:00 PM

AGENDA

- I. Roll Call & Establishment of Quorum**
- II. Public Comment on Non-Agenda Items:** This is an opportunity for members of the public to address the Board on items not included on the agenda. Board members are limited in their response pursuant to the Brown Act requirements.
- III. Approval of Board Meeting Minutes from June 24, 2021**
- IV. Financial Report**
 - a. Board Report
 - b. Budget Update
- V. Ratification or Pre-Approval of Contracts for Goods and Services Greater than \$3,500**
- VI. Approval of Resolution Regarding the 2021-22 Education Protection Account**
- VII. Review and Approval of the 2021-22 Consolidated Application for Title Funding**
- VIII. Approval of 2020-21 Workday Schedule**
- IX. Approval of 2020-21 Board Meeting Schedule**
- X. Administrator Report**
- XI. Public Hearing Regarding Independent Study**
 - a. Uses of IS as an instructional strategy
 - b. Purposes in authorizing IS
 - c. Factors bearing specifically on the maximum realistic lengths of assignments and acceptable number of missed assignments for specific populations of pupils
- XII. Discussion and Approval of BP and AR 6158.1 Independent Study for 2021-22 and Subsequent School Years**

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XIII. Review and Approval of LFLCS's COVID-19 Safe Return to In-Person Interaction and Continuity of Service Plan

XIV. Updates and Discussion Regarding US House of Representative FY 2022 House Labor-HHS-Education Appropriation Bill

XV. Strategic Planning Approach

XVI. Closed Session: Executive Director Succession Planning, Staff Update, Review of New and Amended Employee Contracts

XVII. Report to Public on Closed Session

XVIII. Ratification of New and Amended Employee Contracts

XIX. Adjournment

MINUTES FOR REGULAR ONLINE BOARD OF DIRECTORS MEETING

LEARNING FOR LIFE CHARTER SCHOOL

June 24, 2021

I. Roll Call & Establishment of Quorum

The meeting was called to order at 4:08 p.m. Greg Baker, Alfrieda Wilkins, Jeff McCall, Sam Harrison, Bruce White and Sharon Cavanagh were present.

II. Communications From the Floor

There were none.

III. Approval of Minutes of May 27, 2021

Sam Harrison motioned to approve. Sharon Cavanagh seconded. Motion passed unanimously, with aye votes from Alfrieda, Jeff, Sharon, Sam and Greg.

IV. Financial Report

We reviewed the CSMC-provided Board Reports. Revenue is indeed lagging due to the deferrals, yet grants have helped us. There are some grant monies that we have to spend over the next few years. We are in position to end the year with a \$46k surplus.

V. Ratification or Pre-Approval of Contracts Services Greater than \$3,500

The two contracts presented for approval were Edgenuity (obtaining 5 years of service for the price of 4) and Power School, which would allow us to generate forms and send out for signature, also eliminating the need for DocuSign. Sam Harrison authored a motion to approve with Jeff McCall seconding. All members voted Aye. Motion passed unanimously.

VI. Review of Local Performance Indicators

Our LCAP has 8 performance items, functioning like the schools' accountability report card. Ken walked us through all the categories and how we had self-assessed our performance. The categories are: 1-Assign teachers/Safe Schools, 2-Meet State Standards, 3-Parent and Family Engagement – Building Relationships, Building Partnerships for Student Outcomes (4), Seeking Input for Decision Making (5), 6-School Climate, and 7-Access to Broad Course of Study. The Board accepted the report in a motion made by Jeff McCall, seconded by Sharon Cavanagh, which was then unanimously passed.

VII. Approval of 2020-21 Local Control and Accountability Plan (LCAP)

Ken went over changes from the last review. Some SR III funds were added. We have the same 3 goals. We want to maintain our successes and do better on parent participation and college readiness and do a lot better on progress toward graduation. Plan was approved in a motion made by Bruce White, and seconded by Jeff McCall. Aye votes were from Sam, Jeff, Greg, Bruce, Alfrieda and Sharon.

VIII. Approval of the 2020-21 Budget

We reviewed the Budget Overview, noticing that the out-years have less money because various grants will have been completed. We are showing an increase in tutoring salaries in order to mitigate against learning loss – then less is budgeted in 2022-23. Also, Federal government money is allocated to this year's budget but then goes away in the out years. Jeff McCall made the motion to approve. Sharon Cavanagh seconded. The motion passed unanimously.

IX. Administrator Report

Ken began by reporting on his conversations with Patty Thompson, Bank of California, about our securing a line of credit should we need it. The Board held a discussion about the pros and cons and decided to pursue this tactic as "insurance." The Board authorized Ken to move ahead noting that authorization to actually use the line of credit should come before the whole Board. Ken reported that the preliminary audit has been completed. There are 8 high risk students waiting to be accepted and 12 other students also in line. Our ratio is 4 to 1 high risk. He also reported the legislature had not settled on the budget and currently our budget rests on the May projections. Barbara updated the Board on summer school: 31 participants; 81% completing credits (340 partial count). Kudos to the staff! She gave a shout out to 'No Red Ink', which has occasioned more student writing than ever before.

X. Review, Discussion and Approval of Revised Corporation Bylaws

Ken walked through the proposed changes. The Board voted unanimously to adopt the new bylaws in a Jeff McCall motion, seconded by Sharon Cavanagh.

XI. Tactical Plan Progress Report: CTE Pathways

We agreed to "kick the can down the road" because of opportunities with Edgenuity.

XII. Updates and Discussion Regarding AB1316 and Proposed Changes to Independent Study Law

AB1613 has been put in the inactive file (at least 2-3 years of relaxed breathing). The independent study law is a low quality product. We might expect the regulations posted in May to be enacted. If so, we can comply but it will entail extra burden, particularly relating to student/parent contact.

XIII. Discussion of the Next Strategic Planning Cycle

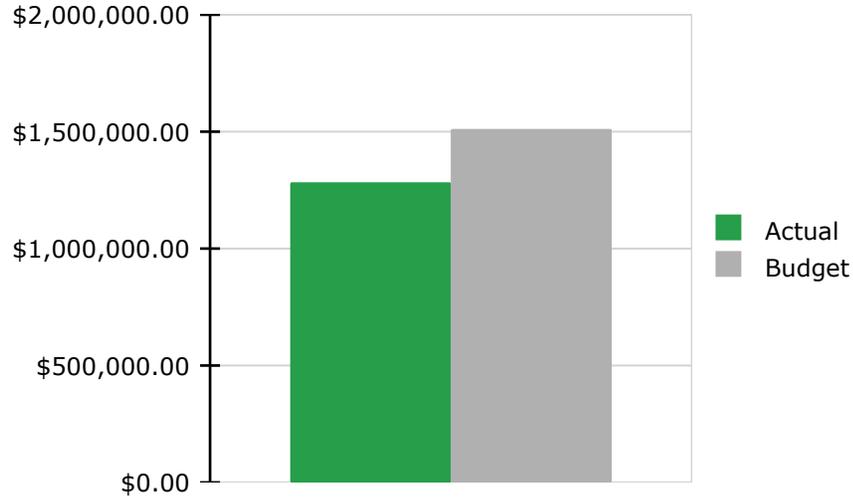
The Board held an initial conversation. Greg Baker requested that each member reflect on the decisions they see facing the school and send him an email with reflections to help inform next steps on what and when for strategic planning.

Adjournment at 6:25 p.m.

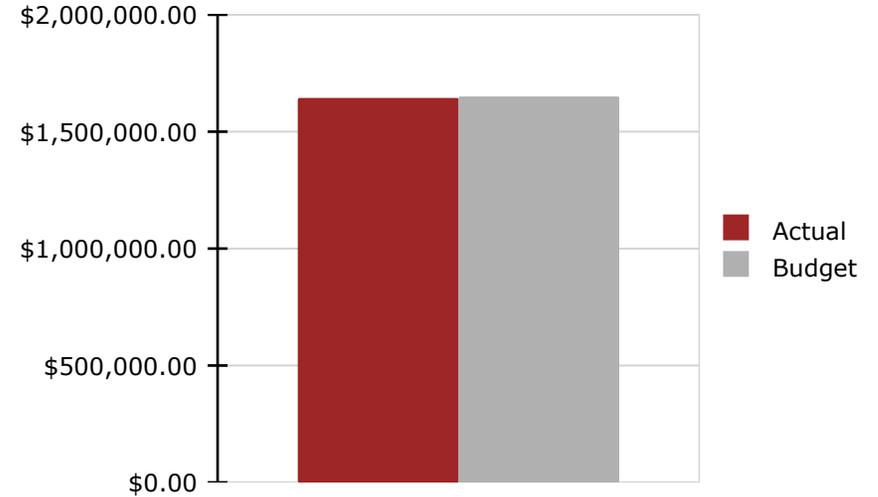
Submitted respectfully by Alfrieda Wilkins

Book Balance: \$262,903

Revenue To Date



Expense To Date

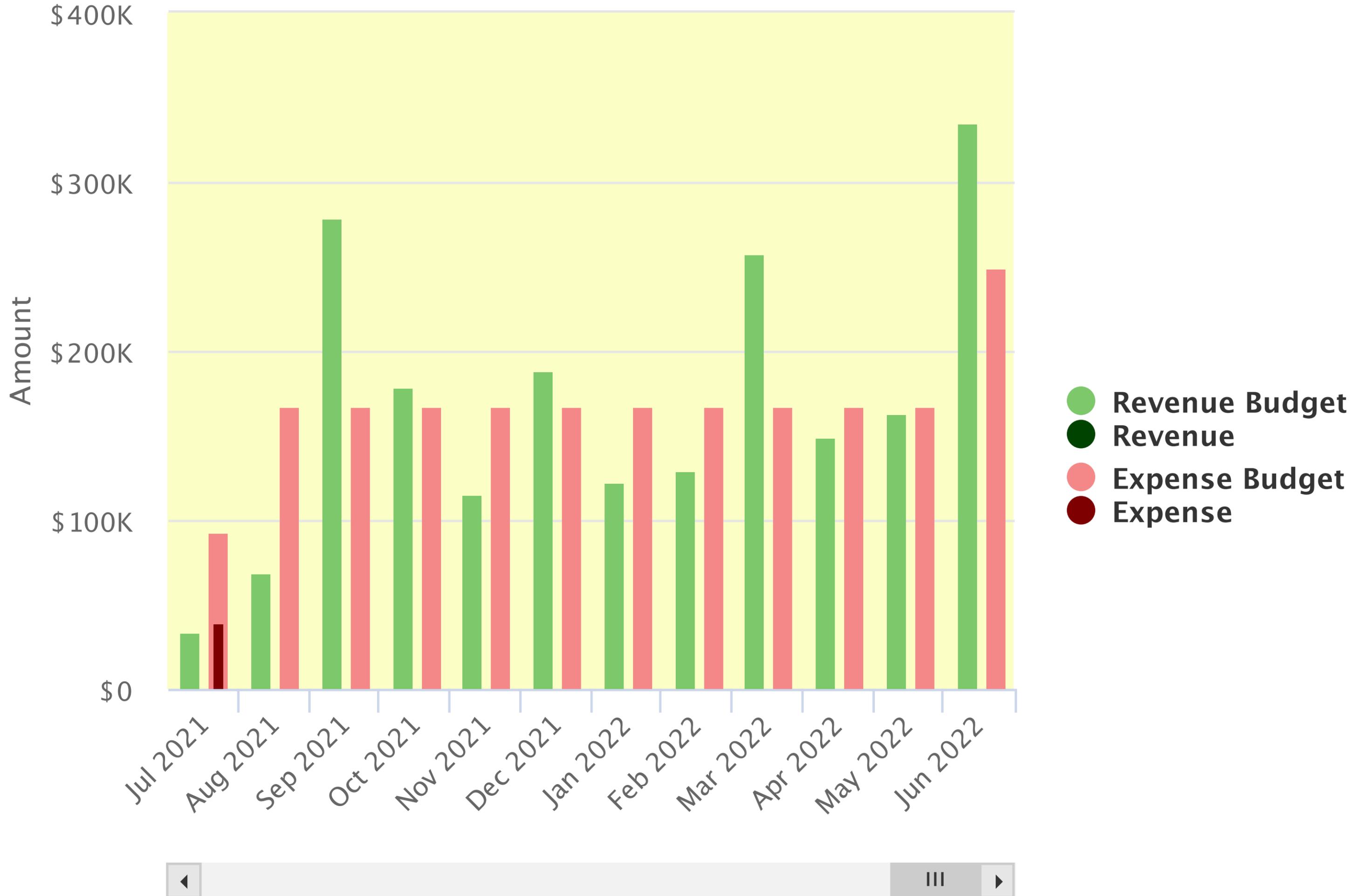


Revenue Summary

Actual	\$1,282,481
Budget	\$1,511,075
Actual to Budget	-15 %

Expense Summary

Actual	\$1,643,350
Budget	\$1,649,470
Actual to Budget	0 %



YTD Actual to Budget Summary

Segment Name	Filter Applied
Object	All
Restriction	All
Location	All
Lcp	All
Goal	All
Function	All
Fund	All

Account Description	July - May				2020 - 2021	
	Actual	Budget	Variance \$	Variance %	Total Budget	Remaining Budget
LCFF	\$1,024,353	\$1,320,717	(\$296,364)	-22.4 %	\$1,471,799	\$447,446
Federal Revenue	\$110,241	\$83,264	\$26,977	32.4 %	\$256,959	\$146,718
Other State Revenue	\$97,352	\$36,887	\$60,465	163.9 %	\$46,366	(\$50,986)
Local Revenue	\$50,534	\$70,207	(\$19,673)	-28.0 %	\$82,919	\$32,385
Total Revenue	\$1,282,481	\$1,511,075	(\$228,594)	-15.1 %	\$1,858,043	\$575,562
Certificated Salaries	\$758,609	\$711,361	(\$47,248)	-6.6 %	\$775,363	\$16,754
Classified Salaries	\$201,831	\$213,414	\$11,583	5.4 %	\$238,355	\$36,524
Employee Benefits	\$301,528	\$277,130	(\$24,399)	-8.8 %	\$300,136	(\$1,392)
Total Personnel Expenses	\$1,261,968	\$1,201,904	(\$60,064)	-5.0 %	\$1,313,854	\$51,886
Books and Supplies	\$101,920	\$141,255	\$39,335	27.8 %	\$151,412	\$49,492
Services & Other Operating Expenses	\$279,462	\$305,345	\$25,883	8.5 %	\$337,343	\$57,881
Capital Outlay	-	\$967	\$967	100.0 %	\$967	\$967
Other Outgo	-	-	-	0.0 %	-	-
Total Operational Expenses	\$381,382	\$447,566	\$66,184	14.8 %	\$489,722	\$108,340
Total Expenses	\$1,643,350	\$1,649,470	\$6,121	0.4 %	\$1,803,576	\$160,226
Net Income	(\$360,869)	(\$138,396)	(\$222,473)	-160.8 %	\$54,467	\$415,336

Segment Name	Filter Applied
Object	All
Restriction	All
Location	All
Lcp	All
Goal	All
Function	All
Fund	All

Liquidity Ratio	1.1
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Assets	
Current Assets	
Cash	\$262,903
Accounts Receivables	\$89,316
Prepaid Expenses	\$10,000
<i>Total Current Assets</i>	<i>\$362,220</i>
Fixed Assets	
Buildings and Improvements	\$4,653
Computer Equipment	\$76,135
Furniture and Fixtures	\$14,524
Transportation Equipment	\$34,309
Accumulated Depreciation	(\$91,145)
<i>Total Fixed Assets</i>	<i>\$38,476</i>

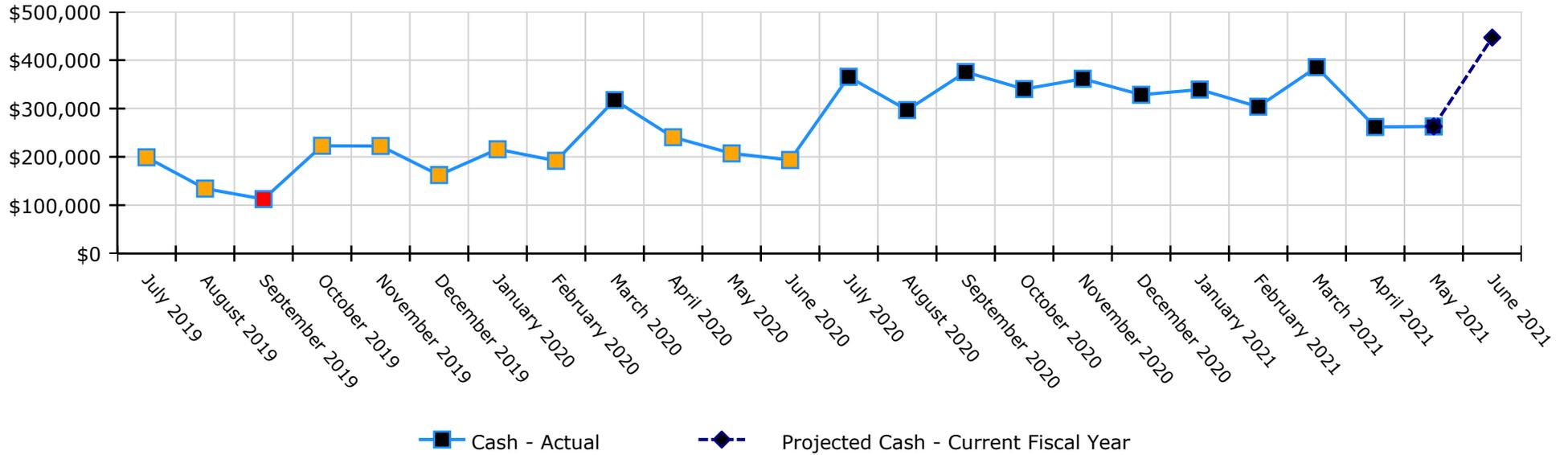
Learning For Life

July 2020 - May 2021

Other Assets	
Security Deposits	\$8,613
<i>Total Other Assets</i>	<i>\$8,613</i>
Total Assets	\$409,308

Liabilities and Net Assets	
Current Liabilities	
Accounts Payable	\$116,008
Accrued Salaries, Payroll Taxes, Postemployment Benefits	\$7,037
Deposits held on behalf of other employees	\$51,510
Deferred Revenue	\$150,161
<i>Total Current Liabilities</i>	<i>\$324,717</i>
<i>Total Liabilities</i>	<i>\$324,717</i>
Net Assets	
Unrestricted Net Assets	\$445,461
Profit/Loss YTD	(\$360,869)
<i>Total Net Assets</i>	<i>\$84,592</i>
Total Liabilities and Net Assets	\$409,308

Monthly Book Balance Over Time



	Cash Amount	Actual or Projected
July 2019	\$199,141.04	Actual
August 2019	\$134,282.08	Actual
September 2019	\$112,519.39	Actual
October 2019	\$222,893.02	Actual
November 2019	\$222,449.96	Actual
December 2019	\$162,360.48	Actual
January 2020	\$215,739.26	Actual
February 2020	\$191,812.45	Actual
March 2020	\$317,395.26	Actual
April 2020	\$240,632.60	Actual
May 2020	\$207,216.65	Actual
June 2020	\$193,489.51	Actual

	Cash Amount	Actual or Projected
July 2020	\$365,711.28	Actual
August 2020	\$296,814.15	Actual
September 2020	\$375,423.27	Actual
October 2020	\$340,165.89	Actual
November 2020	\$361,487.35	Actual
December 2020	\$328,474.24	Actual
January 2021	\$339,201.76	Actual
February 2021	\$303,749.79	Actual
March 2021	\$385,496.67	Actual
April 2021	\$261,880.47	Actual
May 2021	\$262,903.22	Actual
June 2021	\$446,784.00	Projected

Financial Ratio	Formula	Current	Target
Current Ratio (Liquidity)	(Current Assets) / (Current Liabilities)	1.12	> 1.00
Cash Ratio	(Cash) / (Current Liabilities)	80.96 %	> 90.00%
Defensive Interval	(Cash + Securities + AR) / (Average Expenses past 12 months)	2.45	> 2 months
Debt Ratio	(Total Liabilities) / (Total Assets)	79.33 %	< 33.00%
Asset Ratio	(Current Assets) / (Total Assets)	88.50 %	> 80.00%
Cash on Hand	(Cash)	\$262,903.22	>= \$180,000.00
Days Cash on Hand	(Cash) / ((Average Expenses past 12 months) / (30.4))	55.64	> 90
Cash Reserve Ratio	(Cash) / (Budgeted Annual Expenses)	14.58 %	> 10.00%
Savings Indicator	((Last Closed Revenue) - (Last Closed Expenses)) / (Last Closed Expenses)	-0.10	> 0.01
YTD Savings Indicator	((YTD Closed Revenue) - (YTD Closed Expenses)) / (YTD Closed Expenses)	-0.22	> 0.01

Financial Ratio	Description
Current Ratio (Liquidity)	Ability to pay short-term obligations
Cash Ratio	Ability to meet short-term obligations with cash
Defensive Interval	Possible months of continued operations if no additional funds received
Debt Ratio	Proportion of debt relative to total assets
Asset Ratio	Proportion of liquid assets relative to total assets
Cash on Hand	Assets immediately convertible to cash for purchase of goods and services
Days Cash on Hand	Possible days of continued operations using current cash
Cash Reserve Ratio	Ratio of cash to annual expenses expressed as a percentage
Savings Indicator	Last closed period's increase or decrease in the organization's net assets as a percentage of expenses
YTD Savings Indicator	Year to date closed increase or decrease in the organization's net assets as a percentage of expenses

Input Values as of 5/31/2021

Learning For Life

July 2020 - May 2021

Cash	\$262,903.22
Securities	-
AR	\$89,316.29
Current Assets	\$362,219.51
Total Assets	\$409,308.38
Current Liabilities	\$324,716.56
Total Liabilities	\$324,716.56
Last Closed Revenue	\$126,432.87
Last Closed Expenses	\$139,821.13
Budgeted Annual Expenses	\$1,803,575.97
Average Expenses past 12 months	\$143,654.20
Average monthly payroll expenses	\$114,724.34
YTD Closed Revenue	\$1,282,480.74
YTD Closed Expenses	\$1,643,349.80

**Learning for Life Charter School
2021-22 Budget Updates**

July 29, 2021

Revenues

Compensation for participation on the US Department of Education's annual Survey
\$5,000

Expenses

Salary adjustments for actual and projected new employees
\$5,000 stipend to act as Survey Coordinator
-\$2,364

EOY Surplus

EOY Surplus increased from \$100,244 to \$102,630 (4.4%)



Learning for Life Charter School
Budget Summary
Five Year Budget, 2019-20 to 2023-24

SACS Code Description		ADA #	150.36	165.12	180.40
		20	2021-22	2022-23	2023-24
Revenue					
	State		1,882,309	2,042,526	2,294,806
	Federal		521,704	89,796	92,059
	Local		8,930	10,042	11,215
Total Revenue			\$ 2,412,943	\$ 2,142,364	\$ 2,398,080
Expenses					
1000	Certificated Salaries		808,572	905,031	986,061
2000	Classified Salaries		337,535	264,780	362,224
3000	Benefits		353,060	412,328	465,880
4000	Books and Supplies		347,868	71,541	75,066
5000	Services and Other Operating Expenses		457,560	436,378	464,319
6000	Capital Outlay		5,718	9,468	10,575
7000	Other Outgoing				
Total Expenses			\$ 2,310,313	\$ 2,099,526	\$ 2,364,125
Surplus / (Deficit)			\$ 102,630	\$ 42,837	\$ 33,955
As a % of Expenses		#	4.4%	2.0%	1.4%
Beginning Balance			580,934	683,564	726,402
Cash + Net AR/AP					
Ending Balance			\$ 683,564	\$ 726,402	\$ 760,357
As a % of expenses		#	30%	35%	32%

2021-22 Education Protection Account (EPA)

Learning For Life Charter School

3180 Imjin Rd, Ste. 110

Marina, CA 93933

831-582-9820

RESOLUTION OF THE GOVERNING BOARD OF

Learning For Life Charter School

BE IT RESOLVED that the Education Protection Account funds to be received by Learning For Life for FY 2021-22 in the amount of approximately \$239,622 will be used solely for instructional, non-administrative expenses.

PASSED AND ADOPTED at a meeting of the Board of Directors of Learning For Life

Dated this

Board Chair, Learning For Life

Fiscal Year 2020-21

Description	Amount
EXPENDITURES AND OTHER FINANCING USES	
Certificated Salaries (Object 1100)	239,622
Certificated Benefits (Objects 3101-3602)	0
TOTAL EXPENDITURES AND OTHER FINANCING USES	239,622
AMOUNT AVAILABLE FOR THIS FISCAL YEAR	
Revenue Limit Sources (Object 8012)	239,622
TOTAL AVAILABLE	239,622
BALANCE (Total Available minus Expenditures & Other Financing Uses)	0.00

Learning for Life
BOARD OF DIRECTORS AGENDA ITEM
Action Item

RECOMMENDATION: Approve the 2021-22 Consolidated Application.

BACKGROUND INFORMATION:

The Consolidated Application (ConApp) is used by the California Department of Education (CDE) to distribute categorical funds from various state and federal programs to county offices, school districts, and direct-funded charter schools throughout California. Annually, in June, each local educational agency (LEA) submits Part I of the application to document participation in these programs and provide assurances that the district will comply with the legal requirements of each program. Program entitlements are determined by formulas contained in the laws that created the programs. Due to the current events caused by COVID-19, the 2021-22 ConApp submission was delayed and is now due July 22nd.

Part II of the application is submitted in the fall of each year and contains the school's entitlements for each funded program. Out of each state and federal program entitlement, districts can allocate funds for indirect costs of administration, for programs operated by the district office, and for programs operated at schools.

CURRENT INFORMATION:

Title I, Part A Basic Grant- ESSA – Estimated Allocation \$26,721

Funds are used to support effective, evidence-based educational strategies that close the achievement gap and enable the students to meet the state's challenging academic standards. Title I-funded schools are either Targeted Assistance Schools (TAS) or Schoolwide Program (SWP) schools

Title II, Part A, Teacher Quality – Estimated Allocation \$4,169

Funds are designated to ensure compliance with professional development activities and to support teachers meeting state and ESSA credentialing requirements.

TITLE III, Language Instruction of English Learners - NA

Funds are to assist EL students to acquire English and meet grade-level achievement and graduation goals. Children's Community Charter School did not apply for Title III. Schools with an allocation less than \$10,000 must join a consortium to receive these funds.

TITLE III, Immigrant Student Program - NA

Funding is made available to eligible local educational agencies (LEAs) to provide supplementary programs and services to eligible immigrant students. The purpose of the subgrants is to assist immigrant students to acquire English and meet grade-level achievement and graduation goals. Children's Community Charter School did not apply for Title III. Schools with an allocation less than \$10,000 must join a consortium to receive these funds.

Title IV. Part A, Student Support – Estimated Allocation \$10,000

This program provides funding to improve students' academic achievement by increasing school district capacity to:

1. Provide all students with access to a well-rounded education;
2. Improve school conditions for student learning; and
3. Improve the use of technology in order to improve the academic achievement and digital literacy of all students.

LFLCS Workdays		2021-22						
		Student days	Teacher days	Holidays	Add'l workdays	Total weekdays		
2021	July		3	1	18	23		
	August	20	2			21		
	September	21		1		22	94	
	October	16	3		2	22		
	November	16		4	2	21		
	December	13		10		23		
2022	January	18	2	1		21		
	February	18		2		20		
	March	13	2	6	2	23		
	April	21				22		
	May	19	2	1		21		
	June		3	5	14	22		
	Birthdays (Leap yr only)							
		261	175	17	31	38	261	
<i>Position</i>		<i># Workdays</i>	<i># Paid days</i>	<i>Date range</i>	<i>Date type</i>			
Part-time Tutor		175	175	August 4--May 26	Student days			
Teacher (IS & Subj Area, SpEd)		192	192	July 28--June 3	Student days + Teacher days			
School-community Liaison		192	192					
Counselor		199	199	July 1--June 30	Student days + Teacher days + 7 other days			
Therapist		199	199	July 1--June 30	Student days + Teacher days + 7 other days			
Psychologist		199	199	July 1--June 30	Student days + Teacher days + 7 other days			
Social Worker		199	199	July 1--June 30	Student days + Teacher days + 7 other days			
Administrative Assistant		230	261	July 1--June 30	Student days + Teacher days + Holidays + Add'l workdays			
Executive Director		230	261	July 1--June 30	Student days + Teacher days + Holidays + Add'l workdays			
IT Specialist		230	261	July 1--June 30	Student days + Teacher days + Holidays + Add'l workdays			
Records Clerk		230	261	July 1--June 30	Student days + Teacher days + Holidays + Add'l workdays			
School--Community Liaison		230	261	July 1--June 30	Student days + Teacher days + Holidays + Add'l workdays			
Tutor		230	261	July 1--June 30	Student days + Teacher days + Holidays + Add'l workdays			



**Learning for Life
Charter School**

Board Meeting Schedule, 2021-22

Unless otherwise noted, meetings of the Board of Directors will be held at

4:00 PM

Learning for Life Charter School

3180 Imjin Road, Suite 110

Marina, CA 93933

July 29, 2021

August 26, 2021

September 30, 2021

October 28, 2021

December 2, 2021

January 27, 2022

February 24, 2022

March 31, 2022

April 28, 2022

May 26, 2022

June 23, 2022

LFLCS Board Policy

Marina, California

Instruction

BP 6158.1

Independent Study for 2021-2022 and Subsequent School Years

The Board of Learning for Life Charter School (LFLCS) has previously authorized independent study as an optional alternative instructional strategy for eligible students whose needs may be best met through study outside of the regular classroom setting. (cf. 6158 – Independent Study.)

Education Code section 51747, as it read prior to July 8, 2021, provided that a local educational agency shall not be eligible to receive apportionments for independent study unless it has adopted and implemented written policies as specified in that statute. Assembly Bill No. 130 (Ch. 44, Stats. 2021, hereafter “AB 130”) continues the requirement for local educational agencies to adopt and implement written policies, and adds additional content required to be included in such policies. This policy is intended to supplement Board Policy (BP) to include the additional requirements of AB 130. To the extent that there is any conflict between this policy and BP 6158, the provisions of this policy shall govern.

LFLCS shall comply with the requirements of AB 130 by providing an independent study option to all students.

The Administration shall adopt Regulations implementing this policy in compliance with AB 130.

Adopted: July 29, 2021

LFLCS Administrative Regulation

Adopted: July 29, 2021

Marina, California

Instruction

AR 6158.1

Independent Study for 2021-2022 and Subsequent School Years

The Board of Learning for Life Charter School (LFLCS) has adopted a policy to implement the requirements of Assembly Bill No. 130 (Ch. 44, Stats. 2021, hereafter “AB 130”).

This Regulation is intended to implement the additional requirements of AB 130. To the extent that there is any conflict between this Regulation and 6158, the provisions of this Regulation shall govern.

1. Monitoring Student Progress

In addition to the number of missed assignments permitted by BP 6158 before an evaluation is conducted to determine whether it is in the best interests of a pupil to remain in independent study, or whether the pupil should return to the regular school program, the pupil’s level of satisfactory progress shall be determined and considered. Satisfactory educational progress shall be determined based on all of the following indicators:

(A) The pupil’s achievement and engagement in the independent study program, as indicated by the pupil’s performance on applicable pupil-level measures of pupil achievement and pupil engagement, including but not limited to the student’s attendance and absenteeism.

(B) The completion of assignments, assessments, or other indicators that evidence that the pupil is working on assignments.

(C) Learning required concepts, as determined by the supervising teacher.

(D) Progressing toward successful completion of the course of study or individual course, as determined by the supervising teacher.

2. Content Standards

The provision of content aligned to grade level standards that is provided to pupils in the independent study program shall be at a level of quality and intellectual challenge substantially equivalent to in-person instruction. For high schools, this shall include access to all courses offered by the local educational agency for graduation and approved by the University of California or the California State University as creditable under the A–G admissions criteria.

3. Re-engagement Strategies

LFLCS will take measures to re-engage pupils who are not generating attendance for more than three schooldays or 60 percent of the instructional days in a school week, or who are in violation of their written agreement pursuant to Education Code section 51747(g), BP 6158 and this policy. Procedures for tiered reengagement strategies shall include all of the following:

(A) Verification of the pupil's current contact information.

(B) Notification to parents or guardians of lack of participation within one school day of the absence or lack of participation.

(C) A plan for outreach to determine pupil needs, including connection with health and social services as necessary.

(D) A clear standard for requiring a pupil-parent-educator conference to review a pupil's written agreement and reconsider the independent study program's impact on the pupil's achievement and well-being, consistent with the provisions of BP/AR 6158 and this policy regarding missed assignments and satisfactory educational progress.

"Pupil-parent-educator conference" means a meeting involving, at a minimum, all parties who signed the pupil's written independent study agreement pursuant to subdivision (g) of Section 51747 or the written learning agreement pursuant to subdivision (b) of Section 51749.6.

This section shall not apply to pupils that participate in an independent study program for fewer than 15 schooldays in a school year.

4. Instructional Delivery Methods

Instruction shall be provided to all pupils in the independent study program in accordance with the pupil's written agreement, and shall include the following:

(A) Pupils in grades 4 to 8, inclusive, will be provided opportunities for both daily live interaction and at least weekly synchronous instruction for all pupils throughout the school year.

(B) Pupils in grades 9 to 12, inclusive, will be provided opportunities for at least weekly synchronous instruction for all pupils throughout the school year.

"Live interaction" means interaction between the pupil and LFLCS classified or certificated staff, and may include peers, provided for the purpose of maintaining school connectedness, including, but not limited to, wellness checks, progress monitoring, provision of services, and instruction. This interaction may take place in person, or in the form of internet or telephonic communication.

“Synchronous instruction” means classroom-style instruction or designated small group or one-on-one instruction delivered in person, or in the form of internet or telephonic communications, and involving live two-way communication between the teacher and pupil. Synchronous instruction shall be provided by the teacher of record for that pupil pursuant to Education Code Section 51747.5.

This section shall not apply to pupils that participate in an independent study program for fewer than 15 schooldays in a school year.

5. Returning to In-Person Instruction

Pupils whose families wish to return to in-person instruction from independent study may notify the supervising teacher or other LFLCS staff member. Upon notice from the pupil’s family that a return to in-person instruction is desired, LFLCS staff shall provide assistance for the pupil’s return to the school of the pupil’s previous in-person attendance, or such other school as is appropriate for the pupil’s grade level, progress towards graduation, and place of residence, no later than five instructional days after the request is received.

This section shall not apply to pupils that participate in an independent study program for fewer than 15 schooldays in a school year.

6. Master Agreement

Each pupil’s written agreement for independent study shall include, in addition to those provisions required by BP 6158 the following:

(A) The manner, time, frequency, and place for reporting the pupil’s academic progress, and for communicating with a pupil’s parent or guardian regarding the pupil’s academic progress.

(B) The specific resources, including materials and personnel, that will be made available to the pupil. These resources shall include confirming or providing access to all pupils to the connectivity and devices adequate to participate in the educational program and complete assigned work.

(C) A statement of the level of satisfactory educational progress allowed before an evaluation of whether or not the pupil should be allowed to continue in independent study.

(D) A statement detailing the academic and other supports that will be provided to address the needs of pupils who are not performing at grade level, or need support in other areas, such as English learners, individuals with exceptional needs in order to be consistent with the pupil’s individualized education program or plan pursuant to Section 504 of the federal Rehabilitation Act of 1973 (29 U.S.C. Sec. 794), pupils in foster care or experiencing homelessness, and pupils requiring mental health supports.

Signed written agreements, supplemental agreements, assignment records, work samples, and attendance records assessing time value of work or evidence that an instructional activity occurred may be maintained as an electronic file. An electronic file includes a computer or electronic stored image of an original document, including, but not limited to, portable document format, JPEG, or other digital image file type, that may be sent via fax machine, email, or other electronic means. Either an original document or an electronic file of the original document is allowable for auditing purposes.

Written agreements may be signed using an electronic signature that complies with state and federal standards that may be a marking that is either computer generated or produced by electronic means and is intended by the signatory to have the same effect as a handwritten signature. The use of an electronic signature shall have the same force and effect as the use of a manual signature if the requirements for digital signatures and their acceptable technology, as provided in Section 16.5 of the Government Code and in Chapter 10 (commencing with Section 22000) of Division 7 of Title 2 of the California Code of Regulations, are satisfied.

For the 2021–22 school year only, the LFLCS shall obtain a signed written agreement for independent study from the pupil, or the pupil’s parent or legal guardian if the pupil is less than 18 years of age, the certificated employee who has been designated as having responsibility for the general supervision of independent study, and all persons who have direct responsibility for providing assistance to the pupil no later than 30 days after the first day of instruction.

7. Conference Prior to Before Enrolling

Upon the request of the parent or guardian of a pupil, and before signing a written agreement with the pupil’s parent or guardian, LFLCS shall conduct a phone, videoconference, or in-person pupil-parent-educator conference or other school meeting during which the pupil, parent or guardian, and, if requested by the pupil or parent, an education advocate, may ask questions about the educational options, including which curriculum offerings and nonacademic supports will be available to the pupil in independent study, before making the decision about enrollment or disenrollment in the various options for learning.

Legal Reference:

EDUCATION CODE 51745 – 51749 Independent Study Programs
Assembly Bill No. 130 (Ch. 44, Stats. 2021)



Learning for Life Charter School

2021-22

COVID-19 Safety Plan

Version 3.0:

**Safe Return to In-Person
Instruction and Continuity of
Services Plan**

July 29, 2021

**2021-22 COVID-19 Safety Plan, v3.0
Safe Return to In-Person Instruction
and Continuity of Services Plan**

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2021-22 COVID-19 School Guidance Checklist

Name of Local Educational Agency : Learning for Life Charter School

Number of schools: 1

Enrollment: 2021-22 Projected Average: 188

Superintendent (or equivalent) Name: Kenneth Lawrence-Emanuel

Address: 3180 Imjin Rd, Suite 110 Marina, CA 93933

Phone Number: (831) 582-9820

Email: kennethl@lflcs.org

Date of proposed reopening: August 4, 2021

County: Monterey

Current Tier: NA

Type of LEA: Charter School

Grade Levels: 7th, 8th, 9th, 10th, 11th, 12th

X I, Kenneth Lawrence-Emanuel, post to the website of the local educational agency the COVID-19 Safety Plan, which consists of two elements: the **COVID-19 Prevention Program (CPP)**, pursuant to CalOSHA requirements, and this **CDPH COVID-19 Guidance Checklist** and accompanying documents, which satisfies requirements for the safe reopening of schools per CDPH [Guidance on Schools](#).

I confirm that reopening plan(s) address the following, consistent with guidance from the California Department of Public Health and the local health department:

X **Stable group structures (where applicable):** How students and staff will be kept in stable groups with fixed membership that stay together for all activities (e.g., instruction, lunch, recess) and minimize/avoid contact with other groups or individuals who are not part of the stable group.

Please provide specific information regarding:

How many students and staff will be in each planned stable, group structure? (If planning more than one type of group, what is the minimum and maximum number of students and staff in the groups?)

Students will be assigned to pods of up to 6 students that will be scheduled onto campus every other week, along with at most 3 other pods.

If you have departmentalized classes, how will you organize staff and students in stable groups? If you have electives, how will you prevent or minimize in-person contact for members of different stable groups?

Both regularly-scheduled courses and specially-scheduled remediation or acceleration courses will be held during blocks of time when no pods are scheduled onto campus.

X Entrance, Egress, and Movement Within the School: How movement of students, staff, and parents will be managed to avoid close contact and/or mixing of cohorts.

X Face Coverings and Other Essential Protective Gear: How CDPH's face covering requirements will be satisfied and enforced for staff and students.

X Health Screenings for Students and Staff: How students and staff will be screened for symptoms of COVID-19 and how ill students or staff will be separated from others and sent home immediately.

X Healthy Hygiene Practices: The availability of handwashing stations and hand sanitizer, and how their safe and appropriate use will be promoted and incorporated into routines for staff and students.

X Identification and Tracing of Contacts: Actions that staff will take when there is a confirmed case. Confirm that the school(s) have designated staff persons to support contact tracing, such as creation and submission of lists of exposed students and staff to the local health department and notification of exposed persons. Each school must designate a person for the local health department to contact about COVID-19.

X Physical Distancing: How space and routines will be arranged to allow for physical distancing of students and staff.

X Staff Training and Family Education: How staff will be trained and families will be educated on the application and enforcement of the plan.

X Testing of Staff: How school officials will ensure that students and staff who have symptoms of COVID-19 or have been exposed to someone with COVID-19 will be rapidly tested and what instructions they will be given while waiting for test

results. Below, please describe any planned periodic asymptomatic staff testing cadence.

Staff asymptomatic testing cadence. Please note if testing cadence will differ by tier: **None Planned**

X Testing of Students: How school officials will ensure that students who have symptoms of COVID-19 or have been exposed to someone with COVID-19 will be rapidly tested and what instructions they will be given while waiting for test results. Below, please describe any planned periodic asymptomatic student testing cadence. **None Planned**

X Identification and Reporting of Cases: At all times, reporting of confirmed positive and suspected cases in students, staff and employees will be consistent with [Reporting Requirements](#).

X Communication Plans: How the superintendent will communicate with students, staff, and parents about cases and exposures at the school, consistent with privacy requirements such as FERPA and HIPAA.

X Consultation: (For schools not previously open) Please confirm consultation with the following groups

Labor Organization

Name of Organization(s) and Date(s) Consulted:

Name: _____

Date: _____

Parent and Community Organizations

Name of Organization(s) and Date(s) Consulted:

Name: _____

Date: _____

If no labor organization represents staff at the school, please describe the process for consultation with school staff:

This plan was developed with input from staff gathered at weekly staff meetings, individual consultations with staff members, at a public meetings of our Board of Directors held during the 2020-21 school year.

Additional Resources:

[Guidance on Schools](#)

[Safe Schools for All Hub](#)

Health and Safety Measures for LFLCS

1. Masks

At Learning for Life Charter School (LFLCS):

- a. Masks are optional outdoors for all.
- b. Students are required to mask indoors, with exemptions per [CDPH face mask guidance](#). Adults are required to mask when sharing indoor spaces with students.
- c. Persons exempted from wearing a face covering due to a medical condition, must wear a non-restrictive alternative, such as a face shield with a drape on the bottom edge, as long as their condition permits it.
- d. The school will provide a face covering to students who inadvertently fail to bring a face covering to school to prevent unnecessary exclusions.
- e. Consistent with guidance from the 2020-21 school year, the school will enforce the mask requirements. Additionally, the school will offer alternative educational opportunities for students who are excluded from campus because they will not wear a face covering.
- f. In limited situations where a face covering cannot be used for pedagogical or developmental reasons, (e.g., communicating or assisting those with special needs) a face shield with a drape (per [CDPH guidelines](#)) may be used instead of a face covering while on campus as long as the wearer maintains physical distance from others. Staff will return to wearing a face covering outside of the 1:1 setting where the face shield was necessary.

2. Physical distancing

- a. Recent evidence indicates that in-person interactions can occur safely without minimum physical distancing requirements when other mitigation strategies (e.g., masking) are implemented. This is consistent with [CDC K-12 School Guidance](#).

3. Ventilation recommendations

- a. For indoor spaces, ventilation will be optimized, by following [CDPH Guidance on Ventilation of Indoor Environments and Ventilation and Filtration to Reduce Long-Range Airborne Transmission of COVID-19 and Other Respiratory Infections: Considerations for Reopened Schools](#).

4. Staying home when sick and getting tested

- a. LFLCS staff and students will follow the strategy for Staying Home when Sick and Getting Tested from the [CDC](#).
- b. Staff will be and students will be encouraged to be tested for COVID-19 when symptoms are [consistent with COVID-19](#) , to help with rapid contact tracing and prevent possible spread at schools.
- c. Staff members and students with symptoms of COVID-19 infection will be advised not to return for in-person interactions until they have met CDPH criteria to return to school for those

with symptoms:

- i. At least 24 hours have passed since resolution of fever without the use of fever-reducing medications; and
- ii. Other symptoms have improved; and
- iii. They have a negative test for SARS-CoV-2, OR a healthcare provider has provided documentation that the symptoms are typical of their underlying chronic condition (e.g., allergies or asthma) OR a healthcare provider has confirmed an alternative named diagnosis (e.g., Streptococcal pharyngitis, Coxsackie virus), OR at least 10 days have passed since symptom onset.

5. Screening testing procedures

a. If necessary, LFLCS will implement screening testing, utilizing the CDPH's robust State- and Federally-funded school testing program and subject matter experts available to support school decision making, including free testing resources to support screening testing programs (software, test kits, shipping, testing, etc.), and resources for schools interested in testing, including California's Testing Task Force [K-12 Schools Testing Program](#) and [K-12 school-based COVID-19 testing strategies](#); The Safe Schools for [All state technical assistance \(TA\)](#) portal; and the [CDC K-12 School Guidance](#) screening testing considerations (in Section 1.4 and Appendix 2) that are specific to the school setting.

6. Case reporting, contact tracing and investigation

- a. Per AB 86 (2021) and California Code Title 17, section 2500, LFLCS will report COVID-19 cases to the local public health department.
- b. LFLCS's COVID-19 liaison will assist the local health department with contact tracing and investigation.

7. Quarantine procedures for vaccinated close contacts

a. For those who are vaccinated, LFLCS will follow the [CDPH Fully Vaccinated People Guidance](#) regarding quarantine.

8. Quarantine procedures for unvaccinated students for exposures when both parties were wearing a mask, as required in K-12 indoor settings.

These are adapted from the [CDC K-12 guidance](#) and [CDC definition of a close contact](#).

- a. When both parties were wearing a mask in the indoor setting, unvaccinated students who are close contacts (more than 15 minutes over a 24-hour period within 0-6 feet indoors) may undergo a modified 10-day quarantine as follows. They may continue to attend school for in-person instruction if they:
 - i. Are asymptomatic;
 - ii. Continue to appropriately mask, as required;
 - iii. Undergo at least twice weekly testing during the 10-day quarantine; and

iv. Continue to quarantine for all extracurricular activities at school, including sports, and activities within the community setting.

9. Quarantine procedures for: unvaccinated [close contacts](#) who were not wearing masks or for whom the infected individual was not wearing a mask during the indoor exposure; or unvaccinated students as described in #8 above.

- a. For these contacts, those who remain asymptomatic, meaning they have NOT had any symptoms, may discontinue self-quarantine under the following conditions:
 - i. Quarantine can end after Day 10 from the date of last exposure without testing; OR
 - ii. Quarantine can end after Day 7 if a diagnostic specimen is collected after Day 5 from the date of last exposure and tests negative.
- b. To discontinue quarantine before 14 days following last known exposure, asymptomatic close contacts must:
 - i. Continue daily self-monitoring for symptoms through Day 14 from last known exposure; AND
 - ii. Follow all recommended non-pharmaceutical interventions (e.g., wearing a mask when around others, hand washing, avoiding crowds) through Day 14 from last known exposure.
- c. If any symptoms develop during this 14-day period, the exposed person must immediately isolate, get tested and contact their healthcare provider with any questions regarding their care.

10. Isolation procedures

- a. For both vaccinated and unvaccinated persons, LFLCS will follow the CDPH [Isolation Guidance](#) for those diagnosed with COVID-19.

11. Hand hygiene procedures

- a. LFLCS will teach and reinforce washing hands, avoiding contact with one's eyes, nose, and mouth, and covering coughs and sneezes among students and staff.
- b. LFLCS will promote hand washing throughout the day, especially before and after eating, after using the toilet, and after handling garbage, or removing gloves.
- c. LFLCS will ensure adequate supplies to support healthy hygiene behaviors, including soap, tissues, no-touch trash cans, face coverings, and hand sanitizers with at least 60 percent ethyl alcohol for staff and children who can safely use hand sanitizer.

12. Cleaning procedures

- a. LFLCS will clean once a day to sufficiently remove potential virus that may be on surfaces. LFLCS will also, as needed, disinfect (using disinfectants on the [U.S. Environmental Protection Agency COVID-19](#) list) to remove any remaining germs on surfaces, to further reduce any risk of spreading infection.
- b. LFLCS will follow the recommendations in the CDC's [Cleaning and Disinfecting Your Facility](#) on cleaning its facility regularly, when to clean more frequently or disinfect, cleaning the facility

when someone is sick, safe storage of cleaning and disinfecting products, and considerations for protecting workers who clean facilities.

c. When the facility has had a sick person with COVID-19 within the last 24 hours, LFLCS will clean AND disinfect the spaces occupied by that person during that time.

13. Food service procedures

a. LFLCS will maximize physical distance as much as possible while staff and students are eating (especially indoors). LFLCS will use additional spaces outside of the campus building for mealtime seating to help facilitate distancing. LFLCS will arrange for eating outdoors as much as feasible.

b. LFLCS will clean frequently touched surfaces. Surfaces that come in contact with food will be washed, rinsed, and sanitized before and after meals.

c. Given very low risk of transmission from surfaces and shared objects, there is no need to limit food service approaches to single use items and packaged meals.

14. Vaccination recommendation and verification

a. COVID-19 vaccination is strongly recommended for all eligible people in California, including teachers, staff, students, and adults sharing homes with these members of our K-12 communities.

b. To inform implementation of prevention strategies that vary by vaccination status (testing, contact tracing efforts, and quarantine and isolation practices), LFLCS will follow the [CDC vaccine verification recommendations](#).

15. COVID-19 Safety Planning Transparency

a. In order to build trust in the school community and support successful return to school, LFLCS will provide transparency to the school community regarding the school's safety plans. LFLCS will post a safety plan, communicating the safety measures in place for 2021-22, on the LEA's website and at the school, and disseminate to families in advance of the start of the school year.

Additional considerations or other populations

Students with disabilities or other health care needs

a. LFLCS will carefully consider how to address the legal requirements related to provision of a free appropriate public education and requirements to reasonably accommodate disabilities, which continue to apply.

b. LFLCS will refer to the CDC K-12 guidance section on "[Disabilities or other health care needs](#)" for additional recommendations.

Visitor procedures

a. LFLCS will limit nonessential visitors, volunteers, and activities involving external groups or organizations with people who are not fully vaccinated, particularly when there is moderate-to-high COVID-19 community transmission.

c. LFLCS will not limit access for direct service providers, but will ensure compliance with school visitor policies.

d. LFLCS will continue to emphasize the importance of staying home when sick. Anyone, including visitors, who have symptoms of infectious illness, such as flu or COVID-19, should stay home and seek testing and care.

Continuity of Services

Background: Our Independent Study Program

Learning for Life Charter School (LFLCS) is a nonclassroom based charter school that offers independent study to high-risk 7th—12th graders. We are an alternative school with Dashboard Alternative School Status (DASS), and so at least 70% of our students fall into one of 12 high-risk categories (credit deficient, with a high level of transiency, homeless, in the foster care system, truant, pregnant or parenting, a ward of the court, expelled, suspended more than 10 days in a school year, a recovered dropout, or with a 45-day gap in enrollment)

Since 2014, we have provided instruction via a digitally-delivered curriculum. Instruction is delivered asynchronously via Edgenuity, a web-based curriculum provider. Students can work from home, at our school site, or anywhere else they can access a WiFi signal.

Access to Devices and Connectivity

Upon enrollment, all students are provided a managed Chromebook, and students who need it are provided Wi-Fi access via a hotspot. Students and families are provided access to Google communication tools, including email and text.

Supports

We operate a campus where students can come to get support for academics, wellness, and meeting basic needs. These supports are also available virtually.

To support students academically, LFLCS provides access to live tutors who are employees of LFLCS, virtual tutors within the Edgenuity workspace, and teachers with content-area specialties. We have remedial and accelerated courses available to students to support their access of the California Standards.

All staff are trained to provide Trauma Informed Care. During the COVID pandemic, we increased our counselor and school psychologist to full time, in order to provide more service to students with mental health and wellness needs. We also hired a full-time school social worker to better support students meeting their basic needs.

Pupil Participation and Progress

Teachers monitor student progress through live contacts and the monitoring of synchronous and asynchronous instructional minutes. We utilize the procedures established for independent study programs to measure participation and determine the time value of pupil work.

Supports for Students with Unique Needs

LFLCS is its own LEA for the purpose of Special Education and is a member of the Sonoma County Charter SELPA. LFLCS provides a full continuum of services to students with disabilities. Most commonly, we provide SAI, individual counseling and speech and language instruction to our students. These services are provided in person or virtually as preferred by the students and their families.

LFLCS also provides supports to students in foster care and who are experiencing homelessness. These supports may include additional supplies and materials, food, as well as assistance finding housing, medical care, legal assistance, and other services.

Continuity of instruction

When the Shelter in Place orders were issued, since LFLCS was already providing learning at a distance and accounting for ADA via independent study procedures, we did not close the school, but we did shutter our campus. We switched to providing all supports virtually, including Special Education. Students who needed assistance with basic needs were supported virtually and in person, either through “touchless” contacts on campus or via home visits. Students were already fully equipped to work from home. Prior to the shelter-in-place orders, all staff had worked from campus, so they were not equipped to work from home. We consequently equipped teachers, tutors, our Education Specialist, psychologist, counselor, and all other staff to work from home. Once working from home, the staff provided new structured and unstructured opportunities for students to gather online with staff and each other, in addition to continuing weekly student/parent/teacher meetings, tutoring and counseling appointments, and group learning activities (art class, guitar lessons, and more).

If conditions require us to return to remote learning, LFLCS will return to the procedures we implemented during the Shelter in Place period to ensure continuity of instruction.

COVID-19 Prevention Program (CPP) for Learning for Life Charter School

This CPP is designed to control employees' exposures to the SARS-CoV-2 virus (COVID-19) that may occur in our workplace.

Date: July 29, 2021

Authority and Responsibility

The Executive Director has overall authority and responsibility for implementing the provisions of this CPP in our workplace. In addition, all managers and supervisors are responsible for implementing and maintaining the CPP in their assigned work areas and for ensuring employees receive answers to questions about the program in a language they understand.

All employees are responsible for using safe work practices, following all directives, policies and procedures, and assisting in maintaining a safe work environment.

Identification and Evaluation of COVID-19 Hazards

We implement the following in our workplace:

- Conduct workplace-specific evaluations using the Appendix A: Identification of COVID-19 Hazards form.
- Document the vaccination status of our employees by using Appendix E: Documentation of Employee COVID-19 Vaccination Status, which is maintained as a confidential medical record.
- Evaluate employees' potential workplace exposures to all persons at, or who may enter, our workplace.
- Develop COVID-19 policies and procedures to respond effectively and immediately to individuals at the workplace who are a COVID-19 case to prevent or reduce the risk of transmission in the workplace. See Health and Safety Measures for LFLCS, above.
- Review applicable orders and general and industry-specific guidance from the State of California, Cal/ OSHA, and the local health department related to COVID-19 hazards and prevention.
- Evaluate existing COVID-19 prevention controls in our workplace and the need for different or additional controls.
- Conduct periodic inspections using the Appendix B: COVID-19 Inspections form as needed to identify and evaluate unhealthy conditions, work practices, and work procedures related to COVID-19 and to ensure compliance with our COVID-19 policies and procedures.

Employee participation

Employees are encouraged to participate in the identification and evaluation of COVID-19 hazards by communicating with the Executive Director.

Employee screening

We screen our employees and respond to those with COVID-19 symptoms as described in the Health and Safety Measures for LFLCS, above.

Correction of COVID-19 Hazards

Unsafe or unhealthy work conditions, practices or procedures are documented on the Appendix B: COVID-19 Inspections form, and corrected in a timely manner based on the severity of the hazards, as described in the Health and Safety Measures for LFLCS, above.

Control of COVID-19 Hazards

Face Coverings

We provide clean, undamaged face coverings and ensure they are properly worn by employees that are not fully vaccinated when they are indoors or in vehicles, and where required by orders from the California Department of Public Health (CDPH).

Employees required to wear face coverings in our workplace may remove them under the following conditions:

- When an employee is alone in a room or a vehicle.
- While eating or drinking at the workplace, provided employees are at least six feet apart and outside air supply to the area, if indoors, has been maximized to the extent feasible.
- Employees are required to wear respirators in accordance with our respirator program that meets section 5144 requirements.
- Employees who cannot wear face coverings due to a medical or mental health condition or disability, or who are hearing-impaired or communicating with a hearing-impaired person. Such employees will wear an effective, non-restrictive alternative, such as a face shield with a drape on the bottom, if their condition permits it.
- Specific tasks that cannot feasibly be performed with a face covering. This exception is limited to the time in which such tasks are being performed.

Any employee not wearing a required face covering or allowed non-restrictive alternative, will be at least six feet apart from all other persons unless the unmasked employee is either fully vaccinated or tested at least weekly for COVID-19.

We will not prevent any employee from wearing a face covering when it is not required unless it would create a safety hazard, such as interfering with the safe operation of equipment.

Face coverings will also be provided to any employee that requests one, regardless of their vaccination status.

Cleaning and disinfecting

We implement the cleaning and disinfection measures for frequently touched surfaces and objects, such as doorknobs, elevator buttons, equipment, tools, handrails, handles, controls, phones, headsets, bathroom surfaces, and steering wheels described in the Health and Safety Measures for LFLCS, above.

Should we have a COVID-19 case in our workplace, we will implement the procedures described in the Health and Safety Measures for LFLCS, above.

Hand sanitizing

To implement effective hand sanitizing procedures, we will implement the procedures described in the Health and Safety Measures for LFLCS, above.

Personal protective equipment (PPE) used to control employees' exposure to COVID-19

We evaluate the need for PPE (such as gloves, goggles, and face shields) as required by section 3380, and provide and ensure use of such PPE as needed.

Testing of symptomatic employees

We make COVID-19 testing available at no cost to employees with COVID-19 symptoms who are not fully vaccinated, during employees' paid time.

Investigating and Responding to COVID-19 Cases

We have developed effective procedures to investigate COVID-19 cases that include seeking information from our employees regarding COVID-19 cases, close contacts, test results, and onset of symptoms. This is accomplished by using the Appendix C: Investigating COVID-19 Cases form.

We also ensure the following is implemented:

- Employees that had a close contact are offered COVID-19 testing at no cost during their working hours, excluding:
 - Employees who were fully vaccinated before the close contact and do not have symptoms.
 - COVID-19 cases who were allowed to return to work per our return-to-work criteria and have remained free of symptoms for 90 days after the initial onset of symptoms, or for cases who never developed symptoms, for 90 days after the first positive test.
- The information on benefits described in Training and Instruction, and Exclusion of COVID-19 Cases, below, will be provided to employees.
- Written notice within 1 day of your knowledge of a COVID-19 case that people at the worksite may have been exposed to COVID-19. This notice will be provided to all employees (and their authorized representative), independent contractors and other employers at the worksite during the high-risk exposure period. These notifications must meet the requirements of T8CCR section 3205(c)(3)(B) and Labor Code section 6409.6(a)(4); (a)(2); and (c), and in a form readily understandable by employees and can be anticipated to be received by the employee.]

System for Communicating

Our goal is to ensure that we have effective two-way communication with our employees, in a form they can readily understand, and that it includes the following information:

- Employees should report COVID-19 symptoms, possible close contacts and hazards to the COVID-19 Liaison by phone, email, text or other means of communication.
- That employees can report symptoms, possible close contacts and hazards without fear of reprisal.
- How employees with medical or other conditions that put them at increased risk of severe COVID-19 illness can request accommodations.
- Access to COVID-19 testing when testing is required.
- The COVID-19 hazards employees (including other employers and individuals in contact with our workplace) may be exposed to, what is being done to control those hazards, and our COVID-19 policies and procedures.

Training and Instruction

We provide effective employee training and instruction that includes:

- Our COVID-19 policies and procedures to protect employees from COVID-19 hazards, and how to participate in the identification and evaluation of COVID-19 hazards.
- Information regarding COVID-19-related benefits (including mandated sick and vaccination leave) to which the employee may be entitled under applicable federal, state, or local laws.
- The fact that:
 - COVID-19 is an infectious disease that can be spread through the air.
 - COVID-19 may be transmitted when a person touches a contaminated object and then touches their eyes, nose, or mouth.
 - An infectious person may have no symptoms.
 - The fact that particles containing the virus can travel more than six feet, especially indoors, so physical distancing, face coverings, increased ventilation indoors, and respiratory protection decrease the spread of COVID-19 and are most effective when used in combination.
 - The right of employees that are not fully vaccinated to request a respirator for voluntary use, without fear of retaliation, and our policies for providing the respirators. Employees voluntarily using respirators will be trained according to section 5144(c)(2) requirements:
 - How to properly wear them.
 - How to perform a seal check according to the manufacturer's instructions each time a respirator is worn, and the fact that facial hair can interfere with a seal.
 - The importance of frequent hand washing with soap and water for at least 20 seconds and using hand sanitizer when employees do not have immediate access to a sink or hand washing facility, and that hand sanitizer does not work if the hands are soiled.
 - Proper use of face coverings and the fact that face coverings are not respiratory protective equipment. Since COVID-19 is an airborne disease, N95s and more protective respirators protect the users from airborne disease, while face coverings primarily protect people around the user.
 - The conditions where face coverings must be worn at the workplace.
 - That face coverings are additionally recommended outdoors for people who are not fully vaccinated if six feet of distance cannot be maintained.
 - Employees can request face coverings and can wear them at work regardless of vaccination status and without fear of retaliation.
 - COVID-19 symptoms, and the importance of obtaining a COVID-19 test and not coming to work if the employee has COVID-19 symptoms.
 - Information on our COVID-19 policies and how to access COVID-19 testing and vaccination, and the fact that vaccination is effective at preventing COVID-19, protecting against both transmission and serious illness or death.

Appendix D: COVID-19 Training Roster will be used to document this training.

Exclusion of COVID-19 Cases and Employees who had a Close Contact

Where we have a COVID-19 case or close contact in our workplace, we limit transmission by:

- Ensuring that COVID-19 cases are excluded from the workplace until our return-to-work requirements are met.

- Excluding employees that had a close contact from the workplace until our return-to-work criteria have been met, with the following exceptions:
 - Employees who were fully vaccinated before the close contact and who do not develop COVID-19 symptoms.
 - COVID-19 cases who returned to work per our return-to-work criteria and have remained free of COVID-19 symptoms, for 90 days after the initial onset of COVID-19 symptoms, or for COVID-19 cases who never developed COVID-19 symptoms, for 90 days after the first positive test.
- For employees excluded from work, continuing, and maintaining employees’ earnings, wages, seniority, and all other employees’ rights and benefits.
- Providing employees at the time of exclusion with information on available benefits.

Reporting, Recordkeeping, and Access

It is our policy to:

- Report information about COVID-19 cases and outbreaks at our workplace to the local health department whenever required by law, and provide any related information requested by the local health department.
- Maintain records of the steps taken to implement our written COVID-19 Prevention Program in accordance with section 3203(b).
- Make our written COVID-19 Prevention Program available at the workplace to employees, authorized employee representatives, and to representatives of Cal/OSHA immediately upon request.
- Use the Appendix C: Investigating COVID-19 Cases form to keep a record of and track all COVID-19 cases.

Return-to-Work Criteria

- COVID-19 cases with symptoms will not return to work until all the following have occurred:
 - At least 24 hours have passed since a fever of 100.4 °F. or higher has resolved without the use of fever-reducing medications, and
 - COVID-19 symptoms have improved, and
 - At least 10 days have passed since COVID-19 symptoms first appeared.
- COVID-19 cases who tested positive but never developed symptoms will not return to work until a minimum of 10 days have passed since the date of specimen collection of their first positive COVID-19 test.
- A negative COVID-19 test will not be required for an employee to return to work once the requirements for “cases with symptoms” or “cases who tested positive but never developed symptoms” (above) have been met.
- Persons who had a close contact may return to work as follows:
 - Close contact but never developed symptoms: when 10 days have passed since the last known close contact.
 - Close contact with symptoms: when the “cases with symptoms” criteria (above) have been met, unless the following are true:
 - The person tested negative for COVID-19 using a polymerase chain reaction (PCR) COVID-19 test with specimen taken after the onset of symptoms; and
 - At least 10 days have passed since the last known close contact, and
 - The person has been symptom-free for at least 24 hours, without using fever-reducing medications.

- If an order to isolate, quarantine, or exclude an employee is issued by a local or state health official, the employee will not return to work until the period of isolation or quarantine is completed or the order is lifted.

Kenneth Lawrence-Emanuel
Kenneth Lawrence-Emanuel, Executive Director

July 29, 2021
Date

Appendix A: Identification of COVID-19 Hazards

All persons, regardless of symptoms or negative COVID-19 test results, will be considered potentially infectious. Particular attention will be paid to areas where people may congregate or come in contact with one another, regardless of whether employees are performing an assigned work task or not. For example: meetings, trainings, entrances, bathrooms, hallways, aisles, walkways, elevators, break or eating areas, cool-down areas, and waiting areas.

Evaluation of potential workplace exposure will be to all persons at the workplace or who may enter the workplace, including coworkers, employees of other entities, members of the public, customers or clients, and independent contractors. We will consider how employees and other persons enter, leave, and travel through the workplace, in addition to addressing stationary work.

Person conducting the evaluation: [enter name(s)] Date: [enter date]

Name(s) of employee and authorized employee representative that participated: [enter name(s)]

Interaction, area, activity, work task, process, equipment and material that potentially exposes employees to COVID-19 hazards	Places and times	Potential for COVID-19 exposures and employees affected, including members of the public and employees of other employers	Existing and/or additional COVID-19 prevention controls

Appendix B: COVID-19 Inspections

[This form is only intended to get you started. Review the information available at www.dir.ca.gov/dosh/coronavirus/ for additional guidance on what to regularly inspect for, including issues that may be more pertinent to your particular type of workplace. You will need to modify the form accordingly.]

Date: [enter date]

Name of person conducting the inspection: [enter names]

Work location evaluated: [enter information]

Exposure Controls	Status	Person Assigned to Correct	Date Corrected
Engineering			
Ventilation* (amount of fresh air and filtration maximized)			
Additional room air filtration*			
[Add any additional controls your workplace is using]			
Administrative			
Surface cleaning and disinfection (frequently enough and adequate supplies)			

Hand washing facilities (adequate numbers and supplies)			
Disinfecting and hand sanitizing solutions being used according to manufacturer instructions			
[Add any additional controls your workplace is using]			

Exposure Controls	Status	Person Assigned to Correct	Date Corrected
[Add any additional controls your workplace is using]			
PPE (not shared, available and being worn)			
Face coverings (cleaned sufficiently often)			
Gloves			
Face shields/goggles			
Respiratory protection			

<p style="text-align: center;">[Add any additional contr ols your workplace is using]</p>			
<p>*Identify and evaluate how to maximize ventilation with outdoor air; the highest level of filtration efficiency compatible with the existing ventilation system; and whether the use of portable or mounted HEPA filtration units, or other air cleaning systems, would reduce the risk of COVID-19 transmission. Review applicable orders and guidance from the State of California and local health departments related to COVID-19 hazards and prevention have been reviewed, including the CDPH Interim Guidance for Ventilation, Filtrations, and Air Quality in Indoor Environments and information specific to your industry, location, and operations. We maximize the quantity of outside air provided to the extent feasible, except when the United States Environmental Protection Agency (EPA) Air Quality Index is greater than 100 for any pollutant or if opening windows or maximizing outdoor air by other means would cause a hazard to employees, for instance from excessive heat or cold.</p>			

Appendix C: Investigating COVID-19 Cases

All personal identifying information of COVID-19 cases or persons with COVID-19 symptoms, and any employee required medical records will be kept confidential unless disclosure is required or permitted by law. Un-redacted information on COVID-19 cases will be provided to the local health department, CDPH, Cal/OSHA, the National Institute for Occupational Safety and Health (NIOSH) immediately upon request, and when required by law.

Date: [enter date COVID-19 case – suspected/confirmed - became known to the employer]

Name of person conducting the investigation: [enter name]

Name of COVID-19 case (employee or non-employee*) and contact information: [enter information]

Occupation (if non-employee*, why they were in the workplace): [enter information]

*If we are made aware of a non-employee COVID-19 case in our workplace

Names of employees/representatives involved in the investigation: [enter information]

Date investigation was initiated: [enter information]

Locations where the COVID-19 case was present in the workplace during the high-risk exposure period, and activities being performed: [enter information]

Date and time the COVID-19 case was last present and excluded from the workplace: [enter information]

Date of the positive or negative test and/or diagnosis: [enter information]

Date the case first had one or more COVID-19 symptoms, if any: [enter information]

Information received regarding COVID-19 test results and onset of symptoms (attach documentation):
[enter information]

Summary determination of who may have had a close contact with the COVID-19 case during the high- risk exposure period. Attach additional information, including:

- The names of those found to be in close contact.
- Their vaccination status.
- When testing was offered, including the results and the names of those that were exempt from testing because.
 - They were fully vaccinated before the close contact and do not have symptoms.

- They returned to work per our return-to-work criteria and have remained symptom free for 90 days or, for those that never developed symptoms, for 90 days after the initial positive test.
- The names of those that were excluded per our Exclusion of COVID-19 Cases and Employees who had a Close Contact requirements.
- The names of those exempt from exclusion requirements because:
 - They were fully vaccinated before the close contact and did not develop COVID-19 symptoms.
 - They returned to work per our return-to-work criteria and have remained symptom free for 90 days or, for those that never developed symptoms, for 90 days after the initial positive test.

[enter information]

Notice given (within one business day, in a way that does not reveal any personal identifying information of the COVID-19 case) of the potential COVID-19 exposure to:

1. All employees who were in close contact
2. Their authorized representatives (If applicable, the notice required by Labor Code section 6409.6(a)(2)and (c))

Names of employees that were notified:	Names of their authorized representatives:	Date

Independent contractors and other employers present at the workplace during the high-risk exposure period.

Names of individuals that were notified:	Date

What were the workplace conditions that could have contributed to the risk of COVID-19 exposure?

[enter information]

What could be done to reduce exposure to COVID-19?

[enter information]

Was local health department notified? Date?

[enter information]

Appendix D: COVID-19 Training Roster

Person that conducted the training: [enter name(s)]

Employee Name	Signature

Appendix E: Documentation of Employee COVID-19 Vaccination Status - CONFIDENTIAL

Employee Name	Fully or Partially Vaccinated ¹	Method of Documentation ²

¹Update accordingly and maintain as confidential medical record

²Acceptable options include:

- Employees provide proof of vaccination (vaccine card, image of vaccine card or health care document showing vaccination status) and employer maintains a copy.
- Employees provide proof of vaccination. The employer maintains a record of the employees who presented proof, but not the vaccine record itself.
- Employees self-attest to vaccination status and employer maintains a record of who self-attests.

Additional Consideration #1

Multiple COVID-19 Infections and COVID-19 Outbreaks

[This addendum will need to be added to your CPP if three or more employee COVID-19 cases within an exposed group visited the workplace during their high-risk exposure period at any time during a 14-day period. Reference section 3205.1 for details.]

This addendum will stay in effect until there are no new COVID-19 cases detected in the exposed group for a 14-day period.

COVID-19 testing

- We provide COVID-19 testing at no cost to all employees, during paid time, in our exposed group except for:
 - Employees who were not present during the relevant 14-day period.
 - Employees who were fully vaccinated before the multiple infections or outbreak and who do not have symptoms.
 - COVID-19 cases who did not develop symptoms after returning to work pursuant to our return-to-work criteria, no testing is required for 90 days after the initial onset of symptoms or, for COVID-19 cases who never developed symptoms, 90 days after the first positive test.
- COVID-19 testing consists of the following:
 - All employees in our exposed group are immediately tested and then again one week later. Negative COVID-19 test results of employees with COVID-19 exposure will not impact the duration of any quarantine, isolation, or exclusion period required by, or orders issued by, the local health department.
 - After the first two COVID-19 tests, we continue to provide COVID-19 testing once a week of employees in the exposed group who remain at the workplace, or more frequently if recommended by the local health department, until there are no new COVID-19 cases detected in our workplace for a 14-day period.
 - We provide additional testing when deemed necessary by Cal/OSHA.

We continue to comply with the applicable elements of our CPP, as well as the following:

1. Employees in the exposed group wear face coverings when indoors, or when outdoors and less than six feet apart (unless one of the face-covering exceptions indicated in our CPP apply).
2. We give notice to employees in the exposed group of their right to request a respirator for voluntary use if they are not fully vaccinated.
3. We evaluate whether to implement physical distancing of at least six feet between persons, or where six feet of physical distancing is not feasible, the need for use of cleanable solid partitions of sufficient size to reduce COVID-19 transmission.

COVID-19 investigation, review, and hazard correction

We immediately perform a review of potentially relevant COVID-19 policies, procedures, and controls and implement changes as needed to prevent further spread of COVID-19.

The investigation and review is documented and includes:

- Investigation of new or unabated COVID-19 hazards including:
 - Our leave policies and practices and whether employees are discouraged from remaining home when sick.
 - Our COVID-19 testing policies.
 - Insufficient outdoor air.
 - Insufficient air filtration.
 - Lack of physical distancing.

- Updating the review:
 - Every thirty days that the outbreak continues.
 - In response to new information or to new or previously unrecognized COVID-19 hazards.
 - When otherwise necessary.
- Implementing changes to reduce the transmission of COVID-19 based on the investigation and review. We consider:
 - Moving indoor tasks outdoors or having them performed remotely.
 - Increasing outdoor air supply when work is done indoors.
 - Improving air filtration.
 - Increasing physical distancing as much as feasible.
 - Requiring respiratory protection in compliance with section 5144.
 - [Describe other applicable controls].

Buildings or structures with mechanical ventilation

We will filter recirculated air with Minimum Efficiency Reporting Value (MERV) 13 or higher efficiency filters, if compatible with the ventilation system. If MERV-13 or higher filters are not compatible, we will use filters with the highest compatible filtering efficiency. We will also evaluate whether portable or mounted High Efficiency Particulate Air (HEPA) filtration units or other air cleaning systems would reduce the risk of transmission and, if so, implement their use to the degree feasible.

Additional Consideration #2

Major COVID-19 Outbreaks

[This addendum will need to be added to your CPP should 20 or more employee COVID-19 cases in an exposed group visit your workplace during the high-risk exposure period within a 30-day period. Reference section 3205.2 for details.]

This addendum will stay in effect until there are fewer than three COVID-19 cases detected in our exposed group for a 14-day period.

We continue to comply with the Multiple COVID-19 Infections and COVID-19 Outbreaks addendum, except that the COVID-19 testing, regardless of vaccination status, is made available to all employees in the exposed group twice a week, or more frequently if recommended by the local health department.

In addition to complying with our CPP and Multiple COVID-19 Infections and COVID-19 Outbreaks addendum, we also:

- Provide employees in the exposed group with respirators for voluntary use in compliance with section 5144(c)(2) and determine the need for a respiratory protection program or changes to an existing respiratory protection program under section 5144 to address COVID-19 hazards.
- Separate by six feet (except where we can demonstrate that six feet of separation is not feasible and there is momentary exposure while persons are in movement) any employees in the exposed group who are not wearing respirators required by us and used in compliance with section 5144. When it is not feasible to maintain a distance of at least six feet, individuals are as far apart as feasible. [Describe methods used, such as physical distancing that includes: telework or other remote work arrangements; reducing the number of persons in an area at one time, including visitors; visual cues such as signs and floor markings to indicate where employees and others should be located or their direction and path of travel; staggered arrival, departure, work, and break times; and adjusted work processes or procedures, such as reducing production speed, to allow greater distance between employees.]
- Install cleanable solid partitions that effectively reduce transmission between the employee and other persons at workstations where an employee in the exposed group is assigned to work for an extended period, such as cash registers, desks, and production line stations, and where the physical distancing requirement (described above) is not always maintained.
- Evaluate whether to halt some or all operations at the workplace until COVID-19 hazards have been corrected.
- Implement any other control measures deemed necessary by Cal/OSHA.

Additional Consideration #3

COVID-19 Prevention in Employer-Provided Transportation

[This addendum will need to be added to your CPP if there is employer-provided motor vehicle transportation, which is any transportation of an employee, during the course and scope of employment, including transportation to and from different workplaces, jobsites, delivery sites, buildings, stores, facilities, and agricultural fields provided, arranged for, or secured by an employer, regardless of the travel distance or duration involved. Reference section 3205.4 for details.

This addendum does not apply:

- If the driver and all passengers are from the same household outside of work, such as family members, or if the driver is alone in the vehicle.
- To employer-provided transportation when necessary for emergency response, including firefighting, rescue, and evacuation, and support activities directly aiding response such as utilities, communications and medical operations.
- To employees with occupational exposure as defined by section 5199.
- To vehicles in which all employees are fully vaccinated.
- To public transportation]

Assignment of transportation

To the extent feasible, we reduce exposure to COVID-19 hazards by assigning employees sharing vehicles to distinct groups and ensuring that each group remains separate from other such groups during transportation, during work activities, and in employer-provided housing. We prioritize shared transportation assignments in the following order:

- Employees residing in the same housing unit are transported in the same vehicle.
- Employees working in the same crew or workplace are transported in the same vehicle.
- Employees who do not share the same household, work crew or workplace are transported in the same vehicle only when no other transportation alternatives are feasible.

Face coverings and respirators

We ensure that the:

- Face covering requirements of our CPP Face Coverings are followed for employees waiting for transportation, if applicable.
- All employees who are not fully vaccinated are provided with a face covering, which must be worn unless an exception under our CPP Face Coverings applies.
- Upon request, we provide respirators for voluntary use in compliance with subsection 5144(c)(2) to all employees in the vehicle who are not fully vaccinated.

Screening

We develop, implement, and maintain effective procedures for screening and excluding drivers and riders with COVID-19 symptoms prior to boarding shared transportation.

Cleaning and disinfecting

We ensure that:

- All high-contact surfaces (door handles, seatbelt buckles, armrests, etc.) used by passengers are cleaned to prevent the spread of COVID-19 and are cleaned and disinfected if used by a COVID-19 case during the high-risk exposure period, when the surface will be used by another employee within 24 hours of the COVID-19 case.
- All high-contact surfaces used by drivers, such as the steering wheel, armrests, seatbelt buckles, door handles and shifter, are cleaned to prevent the spread of COVID-19 between different drivers and are disinfected after use by a COVID-19 case during the high-risk exposure period, if the surface will be used by another employee within 24 hours of the COVID-19 case.
- We provide sanitizing materials, training on how to use them properly, and ensure they are kept in adequate supply.

Ventilation

We ensure that vehicle windows are kept open, and the ventilation system is set to maximize outdoor air and not set to recirculate air. Windows do not have to be kept open if one or more of the following conditions exist:

- The vehicle has functioning air conditioning in use and excessive outdoor heat would create a hazard to employees.
- The vehicle has functioning heating in use and excessive outdoor cold would create a hazard to employees.
- Protection is needed from weather conditions; such as rain or snow.
- The vehicle has a cabin air filter in use and the U.S. EPA Air Quality Index for any pollutant is greater than 100.

Hand hygiene

We provide hand sanitizer in each vehicle and ensure that all drivers and riders sanitize their hands before entering and exiting the vehicle. Hand sanitizers with methyl alcohol are prohibited.

NOTICE AND AGENDA FOR THE STRATEGIC PLANNING MEETING
for
LEARNING FOR LIFE CHARTER SCHOOL
A California Non Profit Corporation

Date TBD

8:00 AM – 4:00 PM

TBD Room

TBD Place

TBD Address

MEETING PURPOSE: To identify the LFLCS business strategy and associated key elements to serve as the basis for our next three-year Strategic Plan.

Meeting Goals: Specific goals for the meeting include:

- TBD

MEETING ROLES:

- Alfrieda Wilkins: Secretary (Scribe)
- Greg Baker: Facilitator
- Board Members: Provide Strategic Leadership
- Ken Lawrence-Emanuel: Operational Owner
- Faculty and Staff: Present, Participate and Embrace Your Role in Strategic Planning
- Parents and Students: Participate, Provide Feedback, Share Ideas/Suggestions

GROUND RULES:

- All comments should be on topic, constructive, and additive
- No sidebar conversations please
- No hogging, bogging, and frogging

<u>TIME</u>	<u>AGENDA ITEM</u>	<u>FACILITATOR</u>
8:00 - 8:30	Arrival (Coffee, Tea and Water Provided)	All
8:30 - 8:45	Welcome, Introductions, Agenda Overview	Greg

**(THESE ARE THE ONLY TWO TOPICS WE KNOW FOR SURE WILL BE ON THE AGENDA.
SEE ADDITIONAL IDEAS ON THE NEXT PAGE.)**

POSSIBLE TOPICS AND ACTIVITIES FOR INCLUSION

Needs Analysis: What will students, parents and community partners need more of, and less of, regarding education in our area and environment?

Legislative Outlook: Possible trajectory of independent and remote learning, CA political environment, etc.

Local Outlook: Factors affecting LFL like demographic trends in our area, regulations, level of support from MPUSD and the County, local politics, LFL reputation, etc.

SWOT Analysis: Strengths, Weaknesses, Opportunities and Threats. Highlight the most impactful items in each area.

Opportunity: What is our overarching opportunity? Boil it down into a short statement.

Identity: What is our current identity? Who and what do we want to become?

Strategy and Goals: What is our overarching strategy and the major goals within that strategy?

Positioning: How will we differentiate ourselves from other schools, facilitate achievement of our strategy, and develop our desired identity?

LFL Report Card: What are our successes and areas for improvement? What do we need to stop doing, continue doing, and do more of?

Schedule: What are our areas of emphasis in Year 1, 2, and 3?

Implementation: What are the Track Plan topics needed to implement our Strategic Plan?

Next Steps: What actions need to be taken, by whom, and by when to move the results of this session toward completion and communication of the Strategic Plan?

Succession Planning: Need a plan to prepare for and ensure continuity in leadership. May be a closed session item.