

Central/Mother Lode Regional Consortium- General Process and Onboarding Guide
(June 2020)

Central  Mother Lode
Regional Consortium

Economic Growth through Workforce Talent

“Our collaborative, the Central/Mother Lode Regional Consortium (CRC), leads, facilitates, and supports regional workforce initiatives for its member colleges and key stakeholders. Through professional development, curriculum development, and collaborative communication and implementation, we collectively provide education and training to create a highly skilled workforce, especially in priority industry sectors.”

Welcome to the CRC. No matter what your position or role, school setting or area of interest this diverse, highly of colleges and associated K-12 districts and student support systems is sure to have what you need in order to enhance Strong Workforce development for our valued students. We welcome your involvement.

CRC’s STRONG WORKFORCE REGIONAL PLAN – OVERARCHING GOALS

- Regional Leadership & Communication – Cultivate and develop regional leadership and support structures that improve outcomes in the region’s priority sectors.
- Regional Planning – Intentional planning and deliberate collaboration to prepare students to enter the workforce educated for tomorrow’s jobs in pathways supported by labor market data in the CRC’s industry sectors that offer living wage and higher paying, middle-skill jobs.
- Curriculum, Programs and Pathways – Build and Clarify the Path.
- CTE Student Support Services – Enter the Path, Stay on the Path and Ensure Learning, Employment Preparation and Transition to Work.
- Research and Data – Foster the use of data (Launchboard, LMI, etc.), inquiry, and evidence to achieve SWP metrics and Vision for Success.

Quick Links

CRC

- [CRC website](#)
- Find It Be It, public facing website <https://finditbeit.org/>
- Find It Be It videos https://www.youtube.com/channel/UCk0noLVNs56b64boT-AE_DQ
- [CRC North Star](#)
- Overview of all the CCCCO regions - <https://cccdae.org/our-institutions/>

Strong Workforce Program Overview

- [Legislation](#) (Ed Code 88827)
- [CCCO K12 SWP](#)
- [Overview](#) (alignment with CTEIG and Perkins, metrics, guiding principles)
- Pathway Coordinator [Scope of Work](#)

- K12 SWP [listserv](#)
- [NOVA access](#) –
 - o Nova System:
 - [Login](#)
 - [Request Access](#)
 - [Training Videos](#)
- [K12 SWP RFA](#)
- [Industry Sector Crosswalk](#)
- [K-12 SWP FAQs](#)
- [CCCCO Strong Workforce](#)
- [Vision for Success](#)

Data

- [Cal-Pass Plus](#)
- [Calpads](#)
- [Launchboard](#)
- Labor Market Information – Centers of Excellence - <http://www.coeccc.net/>
- [Looker for Novices](#)

CRC Steering Committee Meetings 2020-2021:

- Thursday, August 27, 2020, 9:00am-12pm, Merced College Zoom Host*
- Tuesday, September 29, 2020, 9:00am-12pm, CRC Zoom Host*
- Thursday, November 19, 2020, 9:00am-12pm, Porterville College Zoom Host*
- Thursday, December 10, 2020, 9:00am-12pm, San Joaquin Delta College Zoom Host*
- Thursday, February 4, 2021, 9:00-12pm, Madera Community College Zoom Host*
- Tuesday, March 2, 2021, 9:00am-12pm, CRC Zoom Host*
- Thursday, April 22, 2021, 9:00am-12pm, College of the Sequoias Zoom Host*
- Monday-Wednesday, June 14-16, 2021, CRC Annual Conference, tentatively in Monterey at Monterey Marriott (still needs to be confirmed)

Regional Directors/Key Talent: every other week; contact Regional Director Krista Vannest, vannestk@yosemite.edu

Background and the CRC

In June 2016, Governor Brown signed SB 830, the budget trailer bill, establishing the Strong Workforce Program (SWP) for the California Community Colleges in order to create one million more middle-skill workers. SWP initially granted \$200 million in ongoing funding to support and expand career technical education. This allocation, and subsequent allocations provides a much-needed infusion of support for CTE and workforce programs at institutions around the state. Grouped into seven areas targeting student success, career pathways, workforce data and outcomes, curriculum, CTE faculty, regional coordination and funding, this leading-edge state economic development program is driven by “more and better” CTE. The “more” is increasing the number of students enrolled in programs leading to high-demand, high-wage jobs. The “better” is improving program quality, as evidenced by more students completing or transferring programs, getting employed or improving their earnings. This data-driven outcome approach, as opposed to activity based, is designed to be responsive to labor market conditions and measure associated student outcomes (Student Success Metrics). Additional background information on Strong Workforce and a way to subscribe to E-updates can be found at the [California Community Colleges SWP website](#).

California has identified seven macro-economic regions, one of which is the [Central/ Mother Lode Regional Consortium](#) (CRC). At over 46,000 square miles, the Central/Mother Lode Region is one of the largest geographic regions in California. The fifteen counties that make up the Central/Mother Lode Region (Alpine, Amador, Calaveras, Fresno, Inyo, Kern, Kings, Madera, Mariposa, Merced, Mono, San Joaquin, Stanislaus, Tulare and Tuolumne Counties) have a combined population of almost 4.5 million residents. SWP funding is structured between direct distribution to the eight community college districts in the region (60% Local Share) and 40% for Regional Share, use of which is determined by a consortium of colleges (steering committee) in the region. Eighty-three percent of funding is considered base funding and 17% of funding is Incentive funding and is based upon Student Success metrics. Tracking and expenditure reporting of base and incentive funds combined into one reporting mechanism and each year's allocation has a 30-month expenditure timeline. Reporting Key components of all SWP are stakeholder collaboration and building upon existing and new regional partnerships, such as the federal Workforce Innovation and Opportunity Act, state Adult Education programs and K-12 CTE programs.

State Center Community College District currently hosts the Central Regional Consortia and is the Fiscal Agent. This is determined through a competitive process and is therefore subject to change.

Positions supporting the function of the CRC include the CRC Chair, CRC Program Assistant and various support staff. The Central Valley and Mother Lode have the following as Sector Priorities and Emerging Industries.

CENTRAL VALLEY

PRIORITY INDUSTRIES:

- Advanced Manufacturing
- Agriculture, Water & Environmental Technologies
- Health
- Retail, Hospitality and Tourism
- Business and Entrepreneurship

EMERGING INDUSTRIES:

- Energy, Construction and Utilities
- Global Trade

MOTHER LODGE

PRIORITY INDUSTRIES:

- Retail, Hospitality and Tourism
- Business and Entrepreneurship
- Information & Communication Technologies (ICT)/ Digital Media

EMERGING INDUSTRIES:

- Health
- Advance Manufacturing

The CRC is comprised of fifteen community colleges: [Bakersfield College](#), [Cerro Coso College](#), [Clovis Community College](#), [College of the Sequoias](#), [Columbia College](#), [Fresno City College](#), Madera College (new in 2020-2021), [Merced College](#), [Modesto Junior College](#), [Porterville College](#), [Reedley College](#), [San Joaquin Delta College](#), [Taft College](#), [West Hills College Coalinga](#), and [West Hills College Lemoore](#).

The [CRC website](#) contains valuable tools to assist you in your specific job. As you begin your work you may want to check out the tools located in the [Onboarding section](#), especially the Governance Structure that has been developed by the region. If a college is planning to offer a new CTE credit course, direct them to please see the [CRC Program Review Process](#) and the [CTE Program Recommendation Process](#).

A great place to visit for more information about the CRC, its structure, governance and Strategic Pillars and Strategic Priorities is the latest version of the Regional Plan and Progress Update Plan located on the [CRCs Roadmap webpage](#). These documents also provide important information on sector priorities, collaboration and engagement highlights, major incentives, SWP Funded Projects and Regional progress highlights and summaries by funding year and by college. This is your best resource for progress and approach so far in the CRC.

For an historical perspective and to find provided documents not found elsewhere, go to the [CRC Meetings and agendas](#) section to see what has happened and what is scheduled and scheduled for Regional All-Stakeholder and Steering Committee meetings. Complete meeting materials for Steering Committee meeting, FY16-17-FY19-20:

<https://drive.google.com/drive/folders/0B5LZtYVOIFZ-REI2VUhjTGxEUUU?usp=sharing>.

Regional Strong Workforce Allocations/ Funding

Strong Workforce Program funding memos (base and incentive) may be located [here](#) or on the CRC Shared Drive.

Timelines

- State budget established in June. CCCCO establishes SWP budget for FY (July-June).
- The Chancellor's Office utilizes their funding formulas to divide SWP to colleges/regions.
- Regional Allocation Base known in August/September and sometimes as late as March.
- Memo goes out to college regarding base, CRC forwards to region.
- For regional allocations, the Chancellor's Office must wait for lagging data metrics. Data funding formula not ready until Spring of following year.
- Usually don't see SWP Regional Allocation until January.
- When allocation information is received from the Chancellor's Office regarding base + incentive, all memos are shared at meeting and posted to the CRC website.
- CRC/SCCCD receives the SWP funds for community colleges and & K12 through the apportionment schedule.
- CRC/SCCCD has received all funding through the FY19-20 (no reductions).

Regional Share Allocation Model for the Central/ Mother Lode

- Regional Project Development – In the late fall/early spring for the past three years, project ideas were presented at either a special meeting, a regional engagement meeting &/or a Steering Committee meeting for
- consideration. Regional and region-wide projects were evaluated against the SWP metrics and labor market demand (“investment criteria”). Region-wide
- projects (formally also known as “set-aside projects”) are defined as those that provide for the benefit of all 14 colleges in the regional and are generally project managed by the CRC. Regional projects are opt-in and defined as having more than one college participate (with one exception where Taft College partnered with their area Adult Ed consortia); and one college takes the project lead.
- Regional Allocations –For Program Years 1-3, the Steering Committee made recommendations to the CEOs/Presidents for a formula for the distribution of 85% of the 40% Regional Allocation. The CEOs discussed the formulas and decided upon

an equitable distribution that would allow the smaller colleges the opportunity to grow their CTE programs as intended. In PY 3, the CEOs allocated an additional amount of funding for region-wide projects resulting in 83% distribution to the colleges. The 15% in PT 1 & 2, and 17% in PY 3 were utilized as follows: regional consortium operating expenses (2% FA, 3% CRC), and the balance 10% or 12% for region-wide projects. For PY4, a similar formula is anticipated to be adopted.

- The CRC convenes meetings with the CEOs through the assistance of the Central Valley Higher Education Consortium (CVHEC). Contact Executive Director Ben Duran, bduran@csufresno.edu, t 559.292.0576 m 209.761.0534
- The colleges then make informed regional investments based upon their total allocated regional funds, as determined in the allocation formula, in the regional projects previously vetted and voted upon. Funds are held in an “escrow account” by the CRC and provided to the college as a reimbursement upon invoicing and verification of expenditures (i.e. GLs, receipts).

Develop Regional Projects – Multi-College Specific

- Provide each college with information on their regional allocation amount per the CRC CEO-approved formula.
- For a new regionwide project using the regional set-aside funds, there would need to be buy-in and vetting at a SC meeting from the Steering Committee, as well as a benefit to all the colleges. There would need to be a vote; if it’s something that would fall under one of the existing projects (i.e. Just in Time), the vote would be for the allocation of funds to enter into an OER contract; and then added to the program narrative within the already established NOVA project. If it doesn’t fit within a current project, it would be a new project which, in addition to the vetting and voting of the SC, it would also need to be affirmed by the CEOs. Once approved, it would need to be entered into NOVA as new regional project.
- Examples of a new proposal format: Region-wide Project Proposal (20-21), OER; and idea form, other SWP Regional Project Proposals (historical)
- The CRC is the project lead for Region Wide SWP projects: 13 projects - <https://drive.google.com/file/d/17X4LnKlcaSlk3DLO6peMDgiNFuYi2nwC/view?usp=sharing>
- There are 44 CRC Regional and Region Wide projects; 13 are closed and continue under the current project title (without “(SW1/PY1)”; 31 are active. Once all project narratives have been inputted in NOVA by the colleges, keep SWP Budget/Expenditures updated (using Looker, NOVA, &/or submitting query requests through report.strongworkforce.net), the ‘Regional Project Breakdown by College’. The narratives of the all the projects are included the annual, regional plans and plan updates (and can also be found in NOVA) on the CRC Website - <http://crconsortium.com/our-roadmap-strong-workforce-data/>
- Project budgets are created in NOVA by each of the colleges. For Region-Wide project budget tracking, see Sypher Lee and the files accessible in the CRC Shared Drive under the Budgets folder; to query what’s been inputted into NOVA, use Looker or report.strongworkforce.net.

Fiscal Reporting Deadlines, 45 days after the end of each fiscal quarter:

- September 30, 2020 2019-20 Annual fiscal expenditure report

- November 15, 2020 – 2020-21 Quarter 1 fiscal expenditure report
- February 15, 2021 2020-21 Quarter 2 fiscal expenditure report
- May 15, 2021 2019-20 Quarter 3 fiscal expenditure report
- Quarterly invoicing to CRC

CRC Funding

- Perkins Leadership 1B (\$300K+ annually), Strong Workforce Regional (3%+ 2% for SCCCD), Strong Workforce K12 (1%)
- Establish operational budgets with Business Office
- Establish budget per Regional Share Allocation Model document, unless amended
- SWP Regional Set-aside/projects in common is 10% and is for projects that benefit all 15 colleges

NOVA project creation process (process may vary from year to year)

- All colleges must complete planning prior to entering projects into NOVA
- Open NOVA
- Select SWP – Regional
- Select Projects
- Upper right corner - New Project
- Give the project a title – match to naming convention document
- Lead institution for regional Project CRC
- Select fiscal years for the project
- Choose 3 (or more) as fiscal year span default
- Choose start and end dates – suggest matching term of funding cycle
- Hit Create New Project
- Create description
- Fill in other details
- Use individual colleges and not districts
- Determine risks: common risks include items such as time needed to hire faculty, time needed to purchase large equipment, COVID-19, economic downturns, etc.
- Suggestion to expedite as needed- Open last years' projects in a separate tab and copy and paste over relevant information
- Investments could include faculty, equipment, supplies, etc.
- Choose task force recommendation – when in doubt pick #22
- Metrics
 - Open Launchboard
 - Select strong workforce program
 - Select sector if applicable
 - Choose CRC or college
 - Year does not matter
 - Click view
 - Data will be entered in NOVA manually
 - Enrollment numbers are always required
- Addition measures to add are students who received a degree or certificate and percent who attained a living wage

- May use 15/16 or 16/17 as base year data
- Create work plan items

Contract process

- Download all CRC project plans from NOVA
- Contract for colleges' share of regional allocation developed per planning document submitted and project information entered NOVA.
 - Utilize standard SWP contract template
 - Utilize Scope of Work as Exhibit A
 - Utilize the project plans that college intends to fund as Exhibit A, Attachment 1 (note: this can be one project up to 20)
 - Utilize the updated CRC Regional Plan as Exhibit A, Attachment 2
 - Utilize the standard Guidelines, Definitions and Reasonable Standards as Exhibit B
 - Utilize Quarterly Report form as Exhibit C
- Distribute to colleges with next steps and payment information

Payment to Colleges

- Regional Allocation contracts states payments made to colleges quarterly in advance.

Quarterly reporting process

- Quarterly Reporting deadlines are established through Chancellor's Office **Fiscal Reporting Deadlines, 45 days after the end of each fiscal quarter:**
 - September 30, 2020 2019-20 Annual fiscal expenditure report
 - November 15, 2020 – 2020-21 Quarter 1 fiscal expenditure report
 - February 15, 2021 2020-21 Quarter 2 fiscal expenditure report
 - May 15, 2021 2019-20 Quarter 3 fiscal expenditure report
 - Quarterly invoicing to CRC
- **Quarterly SWP reimbursement invoicing** are submitted to CRC by each college to CRC Budget Specialist, Sypher Lee, sypher.lee@sccd.edu
- Expenditure information entered in the "Regional Projects Fiscal Reporting" sheet and NOVA each quarter, as well as budget amendments proposed by each college.
- Colleges can move funds between projects with the approval of the CRC (Regional Chair and Project Lead, if applicable), and as long as it does not impact the regionality or efficacy of the project.

Additional 17% Incentive funding Information

What Metrics are used and where does the data come from? An alignment of Strong Workforce Program Metrics to the Student Success Metrics occurred in 2018. During Round 4 funding (2019-2020) the new Strong Workforce Program metrics will be used. For a complete discussion, comparative changes, where the data is pulled and the use of Launchboard data, please view the [Strong Workforce Program Incentive Funding FAQ](#) (11/12/19).

In order to ensure accurate data and subsequent funding, it is critical that each college:

- Submit MIS data to the Chancellor's Office in a timely manner
- Participate in the CTE Outcomes Survey

The use and types of metrics used in calculating the 17% incentive funding are expected to evolve in the future as new data sets are determined or data sharing between agencies occurs.

Launchboard

LaunchBoard, a program hosted by Cal-PASS Plus, is a statewide data system that provides data on progress, success, employment, and earnings outcomes for California community college students. It contains data for the community college, adult education, strong workforce, K-14 CTE Transitions and Guided Pathways. You can view prior data at the state, macro and micro regions, college district and individual college levels. Data can also be disaggregated by time, benchmark, age, economically disadvantaged, gender and race/ ethnicity. Start at the [home page for Launchboard](#) and explore the different dashboards. In addition, there are short videos in the Resources section that explain various topics including ways to report locally issued certificates, support academic and career advising, and identifying TOP codes.

Centers of Excellence

Labor market research support for the region is provided by our COE representative. Resources include labor market data tools and reports, TOP-SOC (TOP code programs and standard occupational classification) and standard and personalized Labor Market Information (LMI). Prior reports created for the region are located [here](#). LMI data is required for new CTE courses and programs. Contact Info- Nora Seronello- (209) 575-6894 seronellon@mjc.edu

TOPS Codes

Taxonomy of Program (TOP) codes are critical for reporting courses and awards (certificated and degrees) and help colleges evaluate whether their TOP code assignments aligns with current program offerings. TOP codes affect how data displays in statewide tools like the LaunchBoard, Data Mart, and Salary Surfer. A [guide to identifying Codes](#) in the Management Information Systems Data Mart is available at <https://launchboard-resources.wested.org/resources/47>.

CRC Strong Workforce Region-Wide Project Examples

CTE Regional Campaign- Find It. Be It.



A CRC supported regional initiative, Find It. Be It. is a marketing tool resource used by colleges, potential students and businesses in order to increase student enrollments in career education and engage employers in work-based learning and job placements. The campaign tools were launched in the Fall of 2018 and model the statewide campaign with tailored messages for the CRC. Students may access interest quizzes, learn about regional career pathways, find schools, and explore financial aid. The [CRC Regional Campaign Toolkit and Campaign Fact Sheets](#) may be located at the CRC website. There is a Find It Be It [Student website](#) as well as an [Employer Website](#) (linked to Job Speaker). These [tools](#) may be accessed by all regional colleges at the CRC website. These tools and templates (logos, style guide, editable career cluster fact sheets, [Career Ed Lookbook](#), Employer Engagement Roadmap and others), may be personalized to meet your college's needs.

CRC LookBook for Counselors!– Now available, the CRC's Find It Be It Lookbook for Counselors, "Your Guide to Career Education in the Central Valley and Mother Lode Region" [Find It Be It LookBook](#)

[Click here for the statewide campaign toolkit](#) produced by the California Community Colleges. This site allows you to customize campaign assets to your school or region and includes templates and guidelines.

Job speaker- Available to all CRC campuses, provided by the CRC. [Job Speaker](#) assists with tools to help job seekers (i.e. CTE students) manage the job search with a variety of organizational tools. It provides for engagement between the educator and students including workplace transitions and facilitates WBL Experience Tracking and Reporting. Its platform assists employers filling positions with qualified candidates from the community colleges. Employers can job post to individual colleges up to and including all colleges in the region with a simple process.

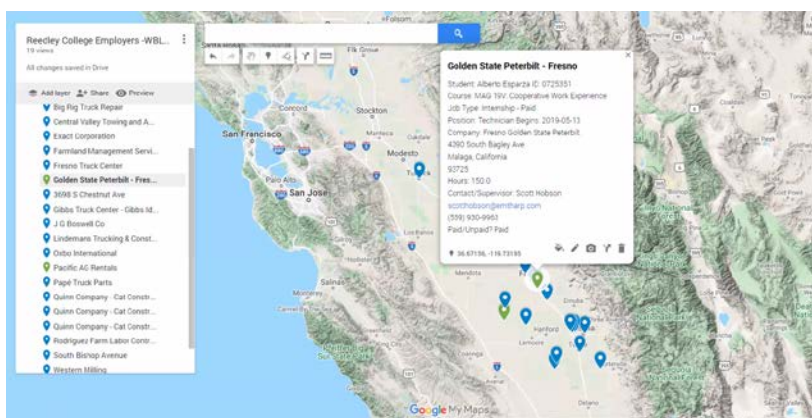
Job Speaker can assist with running Virtual Events, including job fairs and training. A college can utilize outreach, videos, custom announcements, Mentor Center, Canvas Modules (instructions for job market readiness) and other components and make available through the Job Speaker platform. Job Speaker can also be setup to utilize Linked In Learning courses and modules.

Job Speaker can be integrated with your college's with SSO (seamless student log ins- about 15 minutes to make this happen), SIS (track course work- requirea some manual entry) and Curriculum Integration for those who have a curriculum but want to move to a more automated process to ensure changes to curriculum are updated automatically.

Contacts at Job Speaker Jariath O'Carroll jarlath@jobspeaker.com , Yousif Sassi Yousif@jobspeaker.com

[Bakersfield College](#) was an early adopter and utilizes the program along other colleges.

Year	Students	Companies (Total)	Faculty/Staff On Platform	Events (Past Year)
2018-2019	27619	1829	253	176
2019-2020	38442	3750	357	277
Increase	40%	105%	41%	57%
		Employer Contacts 9000		



Mobile WBL Experience

- Jobs are matched to jobseeker/student skills profile - personalized job board
- Swipe interface easy for jobseekers to navigate; One-Click Apply
- Events: career fairs, mock interviews, etc.
- Notifications, hints, tips, events & notes from advisors
- WBL: opportunities, hiring, objectives, timesheets, reviews, reporting

Features

- Submission & Approval of Objectives
- Track Timesheets
- Automatically Generate a Report in Alignment with State Reporting Criteria
- Serve Your Employer Partners and Students Easily and More Efficiently

Other SWP Regional Projects

Other Regional Projects are available on the [CRC Website](#). CRC SWP Regional Progress in Rounds 1-3 are detailed in the [Strategic Plan 2020 Update](#) and are a good resource for both program descriptions, progress and contact colleges/ project leads (Section IX). If you are a Dean this can familiarize you with the regional projects your college is participating in as well as progress and challenges. Section X reflects regional progress summaries by individual college districts and colleges.

K12 SWP (see Regional Chair Onboarding for more extensive details on the process)

In summer 2018, the California legislature introduced the K12 Strong Workforce Program (K12 SWP) as an ongoing statewide funding opportunity. It is designed to support K–12 local education agencies (LEAs) in creating, improving, and expanding career technical education (CTE) courses, course sequences, programs of study, and pathways for students transitioning from secondary education to postsecondary education to living-wage employment.

For additional information on the K-12 SWP program, including metrics, rubrics and effective practices, see the Chancellor's webpage [here](#). Reporting on the K-12 SWP will be maintained in NOVA. See [Round 1 Awardees](#) and [Round 2 Awardees](#) for awarded LEAs.

Typical Program Timeline

- RFA goal to be released August/September
- Applications due December
- Scoring in January/February
- K-12 Selection Committee Mtg/Funding Decisions - February
- Appeals Process - March
- Awards - May
- Contracts - May-June-July

RFA Distribution Process

- RFA released to K12 LEA listserv by Chancellor's Office. Regional Chairs receive copy.
- K-14 TAP (Technical Assistance Provided- competitive- currently Fresno COE) also sends RFA to their K12 contacts.
- Central Regional Engagement Meetings scheduled in October to review RFA and application process with potential K12 LEA applicants. The meeting is hosted by the Regional Consortium and organized by the K-14 TAP.

K12 Selection Committee Process

- K14 TAP Diane Baeza is the K12 lead for non K12 SWP. She is also the co-lead for the Selection Committee, coordinating with the Regional Chair.
- Current Selection Committee Members serve a two-year term that expires at the end of February 2021

K12 LEAs submit Applications

- Technical Assistance during application process provided to K12 by K14 TAP.

K12 Selection Committee Grant Application Approval Process

Application Funding Determination Meeting

Regional Chairs submit funding decisions into NOVA

State notifies LEAs of funding decisions.

Appeals process opens.

LEA Final plans submittal/certification in NOVA.

Contracts process

- Contract to be developed and circulated for signature by Program Coordinator Grants.
 - Acquire contacts and W9 for new awardees; confirm contacts for prior year awardees
 - Request vendor accounts through Business Office for new grantees
 - Utilize LEA certified Work Plan in NOVA as Exhibit A to contract
 - Utilize Terms and Conditions/Allowable Expenditures from RFA as Exhibit B to contract

LEA Awardee Invoicing/Payment

- Once the contract is fully executed, upon invoice from the LEA, CRC/SCCCD provides 70% of award amount upon submission of invoice to the K12 LEA.
- Remaining 30% to be provided to LEA upon reimbursement of expenditures and documentation showing proof of the 70% expenditure

Reporting

- NOVA will be used for K12 reporting component (tentative Nov. 2020)
- Until reporting developed in NOVA, CRC via K14 TAP has compiled status update and post COVID plans [found here](#). The draft formative measures are located here but you are advised to ask for the final version when needed.
- Budget modification guidance may be obtained through the CRC

Funded Application Details can also be found in multiple places including: CRC Shared Drive; [Central/Mother Lode Regional Consortium Strong Workforce Programs Regional Plan Year-to-Date Progress Update 2020](#); NOVA; and in the [status report information post-COVID](#)