

PERFORMING ARTS CENTER CONSORTIUM

ADVISORY COMMITTEE ON REOPENING

# GUIDE TO REOPENING THEATRICAL VENUES

FIRST EDITION (June 10, 2020)

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## SECTION 1: INTRODUCTION AND COMMITTEE MEMBERS

Performing arts centers are actively developing strategies for resuming operations and reopening their doors once they are authorized to do so. Based on extensive research and consultation with medical experts, including doctors from Cleveland Clinic, the University of Pennsylvania, and The George Washington University, we recognize that until a COVID-19 vaccine and/or effective therapeutics become widely available, it may be many months before we can return to the mass gathering venues that we once were. We also understand that if current physical distancing measures are required or recommended as part of our reopening plans, it will be financially and/or logistically difficult, if not impossible, for most of our venues to engage in our primary business. Given this reality, we are also monitoring medical and scientific developments such as rapid COVID-19 testing that might allow us to reduce or eliminate physical distancing and/or other mitigation protocols. Should such alternative measures become widely available and affordable and are authorized by state and local governments, we will consult with our medical experts regarding their use.

Under current conditions, however, we believe that in order to reimagine our venues and reengage with our communities between now and when we can return to something that resembles normal operations, it is necessary to prepare for various reopening scenarios. To that end, this document has been created as a roadmap to reopening with a “menu” of mitigation measures that may or may not be appropriate for any particular venue. We recognize that the nature and timing of the reopening process and the strategies adopted by individual venues will vary based upon state and local guidelines and/or mandates and upon the unique circumstances and conditions of each venue.

Our primary goal is to provide information and resources to assist performing arts centers that accommodate 6,000 people or less in implementing a phased approach to returning to normal operations while simultaneously protecting the health and safety of our staff, guests, and artists. We assume that for the foreseeable future, “normal operations” will require venues to adopt reasonable measures that respond to the evolving circumstances surrounding the COVID-19 pandemic.

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The measures that individual venues adopt to resume operations will also be influenced by factors such as the willingness of the public to return to large gatherings and to submit to the health and safety precautions that we are required to or choose to implement; the availability and requirements of our performing artists; and the feasibility, cost, and revenue impacts of proposed health and safety measures. Any plan adopted by individual venues must address and reconcile these potentially competing factors.

In order to remain useful over the course of this pandemic and beyond, this is a living document. Our recommendations will continue to be informed by the evolving guidelines and/or mandates of governmental and scientific authorities, and we will revise and redistribute this document as necessary to reflect changing circumstances and new information. Because our recommendations are so dependent upon governmental authorities, we have worked closely with local and state agencies and representatives to ensure that the unique needs and conditions of performing arts centers are represented in the development of governmental guidelines.

As you are aware, in developing our individualized reopening plans, we are all continuing to work in an environment of uncertainty. As a result, any plans that we adopt must include flexibility and a robust communication strategy that will enable us and our guests to successfully adapt to rapidly changing circumstances.

We sincerely hope that this document will assist you in developing a viable reopening plan that is tailored to your unique venue.

## PACC Advisory Committee Members

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*Lorin Shepard (Chair)*  
*Chief Operating Officer*  
*Straz Center for the Performing Arts*

*Todd Duesing*  
*Vice President and COO*  
*Cincinnati Arts Association*

*Josh LaBelle*  
*Executive Director*  
*Seattle Theatre Group*

*Howard Sherman*  
*Executive Vice President and COO*  
*The Music Center*

*Jeremy Shubrook*  
*Senior Director of Operations*  
*Adrienne Arsht Center*

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*Ellery J. Brown*  
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*The John F. Kennedy Center for the Performing Arts*

*Ken Harris*  
*Vice President, Operations*  
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*Special Assistant to the COO*  
*Straz Center for the Performing Arts*

## SECTION 2: SCOPE AND USE OF THIS DOCUMENT

This document has been developed in consultation with leading medical professionals and legal counsel and after careful consideration of governmental and public health guidelines to provide information and recommendations to individual performing arts venues to guide them in their reopening processes. The specific plans and measures adopted by individual venues will vary based upon governmental guidelines and/or mandates and upon the unique requirements of each venue.

In designing the risk mitigation measures outlined below, we have analyzed the exposure points and risk levels for four main categories: 1) guests, 2) visiting companies and back of house staff, 3) front of house staff, and 4) office staff. By assessing the risks for each of these categories, we believe that we have developed useful recommendations for each group that will be widely applicable to different types of performing arts venues.

Our risk/mitigation analysis focuses on the reopening process from an operations perspective and is intended to be one component of an overall performing arts center reopening strategy. As such, this document does not address other major areas of the reopening process such as:

- organizational budget issues
- programming readiness (e.g., rehearsal process, onstage performance experience)
- audience willingness to return, and
- contractual/legal issues (e.g., force majeure) that do not pertain to the mitigation measures that we are proposing.

In addition, the information and recommendations contained in this document should not be relied upon as being authorized or required by any law or regulation. We also make no representation regarding the effectiveness of any risk mitigation measure in preventing or reducing the risk of contracting or spreading COVID-19. Each venue should consult with medical professionals and its own legal counsel to assess the legality and potential risks and liabilities associated with any measures it chooses to adopt.

It is our hope that the information and recommendations provided by this committee will assist performing arts centers in protecting their staff, guests, and artists while presenting and producing economically viable events.

### SECTION 3: GUIDING PRINCIPLES AND PRACTICES

- ◇ Mitigation measures must be consistent with public health guidelines and timing recommendations.
- ◇ Mitigation measures must be effective, manageable, consistent, and tenable.
- ◇ Communication to staff, guests, and visiting companies must be transparent, empathetic, and meaningful.
- ◇ Expectations regarding staff, guest, and artist responsibility for adhering to the venue's guidelines must be effectively communicated.
- ◇ Robust training and support programs must be in place to empower staff with a level of confidence to return to work.
- ◇ Venues should support continued remote work whenever possible and limit onsite work to essential roles and responsibilities.
- ◇ Supply chain, including PPE, disinfectants, and testing resources must be widely available and reliable to begin a phased reopening.
- ◇ Venues must be prepared to assess and adjust their operations based on changing circumstances.
- ◇ Venues must remain ADA compliant when implementing mitigation measures.
- ◇ Vulnerable and at-risk staff and guests should be encouraged to stay home.

## SECTION 4: COMMUNICATION STRATEGIES

Advance and onsite communication of the health and safety measures being adopted by our organizations is critical to making people feel confident enough return to our venues. It is especially important to be transparent about these health and safety measures and to clearly communicate expectations regarding staff, guest, and artist behavior upon a return to our theatres.

Communications to guests and staff should emphasize the importance of good hygiene and should clearly outline the new mitigation protocols they will encounter when attending the venue. In addition to describing screening, contact tracing, and other measures that are being implemented in accordance with public health guidelines, it is also critical to convey that venues simply cannot guarantee that all exposure to the virus will be eliminated. Disclaimer language to that effect should be included in all communications and other materials received by staff, guests, and artists.

Venues should engage their staff, guests, and visiting companies by emphasizing the importance of their role in minimizing the risk of exposure and spread of COVID-19. Staff and guests should understand our expectation that they assess their health and make responsible decisions before entering the facility. Venues should consider offering guests options regarding their ticket purchase if they are unable to attend, and these options should be communicated to guests in advance to encourage them to act responsibly.

Ultimately, the goal of our organizations should be to provide a level of transparency and openness that allows guests and staff to make informed choices about returning to our venues while not promising anything that is beyond our control.



## SECTION 5: REOPENING PHASING

The following pandemic phasing model is taken directly from an April 2020 reopening roadmap developed by the Johns Hopkins Bloomberg School of Public Health and American Enterprise Institution. These phases should be assessed against governmental reopening mandates and/or guidelines to determine their applicability to any particular city or venue. The phases help determine the timing of and requirements for reopening certain components of our business. Some components (e.g., large theatre seating) may not be at the same phase as other components (e.g., outdoor dining). We assume all mitigation measures we adopt will occur in Phases 2 and 3.

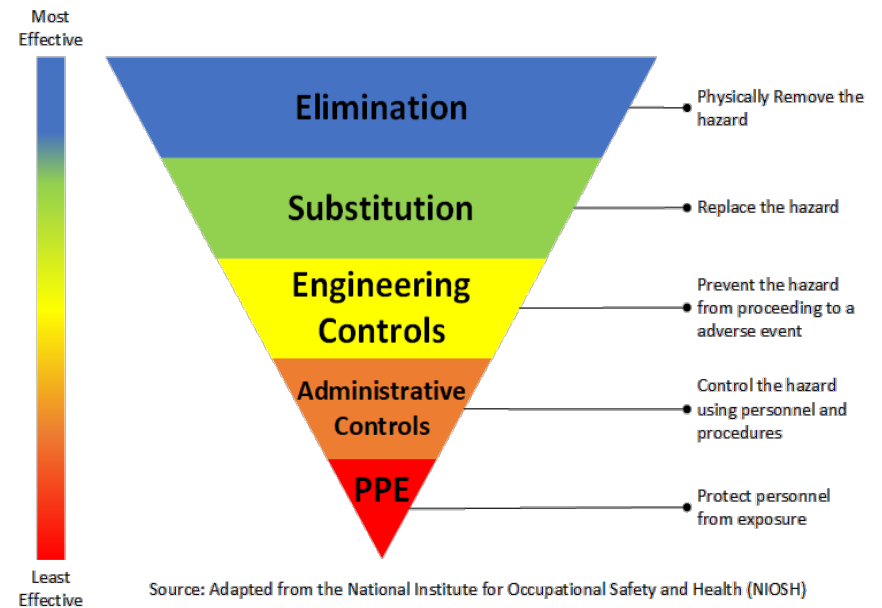
<b>Phase 1</b>	<ul style="list-style-type: none"><li>• Consists of community-level physical distancing measures to “slow the spread.” In addition to asking community members to remain at home, state leaders should also use Phase 1 to increase access to diagnostic testing and increase public health and medical system capacities. These capacities are needed to safely identify and treat all COVID-19 patients and to prepare for a shift from community mitigation.</li></ul>
<b>Phase 2</b>	<ul style="list-style-type: none"><li>• Businesses and sectors can begin a process of reopening, with modifications. Rather than asking everyone to stay home, states can limit SARS-CoV-2 transmission through a combination of physical distancing and case-based interventions (testing, contact tracing, and self-isolation for those with active disease or individuals who may have contracted SARS-CoV-2 and are awaiting test results), which in most places may require an expanded workforce and resources. Public hygiene will be sharply improved, and deep cleanings on shared spaces should become more routine. Shared surfaces will be more frequently sanitized, among other measures. In addition to case-based interventions that more actively identify and isolate people with the disease and their contacts, the public will initially be asked to limit gatherings, and people will initially be asked to wear fabric nonmedical face masks while in the community to reduce their risk of asymptomatic spread. Those who are sick will be asked to stay home and seek testing for COVID-19. Testing should become more widespread and routine as point-of-care diagnostics are fully deployed in doctors’ offices.</li></ul>
<b>Phase 3</b>	<ul style="list-style-type: none"><li>• Phase 3 looks ahead to a time when an effective therapeutic or vaccine is available. Physical distancing restrictions and other Phase 2 measures can be lifted when safe and effective tools for mitigating the risk of COVID-19 are available, including broad surveillance, therapeutics that can rescue patients with significant disease or prevent serious illness in those most at risk, or a safe and effective vaccine.</li></ul>

## SECTION 6: MITIGATION PRINCIPLES

### EFFECTIVE USE OF MITIGATING CONTROL STRATEGIES

Controlling exposures to occupational hazards is a fundamental way to protect personnel. Conventionally, a hierarchy has been used to achieve feasible and effective controls. Multiple control strategies can be implemented concurrently and/or sequentially. This hierarchy can be represented as follows:

- Elimination
- Substitution
- Engineering controls
- Administrative controls
- Personal protective equipment (PPE)



### EMPLOYEE RISK CATEGORY

In the COVID-19 context, OSHA has classified jobs into four risk exposure categories. Performing arts center jobs would fall into the medium exposure risk category as defined below (the high exposure risk category is reserved for jobs such as healthcare delivery and support that involve potential exposure to known or suspected sources of COVID-19):

*“Medium exposure risk jobs include those that require frequent and/or close contact with (i.e., within 6 feet of) people who may be infected with SARS-CoV-2, but who are not known or suspected COVID-19 patients. In areas without ongoing community transmission, workers in this risk group may have frequent contact with travelers who may return from international locations with widespread COVID-19 transmission. In areas where there is ongoing community transmission, workers in this category may have contact with the general public (e.g., schools, high-population-density work environments, some high-volume retail settings).”*

The complete OSHA guidelines for preparing workplaces is available here: [Worker Exposure Risk to COVID-19](#)

### MEDIUM RISK EMPLOYEE PPE REFERENCE STANDARDS

Under OSHA guidelines, mitigation measures for workers in medium risk category jobs as defined above will vary based on work task. Accordingly, PPE ensembles for workers in the medium risk category will vary by work task, the results of the employer’s hazard assessment, and the types of exposures workers have on the job. PPE ensembles may include some combination of face masks, gloves, and gowns. Respirators (N95 or KN95) should not be required except in rare situations or for other non-coronavirus activities that would otherwise require them.

### RISK EXPOSURE LEVELS FOR PERFORMING ARTS CENTER TASKS AND ACTIVITIES

Within the medium risk category established by OSHA, we recognize that in the performing arts center context, certain tasks and activities pose a greater risk of exposure to COVID-19 than others (e.g., valet parking versus processing ticket transactions behind a partition). In order to classify these relative risk levels, we have developed the following categories based on the effectiveness of primary mitigation measures for certain tasks and activities:

<b>Level 1</b>	<ul style="list-style-type: none"> <li>Physical distancing measures can be maintained or controlled</li> <li>Physical exchange of contaminated material is minimal and can be limited or controlled through safe handling</li> </ul>
<b>Level 2</b>	<ul style="list-style-type: none"> <li>Physical distancing measures can be suggested but potentially not controlled</li> <li>Physical exchange of potentially contaminated material can be limited or controlled through safe handling</li> <li>Person-to-person contact can largely be avoided</li> </ul>
<b>Level 3</b>	<ul style="list-style-type: none"> <li>Physical distancing measures CANNOT be adhered to OR</li> <li>Physical exchange of potentially contaminated material CANNOT be limited or controlled through safe handling practices OR</li> <li>Mitigation controls are untenable</li> </ul>

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**SECTION 7: RISK ASSESSMENTS**

This section presents generic Risk Assessments for dealing with the current COVID-19 situation in the performing arts center environment. It is not likely to cover all scenarios, and each venue should consider its own unique circumstances. This risk assessment is focused exclusively on mitigating the spread of COVID-19 in four experience categories: Guest, Visiting Companies & BOH Staff, FOH Staff, and Office Staff.

## Guest - Risk Assessment

Guest Experience	Exposure Level	Phase	Potential Mitigating Controls	Impact
<i>SELF-PARKING</i>	<b>Level 2</b>	<b>Phase 2</b>	<ul style="list-style-type: none"> <li>• Provide parking attendants appropriate PPE</li> <li>• Install self-service pay machines where available</li> <li>• Expand prepaid parking options to eliminate onsite transactions</li> <li>• Encourage cash-free payments – cards preferred</li> <li>• Disinfect card readers regularly</li> <li>• Install physical distancing controls in pedestrian areas (stairwells, elevators, corridors)</li> <li>• Disinfectant wipes/sanitizer available to guests at touch points (parking machines, elevator landings)</li> <li>• Encourage routine employee hand washing</li> <li>• Establish employee health tracking system</li> </ul>	<ul style="list-style-type: none"> <li>• Slower ingress</li> <li>• PPE expense</li> <li>• Additional staffing costs</li> <li>• Equipment expense</li> </ul>
		<b>Phase 3</b>	<ul style="list-style-type: none"> <li>• Encourage routine employee hand washing</li> <li>• Encourage cash-free payments – cards preferred</li> <li>• Disinfect card readers regularly</li> </ul>	

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<b>VALET PARKING</b>	<b>Level 3</b>	<b>Phase 2</b>	<ul style="list-style-type: none"> <li>• Suspend Valet Parking</li> </ul>	<ul style="list-style-type: none"> <li>• Revenue Impact</li> <li>• Elimination of key parking option, with particular impact on guests with mobility issues</li> </ul> <p style="text-align: center;">OR</p>
		<b>Phase 3</b>	<ul style="list-style-type: none"> <li>• Provide valet drivers appropriate PPE</li> <li>• Drivers should wash or sanitize hands between each vehicle</li> <li>• Encourage cash-free payments – cards preferred</li> <li>• Encourage routine hand washing by employees</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity/speed greatly reduced</li> <li>• Exposure potential remains high</li> <li>• PPE expense</li> <li>• Additional staffing costs</li> </ul>

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<b>TICKET          SERVICES/ BOX          OFFICE</b>	<b>Level 1</b>	<b>Phase 2</b>	<ul style="list-style-type: none"> <li>• Provide ticket agents appropriate PPE</li> <li>• Protective barriers installed in open ticket windows</li> <li>• Contactless ticket options – concerted effort to increase E-ticket use</li> <li>• If possible, relocate printers to allow guests to retrieve tickets directly from the printer; tickets printed on demand</li> <li>• Encourage cash-free payments – cards preferred</li> <li>• Install guest-operated card readers where possible</li> <li>• If employees handle credit cards, they should wear gloves and disinfect cards pre/post each transaction</li> <li>• Encourage routine hand washing by employees</li> <li>• Install physical distancing controls for queuing</li> <li>• Disinfectant wipes/sanitizer available to guests at touch points (queue, teller windows)</li> <li>• Encourage guests to pick up tickets in advance of performance date</li> <li>• Establish will call pick-up time slots to control peak traffic</li> <li>• Clean and disinfect ticket office/call center daily</li> <li>• Establish employee health tracking system</li> <li>• Develop and implement guest questionnaire to aid in identifying symptoms and to participate in contact tracing</li> </ul>	<ul style="list-style-type: none"> <li>• PPE expense</li> <li>• Additional staffing costs</li> <li>• Infrastructure expense (sneeze guards, POS equipment modifications, queuing modifications)</li> </ul>
		<b>Phase 3</b>	<ul style="list-style-type: none"> <li>• Disinfectant wipes/sanitizer available to guests at touch points (queue, teller windows)</li> <li>• Encourage guests to pick up tickets in advance of performance date</li> <li>• Encourage cash-free payments – cards preferred</li> <li>• Establish will call pick-up time slots to control peak traffic</li> <li>• Encourage routine hand washing by employees</li> <li>• Spray and disinfect ticket office/call center daily</li> </ul>	

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<p><b>SECURITY SCREENING</b></p>	<p><b>Level 3</b></p>	<p><b>Phase 2</b></p>	<ul style="list-style-type: none"> <li>Provide security staff appropriate PPE</li> <li>Implement contactless temperature screening process</li> <li>Develop and implement guest questionnaire to aid in identifying symptoms and to participate in contact tracing</li> <li>Be prepared to provide face coverings to guests who arrive without or who damage/lose while onsite</li> <li>Reconfigure queuing area and install floor markings to enforce physical distancing</li> <li>Eliminate secondary hand scanning; require guests to empty pockets and walk through again</li> <li>Implement clear bag policy; 12x12 clear bags can be inspected without the need to hand over to screener <a href="#">See NFL bag policy</a></li> <li>Review screening area configuration to allow greater distance between guest and employee; if secondary inspection is required, provide location for guest to remove contents of bag; ensure no direct contact with guest or bag</li> <li>Disinfect equipment daily/per performance</li> <li>Set up disinfecting station for guests to clean bags immediately after screening</li> <li>Establish protocols/parameters for refusing entry based on observed symptoms</li> <li>Establish employee health tracking/questionnaire system</li> <li>Routine testing for staff if/when available</li> </ul>	<ul style="list-style-type: none"> <li>PPE expense</li> <li>Slower guest throughput</li> <li>Additional staffing costs</li> <li>Infrastructure expense (sneeze guards, thermal imaging technology, queuing modifications)</li> <li>Space limitations may negate physical distancing guidelines</li> <li>Routine staff testing expense</li> </ul>
		<p><b>Phase 3</b></p>	<ul style="list-style-type: none"> <li>Set up disinfecting station for guests to clean bags immediately after screening</li> <li>Continue clear bag policy; 12x12 clear bags can be inspected without the need to hand over to screener <a href="#">See NFL bag policy</a></li> <li>Review screening area configuration to allow greater distance between guest and employee; if secondary inspection is required, provide location for guest to remove contents of bag; ensure no direct contact with guest or bag</li> <li>Maintain protocols for refusing entry based on observed symptoms</li> </ul>	

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<p><i>TICKET SCANNING / BUILDING ENTRY</i></p>	<p><b>Level 3</b></p>	<p><b>Phase 2</b></p>	<ul style="list-style-type: none"> <li>• Provide ticket takers appropriate PPE</li> <li>• Face coverings are mandatory for guests inside the building except in designated dining areas</li> <li>• Implement assigned entry door numbers to reduce crowds at main doors</li> <li>• Install physical distancing controls for queuing</li> <li>• Adopt touchless ticket scanning -- guest retains ticket or electronic device during scanning</li> <li>• Encourage routine hand washing by employees</li> <li>• Relocate scanning locations away from doorway to increase distancing</li> <li>• Establish employee health tracking system</li> <li>• Disinfectant wipes/sanitizer available to guests at touch points</li> </ul>	<ul style="list-style-type: none"> <li>• PPE expense</li> <li>• Slower guest throughput</li> <li>• Additional staffing costs/ staffing shortage in volunteer operations (demographic at high risk)</li> <li>• Infrastructure expense (sneeze guards, queuing modifications, self-service ticket scanners)</li> <li>• Space limitations may negate physical distancing guidelines</li> <li>• Routine staff testing expense</li> </ul>
		<p><b>Phase 3</b></p>	<ul style="list-style-type: none"> <li>• Disinfectant wipes/sanitizer available to guests at touch points</li> <li>• Adopt touchless ticket scanning -- guest retains ticket or electronic device during scanning</li> <li>• Encourage routine hand washing by employees</li> </ul>	



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<i>RESTROOMS</i>	<b>Level 3</b>	<b>Phase 2</b>	<ul style="list-style-type: none"> <li>• Provide custodial staff appropriate PPE</li> <li>• Establish restroom occupancy limits and entry controls (1 in, 1 out)</li> <li>• Disinfectant wipes/sanitizer available to guests at touch points</li> <li>• Temporarily close adjacent stalls and sinks to enforce physical distancing</li> <li>• Eliminate air hand dryers in bathroom</li> <li>• Clean/disinfect touch points constantly during high usage</li> <li>• Install touch-free faucets/toilets/soap and paper towel dispensers</li> <li>• Assign designated restrooms to sections of theatres to control guest movement</li> <li>• Disinfect restrooms between rush periods (top of show, post intermission)</li> </ul>	<ul style="list-style-type: none"> <li>• Slower guest throughput --extended intermission time requirements</li> <li>• PPE expense</li> <li>• Additional staffing costs</li> <li>• Infrastructure expense (touchless faucet, soap dispensers, and paper towel dispensers)</li> <li>• Space limitations may negate physical distancing guidelines</li> <li>• Routine staff testing expense</li> </ul>
		<b>Phase 3</b>	<ul style="list-style-type: none"> <li>• Disinfectant wipes/sanitizer available to guests at touch points</li> <li>• Eliminate air hand dryers in bathroom</li> <li>• Clean/disinfect touch points constantly during high usage</li> <li>• Disinfect restrooms between rush periods (top of show, post Intermission)</li> </ul>	

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<p><b>COUNTER SERVICE DINING &amp; BAR SERVICE</b></p>	<p><b>Level 2</b></p>	<p><b>Phase 2</b></p>	<ul style="list-style-type: none"> <li>• While guests are required to wear face coverings, consider 1) eliminating food service altogether in interior locations, 2) relocating to exterior locations, if possible, or 3) permitting indoor dining in accordance with state and local mandates or guidelines</li> </ul>	<ul style="list-style-type: none"> <li>• Slower guest throughput</li> <li>• Extended intermission time requirements</li> <li>• Reduced capacity</li> <li>• Reduced revenue</li> <li>• PPE Expense</li> <li>• Additional staffing costs</li> <li>• Infrastructure expense</li> <li>• Space limitations may negate physical distancing guidelines</li> <li>• Supply chain concerns</li> </ul>
		<p><b>Phase 3</b></p>	<ul style="list-style-type: none"> <li>• Provide food service employees appropriate PPE</li> <li>• Reduce seating area capacity per CDC or local guidelines</li> <li>• Mobile ordering or pre-ordering intermission drinks -- no contact delivery</li> <li>• Pre-packaged container products only – guest self service</li> <li>• Reduce or eliminate mixed drinks and draft systems; consider premixed cocktails and bottles only</li> <li>• Install sneeze guard at point of sale</li> <li>• Redesign cashier layout to provide greater distancing</li> <li>• Eliminate the need to scan individual product</li> <li>• Encourage cash-free payments – cards preferred</li> <li>• Install guest-operated card readers where possible or self-service pay stations</li> <li>• Install reach-in style coolers and heaters with no door opening required</li> <li>• Disinfectant wipes/sanitizer available to guests at touch points</li> <li>• Encourage routine hand washing by employees</li> <li>• Implement daily cleaning/disinfecting log at each location</li> </ul>	

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<p><i>TABLE SERVICE &amp; DINING AREAS</i></p>	<p><b>Level 2</b></p>	<p><b>Phase 2</b></p>	<ul style="list-style-type: none"> <li>• While guests are required to wear face coverings, consider 1) eliminating food service altogether in interior locations, 2) relocating to exterior locations, if possible, or 3) permitting indoor dining in accordance with state and local mandates or guidelines</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced capacity</li> <li>• Reduced revenue</li> <li>• PPE expense</li> <li>• Additional staffing costs</li> <li>• Infrastructure expense</li> <li>• Space limitations may negate physical distancing guidelines</li> <li>• Disposable product cost</li> <li>• Supply chain concerns</li> </ul>
		<p><b>Phase 3</b></p>	<ul style="list-style-type: none"> <li>• Provide food service employees appropriate PPE</li> <li>• Encourage cash-free payments – cards preferred</li> <li>• Disinfectant wipes/sanitizer available to guests at entry and touch points</li> <li>• Install portable hand washing sinks</li> <li>• Seating area capacity reduced per CDC or local guidelines</li> <li>• Switch to all disposable tableware and prewrapped cutlery</li> <li>• Implement advance order/mobile order protocols where possible</li> <li>• Eliminate all buffet style service (salad bar, dessert station, etc.)</li> <li>• Switch to individually packaged items for self service</li> <li>• Eliminate linen where possible or replace all linen after each guest; soiled linen should be treated as contaminated</li> <li>• Do not reuse cups, mugs or souvenir cups</li> <li>• Eliminate reusable menus and check presenter books</li> </ul>	

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<i><b>BUFFET DINING</b></i>	<b>Level 3</b>	<b>Phase 2</b>	<ul style="list-style-type: none"> <li>• Eliminate all buffet style service (salad bars, dessert stations, etc.); consider converting to table service in accordance with state and local mandates/guidelines</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced capacity</li> <li>• Reduced revenue</li> <li>• PPE expense</li> <li>• Additional staffing costs</li> <li>• Infrastructure expense</li> <li>• Space limitations may negate physical distancing guidelines</li> <li>• Disposable product cost</li> <li>• Supply chain concerns</li> </ul>
		<b>Phase 3</b>	<ul style="list-style-type: none"> <li>• Eliminate all buffet style service (salad bars, dessert stations, etc.); consider converting to table service in accordance with state and local mandates/guidelines</li> <li>• Food service employees provided appropriate PPE</li> <li>• Encourage cash-free payments – cards preferred</li> <li>• Disinfectant wipes/sanitizer available to guests at entry and touch points</li> <li>• Reconfigure seating areas</li> <li>• Switch to all disposable tableware and prewrapped cutlery</li> <li>• Implement advance order/mobile order protocols where possible</li> <li>• Switch to individually packaged items for self service</li> <li>• Do not reuse cups, mugs or souvenir cups</li> <li>• Eliminate linen where possible or replace all linen after each guest; soiled linen should be treated as contaminated</li> <li>• Eliminate reusable menus and check presenter books</li> </ul>	

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<b>RETAIL SALES</b>	<b>Level 3</b>	<b>Phase 2</b>	<ul style="list-style-type: none"> <li>Suspend in-person merchandise locations</li> <li>Establish pre-order system – contactless delivery of items to guests (pick up location)</li> <li>Develop robust online purchase options</li> </ul>	<ul style="list-style-type: none"> <li>Reduced capacity</li> <li>Reduced revenue</li> <li>PPE expense</li> <li>Additional staffing costs</li> <li>Infrastructure expense</li> <li>Space limitations may negate physical distancing guidelines</li> <li>Disposable product cost</li> <li>Supply chain concerns</li> </ul>
		<b>Phase 3</b>	<ul style="list-style-type: none"> <li>Develop robust online purchase options</li> <li>Encourage cash-free payments – cards preferred</li> <li>Install guest-operated card readers where possible</li> <li>If employees handle credit cards, disinfect cards pre/post each transaction</li> <li>Encourage routine employee hand washing</li> <li>Disinfectant wipes/sanitizer available to guests at touch points</li> </ul>	

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<b>COMMON SPACES &amp; LOBBY CONGREGATION</b>	<b>Level 3</b>	<b>Phase 2</b>	<ul style="list-style-type: none"> <li>• Add signage and floor markings to reinforce expected guest behavior (e.g., physical distancing, masks)</li> <li>• Disinfectant wipes/sanitizer available to guests at entry and touch points</li> <li>• Pulse entry groups to avoid overcrowding at bottleneck areas</li> <li>• Enforce metering to ensure capacity allows for safe physical distancing</li> <li>• Create guest movement controls to maintain guest separation and prevent the need to share common spaces while waiting</li> <li>• Assign specific guest entry doors to control crowd movement and reduce congregating</li> <li>• Eliminate water fountains or bubblers</li> <li>• Eliminate soft/porous furnishings as much as possible</li> <li>• Open lobby at same time as house to allow guests to move directly to seats or load theatre by row/entry door</li> <li>• Eliminate items that encourage gathering such as step + repeat, photo ops; consider digital alternative</li> <li>• Consult HVAC engineer to assess filter effectiveness and alter airflow patterns to turn over air more frequently</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced capacity</li> <li>• PPE expense</li> <li>• Additional staffing costs</li> <li>• Infrastructure expense</li> <li>• Space limitations may negate physical distancing guidelines</li> </ul>
		<b>Phase 3</b>	<ul style="list-style-type: none"> <li>• Disinfectant wipes/sanitizer available to guests at entry and touch points</li> <li>• Open lobby at same time as house to allow guests to move directly to seats or load theatre by row/entry door</li> <li>• Eliminate water fountains or bubblers</li> <li>• Eliminate soft/porous furnishings as much as possible</li> <li>• Eliminate items that encourage gathering such as step + repeat, photo ops; consider digital alternative</li> <li>• Create guest movement controls to maintain guest separation and prevent the need to share common spaces while waiting</li> <li>• Consult HVAC engineer to assess filter effectiveness and alter airflow patterns to turn over air more frequently</li> </ul>	

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<i>INGRESS/ SEATING</i>	<b>Level 3</b>	<b>Phase 2</b>	<ul style="list-style-type: none"> <li>• Provide usher staff appropriate PPE</li> <li>• Load auditorium by section or implement pulse seating to reduce overcrowding at doors and aisles</li> <li>• Follow local recommendations for public gatherings</li> <li>• Reduce seating capacity to conform to state and local physical distancing guidelines; seats adjacent to aisles should be killed in accordance with distancing guidelines</li> <li>• Load auditorium from front to back to eliminate crossover contact</li> <li>• Limit guest movement to designated seating area only</li> <li>• Consult HVAC engineer to assess filter effectiveness and alter airflow patterns to turn over air more frequently</li> <li>• Eliminate usher contact with guests; self-service seating</li> <li>• Increase floor marking and aisle signage to allow guests to find their seats more easily</li> <li>• Contact-free playbill/program distribution – use card racks or tables</li> <li>• Provide disinfecting wipes to guests to sanitize their seating area</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced capacity</li> <li>• PPE expense</li> <li>• Additional staffing costs</li> <li>• Infrastructure expense</li> <li>• Space limitations may negate physical distancing guidelines</li> </ul>
		<b>Phase 3</b>	<ul style="list-style-type: none"> <li>• Limit guest movement to designated seating area only</li> <li>• Eliminate usher contact with guests; self-service seating</li> <li>• Increase floor marking and aisle signage to allow guests to find their seats more easily</li> <li>• Contact free playbill/program distribution – use card racks or tables</li> <li>• Provide disinfecting wipes to guests to sanitize their seating area</li> </ul>	

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<p><i>EGRESS AT          INTERMISSION/          END OF          PERFORMANCE</i></p>	<p><b>Level 3</b></p>	<p><b>Phase          2</b></p>	<ul style="list-style-type: none"> <li>• Provide usher staff appropriate PPE</li> <li>• Pulse dismissal from seats to reduce crowding at bottleneck points</li> <li>• Establish direct exit routes for guests – do not allow guests to congregate in lobby post show</li> <li>• Reconfigure pick-up/ride share waiting areas to encourage physical distancing</li> <li>• Eliminate post show backstage access</li> <li>• Eliminate stage door waiting for guests</li> <li>• Discontinue reuse practice for playbills/programs</li> <li>• Disinfect theatre between performances (spray application)</li> <li>• Provide safe disposal receptacles for contaminated materials (face coverings, PPE, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• Slower egress/longer intermission will be required</li> <li>• PPE expense</li> <li>• Additional staffing costs</li> <li>• Equipment expense (crowd control, wayfinding)</li> <li>• Space limitations may negate physical distancing guidelines</li> <li>• Staff testing expense</li> </ul>
		<p><b>Phase          3</b></p>	<ul style="list-style-type: none"> <li>• Establish direct exit routes for guests -- do not allow guests to congregate in lobby post show</li> <li>• Reconfigure pick-up/ride share waiting areas to encourage physical distancing</li> <li>• Eliminate post show backstage access</li> <li>• Eliminate stage door waiting for guests</li> <li>• Discontinue reuse practice for playbills/programs</li> <li>• Provide safe disposal receptacles for contaminated materials (face coverings, PPE, etc.)</li> </ul>	

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## Visiting Company and BOH Staff - Risk Assessment

BOH Area	Exposure Level	Phase	Potential Mitigating Controls	Impact
<p><i>PARKING</i></p>	<p><b>Level 2</b></p>	<p><b>Phase 2</b></p>	<ul style="list-style-type: none"> <li>• Provide parking attendants appropriate PPE</li> <li>• Install self-service pay machines where available</li> <li>• Encourage cash-free payments—cards preferred</li> <li>• Disinfect card readers regularly</li> <li>• Install physical distancing controls in pedestrian areas (stairwells, elevators, corridors)</li> <li>• Disinfectant wipes/sanitizer available to guests at touch points (parking machines, elevator landings)</li> <li>• Encourage routine employee hand washing</li> <li>• Establish employee health tracking system</li> <li>• Provide safe disposal receptacles for used PPE</li> </ul>	<ul style="list-style-type: none"> <li>• PPE expense</li> <li>• Additional staffing costs</li> </ul>
		<p><b>Phase 3</b></p>	<ul style="list-style-type: none"> <li>• Encourage routine employee hand washing</li> <li>• Install self-service pay machines where available</li> <li>• Encourage cash free payments – cards preferred</li> <li>• Disinfect card readers regularly</li> <li>• Provide safe disposal receptacles for used PPE</li> </ul>	

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<b>STAGE DOOR ENTRY</b>	<b>Level 3</b>	<b>Phase 2</b>	<ul style="list-style-type: none"> <li>• All persons entering building must be wearing a face covering</li> <li>• Develop and implement guest questionnaire to aid in identifying symptoms and to participate in contact tracing</li> <li>• Add signage to reinforce expected guest behavior (physical distancing, masks, etc.)</li> <li>• Administer temperature screenings to all visitors and employees</li> <li>• Provide visitors appropriate PPE as required</li> <li>• Install floor markings for safe distancing</li> <li>• Alter configurations of sign-in/reception areas to ensure safe distancing</li> <li>• Designate separate entrances for deliveries/receiving</li> <li>• Install sneeze barriers/plexiglass where applicable</li> <li>• Provide hand sanitizer stations inside stage door</li> <li>• Provide security officers appropriate PPE</li> <li>• Disinfect sign-in screen between each transaction</li> <li>• Periodically disinfect touch points within entryway</li> <li>• Rearrange reception furniture to promote physical distancing</li> <li>• Explain building rules to occupants that impact how they use and move around the facility</li> <li>• Eliminate all backstage tours</li> <li>• Limit personnel to essential workers only</li> <li>• Spray/disinfect reception area daily</li> <li>• Implement protocols for sick employees including those who become sick during the workday</li> <li>• Provide safe disposal receptacles for contaminated materials (face coverings, PPE, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• PPE expense</li> <li>• Additional staffing costs</li> <li>• Signage/reconfiguration expenses</li> <li>• Slower entry process</li> </ul>
		<b>Phase 3</b>	<ul style="list-style-type: none"> <li>• Designate separate entrances for deliveries/receiving</li> <li>• Provide hand sanitizer stations inside stage door</li> <li>• Regularly disinfect touch points within entryway</li> <li>• Explain building rules to occupants that impact how they use and move around the facility</li> <li>• Spray/disinfect reception area daily</li> </ul>	

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<b>BREAK ROOMS        &amp;        CREW        COMMON        AREAS</b>	<b>Level 2</b>	<b>Phase        2</b>	<ul style="list-style-type: none"> <li>• Provide all stagehands appropriate PPE -- be prepared to replace PPE multiple times during the course of one shift</li> <li>• Stagehands and non-performing staff must wear appropriate PPE</li> <li>• Routinely disinfect touch points</li> <li>• Disinfect restrooms before and after breaks</li> <li>• Provide hand sanitizer station in break room</li> <li>• Encourage regular hand washing routines with employees</li> <li>• Limit number of occupants to promote physical distancing</li> <li>• Eliminate "buffet style" catering; use individually packaged beverages/ snacks</li> <li>• Reduce staff levels to enforce physical distancing</li> <li>• Stagger breaks when possible to reduce crowding</li> <li>• Discontinue use of sharable lockers</li> <li>• Develop employee health tracking system and encourage staff to report any symptoms</li> </ul>	<ul style="list-style-type: none"> <li>• PPE expense</li> <li>• Disinfecting expense</li> <li>• Additional staffing</li> <li>• Altered break schedule</li> <li>• Longer break times may be required</li> </ul>
		<b>Phase        3</b>	<ul style="list-style-type: none"> <li>• Routinely disinfect touch points</li> <li>• Disinfect restrooms before and after breaks</li> <li>• Provide hand sanitizer station in break room</li> <li>• Encourage regular hand washing routines with employees</li> <li>• Eliminate "buffet style" catering; use individually packaged beverages/ snacks</li> <li>• Discontinue use of sharable lockers</li> </ul>	

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<i><b>PRODUCTION COMMON AREAS</b></i>	<b>Level 2</b>	<b>Phase 2</b>	<ul style="list-style-type: none"> <li>• Provide all stagehands appropriate PPE</li> <li>• Provide hand sanitizer stations in common spaces</li> <li>• Routinely disinfect touch points</li> <li>• Encourage regular hand washing routines with employees</li> <li>• Designate one representative to complete sign-in paperwork to reduce crowding and surface transfer exposure</li> <li>• Provide written and posted protocols and policies for employees displaying symptoms</li> <li>• Reduce staff levels to enforce physical distancing</li> </ul>	<ul style="list-style-type: none"> <li>• PPE expense</li> <li>• Disinfecting expense</li> <li>• Additional staffing</li> </ul>
		<b>Phase 3</b>	<ul style="list-style-type: none"> <li>• Routinely disinfect touch points</li> <li>• Provide hand sanitizer station in breakroom</li> <li>• Encourage regular hand washing routines with employees</li> <li>• Eliminate “buffet style” catering; use individually packaged beverages/ snacks</li> </ul>	

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<i><b>DRESSING ROOMS</b></i>	<b>Level 3</b>	<b>Phase 2</b>	<ul style="list-style-type: none"> <li>• Provide visiting companies and staff with appropriate PPE</li> <li>• Disinfectant wipes/sanitizer available at entry and bathrooms</li> <li>• Reduce dressing stations to comply with physical distancing</li> <li>• Limit occupancy of each room based on physical distancing guidelines</li> <li>• Install protective barriers between dressing stations</li> <li>• Spray and disinfect room/restrooms daily</li> <li>• Reduce staff levels to enforce physical distancing</li> <li>• Provide safe disposal receptacles for used PPE</li> <li>• Performers may not be able to wear PPE in costume</li> <li>• Consult HVAC engineer to assess filter effectiveness and alter airflow patterns to turn over air more frequently</li> </ul>	<ul style="list-style-type: none"> <li>• PPE expense</li> <li>• Disinfecting expense</li> <li>• Capacity limitations</li> <li>• Additional staffing</li> </ul>
		<b>Phase 3</b>	<ul style="list-style-type: none"> <li>• Disinfectant wipes/sanitizer available at entry and bathrooms</li> <li>• Provide safe disposal receptacles for used PPE</li> <li>• Spray and disinfect room/restrooms daily</li> <li>• Consult HVAC engineer to assess filter effectiveness and alter airflow patterns to turn over air more frequently</li> </ul>	

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<b>BACKSTAGE RESTROOMS</b>	<b>Level 3</b>	<b>Phase 2</b>	<ul style="list-style-type: none"> <li>• Provide custodial staff appropriate PPE</li> <li>• Establish restroom occupancy limits and entry controls (1 in, 1 out)</li> <li>• Provide disinfectant wipes/sanitizer at entry</li> <li>• Temporarily close every other stall/sink to enforce physical distancing</li> <li>• Eliminate air hand dryers in restrooms</li> <li>• Clean/disinfect touch points constantly during high usage</li> <li>• Install touch-free faucets/toilets</li> <li>• Spray/disinfect restrooms daily</li> </ul>	<ul style="list-style-type: none"> <li>• PPE expense</li> <li>• Disinfecting expense</li> <li>• Additional staffing</li> </ul>
		<b>Phase 3</b>	<ul style="list-style-type: none"> <li>• Provide disinfectant wipes/sanitizer at entry</li> <li>• Eliminate air hand dryers in restrooms</li> <li>• Clean/disinfect touch points constantly during high usage</li> <li>• Install touch-free faucets/toilets</li> </ul>	
<b>TOURING COMPANY PRODUCTION OFFICES</b>	<b>Level 2</b>	<b>Phase 2</b>	<ul style="list-style-type: none"> <li>• Provide visiting company members appropriate PPE</li> <li>• Limit occupancy to enforce physical distancing</li> <li>• Provide disinfectant wipes/sanitizer</li> <li>• Disinfect room at the end of the day</li> <li>• Consult HVAC engineer to assess filter effectiveness and alter airflow patterns to turn over air more frequently</li> <li>• Provide written and posted protocols and policies for individuals displaying symptoms</li> </ul>	<ul style="list-style-type: none"> <li>• PPE expense</li> <li>• Disinfecting expense</li> <li>• Additional staffing</li> <li>• Capacity limitations</li> </ul>
		<b>Phase 3</b>	<ul style="list-style-type: none"> <li>• Provide disinfectant wipes/sanitizer</li> <li>• Disinfect room at the end of the day</li> <li>• Consult HVAC engineer to assess filter effectiveness and alter airflow patterns to turn over air more frequently</li> </ul>	

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<i>LOADING DOCK</i>	<b>Level 3</b>	<b>Phase 2</b>	<ul style="list-style-type: none"> <li>• Provide employees appropriate PPE</li> <li>• PPE must be worn at all times</li> <li>• Drivers should remain in cab of truck or be provided PPE</li> <li>• Provide hand sanitizer stations</li> <li>• Encourage routine hand washing for employees</li> <li>• Stagger vehicle unloading to enforce physical distancing</li> <li>• Consider disinfecting equipment from trucks as they are unloaded</li> <li>• Provide adequate portable ventilation in trucks</li> <li>• Enforce physical distancing whenever possible</li> </ul>	<ul style="list-style-type: none"> <li>• PPE expense</li> <li>• Reduced capacity</li> <li>• Slower operation</li> </ul>
		<b>Phase 3</b>	<ul style="list-style-type: none"> <li>• Provide hand sanitizer stations</li> <li>• Encourage routine hand washing for employees</li> <li>• Consider disinfecting equipment from trucks as they are unloaded</li> </ul>	
<i>FLY FLOOR/ GRID</i>	<b>Level 3</b>	<b>Phase 2</b>	<ul style="list-style-type: none"> <li>• Stagehands and non-performing staff must wear appropriate PPE</li> <li>• Reduce overhead work where possible or stagger timing (rig all points in advance)</li> <li>• Provide hand sanitizer stations</li> <li>• Implement routine show crew asymptomatic testing where possible</li> <li>• Consult HVAC engineer to assess filter effectiveness and alter airflow patterns to turn over air more frequently</li> <li>• Enforce physical distancing whenever possible</li> <li>• Encourage routine hand washing for employees</li> <li>• Disinfect touchable surfaces and weight stacks daily</li> <li>• Disinfect ropes regularly</li> </ul>	<ul style="list-style-type: none"> <li>• PPE expense</li> <li>• Extended load-in time frame</li> <li>• Disinfectant expense</li> <li>• Additional staffing</li> <li>• Shows compromised to follow guidelines</li> </ul>
		<b>Phase 3</b>	<ul style="list-style-type: none"> <li>• Provide hand sanitizer stations and encourage routine hand washing</li> <li>• Consult HVAC engineer to assess filter effectiveness and alter airflow patterns to turn over air more frequently</li> <li>• Disinfect touchable surfaces and weight stacks</li> <li>• Disinfect ropes regularly</li> </ul>	

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<i>ON STAGE</i>	<b>Level 3</b>	<b>Phase 2</b>	<ul style="list-style-type: none"> <li>• Stagehands and non-performing staff must wear appropriate PPE</li> <li>• Enforce physical distancing whenever possible</li> <li>• Reduce number of personnel allowed onstage or develop a strategy per show/event for staffing levels and on-stage locations during load-in, run and strike</li> <li>• Disinfect all high-risk equipment after each use (radios, headsets, microphones, costumes, safety equipment, props)</li> <li>• Routine hand washing breaks and addition of hand sanitizing stations off-stage</li> <li>• Consult HVAC engineer to assess filter effectiveness and alter airflow patterns to turn over air more frequently</li> <li>• Clean/disinfect touch points constantly during high usage</li> <li>• Spray/disinfect stage daily</li> </ul>	<ul style="list-style-type: none"> <li>• PPE expense</li> <li>• Extended load-in time frame</li> <li>• Disinfectant expense</li> <li>• Additional staffing</li> <li>• Shows compromised to follow guidelines</li> </ul>
		<b>Phase 3</b>	<ul style="list-style-type: none"> <li>• Disinfect all high-risk equipment after each use (radios, headsets, microphones, costumes, safety equipment, props)</li> <li>• Routine hand washing breaks and addition of hand sanitizing stations off-stage</li> <li>• Consult HVAC engineer to assess filter effectiveness and alter airflow patterns to turn over air more frequently</li> <li>• Clean/disinfect touch points constantly during high usage</li> <li>• Spray/disinfect stage daily</li> </ul>	



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<b>CONTROL BOOTHS</b>	<b>Level 3</b>	<b>Phase 2</b>	<ul style="list-style-type: none"> <li>• Stagehands and non-performing staff must wear appropriate PPE</li> <li>• Enforce physical distancing whenever possible</li> <li>• Reduce number of personnel allowed in booths to conform with physical distancing guidelines</li> <li>• Mandate that touring companies DO NOT use enclosed booth spaces whenever possible</li> <li>• Install sneeze partitions where possible (follow spot booth)</li> <li>• Disinfect all high-risk equipment after each use (radios, headsets, microphones, safety equipment)</li> <li>• Encourage routine hand washing by employees</li> <li>• Disinfect touchable surfaces daily</li> <li>• Consult HVAC engineer to assess filter effectiveness and alter airflow patterns to turn over air more frequently</li> </ul>	<ul style="list-style-type: none"> <li>• PPE expense</li> <li>• Extended load-in time frame</li> <li>• Disinfectant expense</li> <li>• Additional staffing</li> <li>• Shows compromised to follow guidelines</li> </ul>
		<b>Phase 3</b>	<ul style="list-style-type: none"> <li>• Disinfect all high-risk equipment after each use (radios, headsets, microphones, safety equipment)</li> <li>• Encourage routine hand washing by employees</li> <li>• Disinfect touchable surfaces daily</li> <li>• Consult HVAC engineer to assess filter effectiveness and alter airflow patterns to turn over air more frequently</li> </ul>	

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<i>ORCHESTRA PIT</i>	<b>Level 3</b>	<b>Phase 2</b>	<ul style="list-style-type: none"> <li>• Stagehands and non-performing staff must wear appropriate PPE</li> <li>• Enforce physical distancing whenever possible</li> <li>• Install sneeze guards/mute shields between musicians if possible</li> <li>• Reduce number of personnel allowed in orchestra pit to conform with physical distancing measures</li> <li>• Disinfect all high-risk equipment after each use (radios, headsets, microphones, costumes, safety equipment)</li> <li>• Encourage routine hand washing by employees and guests</li> <li>• Provide hand sanitizer stations</li> <li>• Reduce capacity of pit and musician lounges/waiting rooms</li> <li>• Consult HVAC engineer to assess filter effectiveness and alter airflow patterns to turn over air more frequently</li> </ul>	<ul style="list-style-type: none"> <li>• PPE expense</li> <li>• Extended load-in time frame</li> <li>• Disinfectant expense</li> <li>• Additional staffing</li> <li>• Barriers could affect acoustics</li> <li>• Shows compromised to follow guidelines</li> </ul>
		<b>Phase 3</b>	<ul style="list-style-type: none"> <li>• Disinfect all high-risk equipment after each use (radios, headsets, microphones, costumes, safety equipment)</li> <li>• Encourage routine hand washing by employees and guests</li> <li>• Provide hand sanitizer stations</li> <li>• Consult HVAC engineer to assess filter effectiveness and alter airflow patterns to turn over air more frequently</li> </ul>	

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<i>REHEARSAL SPACES</i>	<b>Level 2</b>	<b>Phase 2</b>	<ul style="list-style-type: none"> <li>• Stagehands and non-performing staff must wear appropriate PPE</li> <li>• Provide hand sanitizer stations</li> <li>• Limit capacity to maintain physical distancing guidelines</li> <li>• Disinfect all high-risk equipment after each use (radios, headsets, microphones, costumes, safety equipment, props)</li> <li>• Encourage routine hand washing for employees</li> <li>• Clean/disinfect touch points constantly during high usage</li> <li>• Consult HVAC engineer to assess filter effectiveness and alter airflow patterns to turn over air more frequently</li> </ul>	<ul style="list-style-type: none"> <li>• PPE expense</li> <li>• Extended load-in time frame</li> <li>• Disinfectant expense</li> <li>• Additional staffing</li> <li>• Shows compromised to follow guidelines</li> </ul>
		<b>Phase 3</b>	<ul style="list-style-type: none"> <li>• Provide hand sanitizer stations</li> <li>• Disinfect all high-risk equipment after each use (radios, headsets, microphones, costumes, safety equipment, props)</li> <li>• Encourage routine hand washing for employees</li> <li>• Clean/disinfect touch points constantly during high usage</li> <li>• Consult HVAC engineer to assess filter effectiveness and alter airflow patterns to turn over air more frequently</li> </ul>	

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<b>WARDROBE AREAS</b>	<b>Level 3</b>	<b>Phase 2</b>	<ul style="list-style-type: none"> <li>• Stagehands and non-performing staff must wear appropriate PPE</li> <li>• Provide hand sanitizer and wipes for all staff and performers</li> <li>• Limit use of washing machines to show laundry only</li> <li>• Limit capacity to comply with physical distancing guidelines</li> <li>• Reconfigure wardrobe workshops, villages and dressing spaces to comply with physical distancing guidelines</li> <li>• Reduce number of personnel allowed onstage; work with visiting companies on quick change positions to add curtain barrier between stations</li> <li>• Encourage routine hand washing by employees</li> <li>• Clean/disinfect touch points constantly during high usage</li> <li>• Consult HVAC engineer to assess filter effectiveness and alter airflow patterns to turn over air more frequently</li> </ul>	<ul style="list-style-type: none"> <li>• PPE expense</li> <li>• Extended work time frame</li> <li>• Disinfectant expense</li> <li>• Additional staffing</li> <li>• Shows compromised to follow guidelines</li> </ul>
		<b>Phase 3</b>	<ul style="list-style-type: none"> <li>• Provide hand sanitizer and wipes for all staff and performers</li> <li>• Encourage routine hand washing by employees</li> <li>• Clean/disinfect touch points constantly during high usage</li> <li>• Consult HVAC engineer to assess filter effectiveness and alter airflow patterns to turn over air more frequently</li> </ul>	
<b>TOUR BUSESSES</b>	<b>Level 1</b>	<b>Phase 2</b>	<ul style="list-style-type: none"> <li>• Eliminate the boarding of tour busses by local staff</li> <li>• Implement door drop-off delivery policy</li> <li>• Encourage routine hand washing by employees</li> </ul>	
		<b>Phase 3</b>	<ul style="list-style-type: none"> <li>• Eliminate the boarding of tour busses by local staff</li> <li>• Implement door drop-off delivery policy</li> <li>• Encourage routine hand washing by employees</li> </ul>	

## FOH Staff - Risk Assessment

Staff Position	Exposure Level	Phase	Potential Mitigating Controls	Impact
<p><i>PARKING ATTENDANTS</i></p>	<p><b>Level 2</b></p>	<p><b>Phase 2</b></p>	<ul style="list-style-type: none"> <li>• Provide parking attendants appropriate PPE</li> <li>• Train employees in fitting, wearing and using PPE as well as safe removal, sanitizing and disposal</li> <li>• Implement pandemic and COVID-19 training courses for all employees</li> <li>• Provide hand sanitizer/wipes</li> <li>• Enforce requirements for hand washing and physical distancing</li> <li>• Encourage cash-free payments – cards preferred</li> <li>• Protective barrier at payment station</li> <li>• Encourage routine hand washing by employees</li> <li>• Establish employee health tracking system</li> </ul>	<ul style="list-style-type: none"> <li>• Slower ingress</li> <li>• PPE expense</li> <li>• Additional staffing costs</li> </ul>
		<p><b>Phase 3</b></p>	<ul style="list-style-type: none"> <li>• Provide hand sanitizer/wipes</li> <li>• Enforce requirements for hand washing and physical distancing</li> <li>• Encourage cash-free payments – cards preferred</li> <li>• Protective barrier at payment station</li> <li>• Encourage routine hand washing by employees</li> <li>• Establish employee health tracking system</li> </ul>	

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<b>VALET EMPLOYEES</b>	<b>Level 3</b>	<b>Phase 2</b>	<ul style="list-style-type: none"> <li>Suspend valet operations</li> </ul>	<ul style="list-style-type: none"> <li>Revenue Impact</li> <li>Eliminations of key parking option, with particular impact on guests with mobility issues</li> </ul> <p style="text-align: center;">OR</p> <ul style="list-style-type: none"> <li>Capacity/speed greatly reduced</li> <li>Exposure potential remains high</li> </ul>
		<b>Phase 3</b>	<ul style="list-style-type: none"> <li>Implement pandemic and COVID-19 training courses for all employees</li> <li>Provide valet drivers appropriate PPE</li> <li>Drivers should wash or sanitize hands between each vehicle</li> <li>Install sneeze guard at payment station</li> <li>Encourage cash-free payments – cards preferred</li> <li>Disinfect high-touch surfaces in each vehicle upon entry</li> <li>Encourage routine hand washing by employees</li> </ul>	

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<i>TICKET AGENTS</i>	<b>Level 1</b>	<b>Phase 2</b>	<ul style="list-style-type: none"> <li>• Provide ticket agents appropriate PPE</li> <li>• Train employees in fitting, wearing and using PPE as well as safe removal, sanitizing and disposal</li> <li>• Implement pandemic and COVID-19 training courses for all employees</li> <li>• Provide hand sanitizer/wipes</li> <li>• Enforce requirements for hand washing and physical distancing</li> <li>• Install protective barriers in open ticket window layouts</li> <li>• Close every other teller window to promote physical distancing</li> <li>• Install portable protective barriers between ticket agents inside box office</li> <li>• Encourage cash-free payments – cards preferred</li> <li>• If employees handle credit cards, disinfect cards pre/post each transaction</li> <li>• Encourage routine hand washing by employees</li> <li>• Establish employee health tracking system</li> <li>• Disinfect box office work area daily</li> </ul>	<ul style="list-style-type: none"> <li>• PPE expense</li> <li>• Additional staffing costs</li> <li>• Infrastructure expense (sneeze guards, POS equipment modifications, queuing modifications)</li> <li>• Supply chain concerns</li> </ul>
		<b>Phase 3</b>	<ul style="list-style-type: none"> <li>• Provide hand sanitizer/wipes</li> <li>• Encourage cash-free payments – cards preferred</li> <li>• If employees handle credit cards, disinfect cards pre/post each transaction</li> <li>• Encourage routine hand washing by employees</li> <li>• Disinfect box office work area daily</li> </ul>	

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<b>SECURITY</b>	<b>Level 3</b>	<b>Phase 2</b>	<ul style="list-style-type: none"> <li>• Provide security staff appropriate PPE</li> <li>• Train employees in fitting, wearing and using PPE as well as safe removal, sanitizing and disposal</li> <li>• Implement pandemic and COVID-19 training courses for all employees</li> <li>• Develop and implement guest questionnaire to aid in identifying symptoms and to participate in contact tracing               <ul style="list-style-type: none"> <li>-Provide hand sanitizer/wipes</li> </ul> </li> <li>• Enforce requirements for physical distancing</li> <li>• Eliminate secondary hand scanning; require guests to empty pockets and walk through again</li> <li>• Implement clear bag policy; 12x12 clear bags can be inspected without the need to hand over to screener <a href="#">See NFL bag policy</a></li> <li>• Review screening area configuration to allow greater distance between guest and employee --if secondary inspection is required, provide location for guest to remove contents of bag; ensure no direct contact with guest or bag</li> <li>• Disinfect equipment daily/per performance</li> <li>• Schedule staff handwashing breaks (15 minutes)</li> <li>• Establish employee health tracking system</li> <li>• Establish protocols/parameters for refusing entry based on observed symptoms; written/posted protocol signed by CEO</li> </ul>	<ul style="list-style-type: none"> <li>• PPE expense</li> <li>• Slower guest throughput</li> <li>• Additional staffing costs</li> <li>• Infrastructure expense (sneeze guards, thermal imaging technology, queuing modifications)</li> <li>• Space limitations may negate physical distancing guidelines</li> <li>• Supply chain concerns</li> </ul>
		<b>Phase 3</b>	<ul style="list-style-type: none"> <li>• Provide hand sanitizer/wipes</li> <li>• Eliminate secondary hand scanning: require guests to empty pockets and walk through again</li> <li>• Install X-ray bag scanners if possible</li> <li>• Disinfect equipment daily/per performance</li> <li>• Schedule staff handwashing breaks (15 minutes)</li> <li>• Install body temperature scanning technology</li> <li>• Establish protocols/parameters for refusing entry based on observed symptoms; written/posted protocol signed by CEO</li> </ul>	



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<b>USHERS</b>	<b>Level 3</b>	<b>Phase 2</b>	<ul style="list-style-type: none"> <li>• Reduce usher head count to required minimum</li> <li>• Consider risk demographic among usher group</li> <li>• Provide ticket takers and ushers appropriate PPE</li> <li>• Train employees in fitting, wearing and using PPE as well as safe removal, sanitizing and disposal</li> <li>• Implement pandemic and COVID-19 training courses for all employees</li> <li>• Eliminate close contact with guests and escorting guests to seats</li> <li>• Add higher visibility aisle and seat signage for self-service</li> <li>• Provide hand sanitizer/wipes</li> <li>• Adopt touchless ticket scanning; guest retains ticket or electronic device during scanning</li> <li>• Encourage regular hand washing by employees</li> <li>• Relocate scanning locations away from doorway to increase distancing</li> <li>• Install protective barriers where possible</li> <li>• Use tables or racks to distribute programs</li> <li>• Provide PPE safe disposal receptacles</li> <li>• Establish employee health tracking system</li> </ul>	<ul style="list-style-type: none"> <li>• PPE expense</li> <li>• Slower guest throughput</li> <li>• Additional staffing costs/ staffing shortage in volunteer operations (demographic at high risk)</li> <li>• Infrastructure expense (sneeze guards, queuing modifications, self-service ticket scanners)</li> <li>• Space limitations may negate physical distancing guidelines</li> <li>• Supply chain concerns</li> </ul>
		<b>Phase 3</b>	<ul style="list-style-type: none"> <li>• Add higher visibility aisle and seat signage for self-service</li> <li>• Provide hand sanitizer/wipes</li> <li>• Adopt touchless ticket scanning; guest retains ticket or electronic device during scanning</li> <li>• Encourage regular hand washing by employees</li> <li>• Use tables or racks to distribute programs</li> <li>• Provide PPE safe disposal receptacles</li> </ul>	

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<b>CUSTODIAL/          FACILITIES          ENGINEERS</b>	<b>Level 3</b>	<b>Phase 2</b>	<ul style="list-style-type: none"> <li>• Provide custodial staff appropriate PPE</li> <li>• Train employees in fitting, wearing and using PPE as well as safe removal, sanitizing and disposal</li> <li>• Implement pandemic and COVID-19 training courses for all employees</li> <li>• Train employees on safe handling and disposal of contaminated material and waste</li> <li>• Train or refresh employees on proper disinfecting guidelines</li> <li>• Provide PPE safe disposal receptacles</li> <li>• Spray/disinfect auditoriums and other areas daily</li> <li>• Establish employee health tracking system</li> <li>• Install high efficiency air filters</li> <li>• Consult with HVAC professionals to determine best air circulation protocols</li> </ul>	<ul style="list-style-type: none"> <li>• PPE expense</li> <li>• Additional staffing costs</li> <li>• Infrastructure expense (touchless faucet, soap dispensers, paper towel dispensers)</li> <li>• Space limitations may negate physical distancing guidelines</li> <li>• Supply chain concerns</li> </ul>
		<b>Phase 3</b>	<ul style="list-style-type: none"> <li>• Train or refresh employees on proper disinfecting guidelines</li> <li>• Provide PPE safe disposal receptacles</li> <li>• Spray/disinfect auditoriums and other areas daily</li> <li>• Install high efficiency air filters</li> <li>• Consult with HVAC professionals to determine best air circulation protocols</li> </ul>	

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<b>F&amp;B / FOH STAFF</b>	<b>Level 2</b>	<b>Phase 2</b>	<ul style="list-style-type: none"> <li>While guests are required to wear face coverings, consider 1) eliminating food service altogether in interior locations, 2) relocating to exterior locations, if possible, or 3) permitting indoor dining in accordance with state and local mandates or guidelines</li> </ul>	<ul style="list-style-type: none"> <li>Reduced capacity</li> <li>Reduced revenue</li> <li>PPE expense</li> <li>Additional staffing costs</li> <li>Infrastructure expense</li> <li>Space limitations may negate physical distancing guidelines</li> <li>Supply chain concerns</li> </ul>
		<b>Phase 3</b>	<ul style="list-style-type: none"> <li>Provide food service employees appropriate PPE</li> <li>Train employees in fitting, wearing and using PPE as well as safe removal, sanitizing and disposal</li> <li>Train employees on safe handling and disposal of contaminated material and waste</li> <li>Develop contactless ordering and delivery methods</li> <li>Modify service style to reduce interaction with others</li> <li>Redesign cashier layout to provide greater distancing</li> <li>Eliminate the need to scan individual product</li> <li>Encourage cash-free payments – cards preferred</li> <li>Install guest-operated card readers where possible or self-service pay stations</li> <li>Install reach-in style coolers and heaters with no door opening required</li> <li>Provide disinfectant wipes/sanitizer</li> <li>Encourage routine hand washing by employees</li> </ul>	

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<i>KITCHEN STAFF</i>	<b>Level 2</b>	<b>Phase 2</b>	<ul style="list-style-type: none"> <li>• Provide food service employees appropriate PPE</li> <li>• Implement pandemic and COVID-19 training courses for all employees</li> <li>• Train employees in fitting, wearing and using PPE as well as safe removal, sanitizing and disposal</li> <li>• Train employees on safe handling and disposal of contaminated material and waste</li> <li>• Maintain physical distancing in work areas</li> <li>• Dedicate personnel for cleaning, sanitizing, and disinfecting highly touched surfaces throughout service periods</li> <li>• Disinfect daily and deep clean more frequently</li> <li>• Establish employee health tracking system</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced capacity</li> <li>• Reduced revenue</li> <li>• PPE expense</li> <li>• Additional staffing costs</li> <li>• Infrastructure expense</li> <li>• Space limitations may negate physical distancing guidelines</li> <li>• Disposable product cost</li> <li>• Supply chain concerns</li> </ul>
		<b>Phase 3</b>	<ul style="list-style-type: none"> <li>• Dedicate personnel for cleaning, sanitizing, and disinfecting highly touched surfaces throughout service periods</li> <li>• Disinfect daily and deep clean more frequently</li> </ul>	

## Office Staff - Risk Assessment

Areas	Exposure Level	Phase	Potential Mitigating Controls	Impact
GENERAL	Level 2	Phase 2	<ul style="list-style-type: none"> <li>• Limit office staff to essential workers only; continue telework wherever possible</li> <li>• Stagger shifts or create staff groups that work alternating patterns</li> <li>• Provide office workers appropriate PPE</li> <li>• Establish policies and practices to increase the physical distance between groups of employees and between individual employees</li> <li>• Provide written and posted protocols and policies for employees displaying symptoms</li> <li>• Minimize contact among workers, clients, and vendors by replacing face-to-face meetings with virtual communications and implementing telework if feasible</li> <li>• Discontinue nonessential travel to locations with ongoing COVID-19 outbreaks</li> <li>• Discontinue use of conference rooms for meetings; consider repurposing these spaces to alleviate congestion in other areas</li> <li>• Implement pandemic and COVID-19 training courses for all employees</li> <li>• Train employees in fitting, wearing and using PPE as well as safe removal, sanitizing and disposal</li> <li>• Train employees on safe handling and disposal of contaminated material and waste</li> <li>• Establish employee health tracking system</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced onsite workforce</li> <li>• Reduced office capacity</li> <li>• PPE expense</li> </ul>
		Phase 3	<ul style="list-style-type: none"> <li>• Minimize contact among workers, clients, and vendors by replacing face-to-face meetings with virtual communications and implementing telework if feasible</li> </ul>	

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<i>ENTRY/ RECEPTION</i>	<b>Level 3</b>	<b>Phase 2</b>	<ul style="list-style-type: none"> <li>• Supply visitors with appropriate PPE</li> <li>• Install floor markings for safe distancing</li> <li>• Alter configuration of sign-in/reception areas to ensure safe distancing</li> <li>• Consider alternating start times to avoid congestion at entrances and time clocks</li> <li>• Designate separate entrances for deliveries/receiving</li> <li>• Install sneeze barriers/plexiglass where applicable</li> <li>• Install hand sanitizer stations inside stage door</li> </ul>	<ul style="list-style-type: none"> <li>• PPE expense</li> <li>• Additional staffing costs</li> <li>• Signage/reconfiguration expenses</li> <li>• Slower entry process for visitors</li> </ul>
		<b>Phase 3</b>	<ul style="list-style-type: none"> <li>• Consider alternating start times to avoid congestion at entrances and time clocks</li> <li>• Designate separate entrances for deliveries/receiving</li> <li>• Install hand sanitizer stations inside stage door</li> </ul>	

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<b>COMMON AREAS/BREAK ROOMS</b>	<b>Level 2</b>	<b>Phase 2</b>	<ul style="list-style-type: none"> <li>• Routinely disinfect touch points</li> <li>• Disinfect restrooms daily and after peak times</li> <li>• Install hand sanitizer station in break room</li> <li>• Encourage hand washing routines with employees</li> <li>• Develop employee health tracking system and encourage staff to report any symptoms</li> <li>• Limit number of occupants to promote physical distancing</li> <li>• Eliminate “buffet style” catering; use individually packaged beverages/snacks</li> <li>• Stagger breaks when possible to reduce crowding</li> <li>• Discontinue use of sharable lockers</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced onsite workforce</li> <li>• Reduced office capacity</li> <li>• PPE expense</li> </ul>
		<b>Phase 3</b>	<ul style="list-style-type: none"> <li>• Routinely disinfect touch points</li> <li>• Disinfect restrooms daily and after peak times</li> <li>• Install hand sanitizer station in break room</li> <li>• Encourage hand washing routines with employees</li> </ul>	
<b>CUBICLES</b>	<b>Level 2</b>	<b>Phase 2</b>	<ul style="list-style-type: none"> <li>• Provide office-based workers appropriate PPE</li> <li>• Discourage workers from using other workers’ phones, desks, offices, or other work tools and equipment whenever possible</li> <li>• Maintain regular housekeeping practices, including routine cleaning and disinfecting of surfaces, equipment, and other elements of the work environment</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced onsite workforce</li> <li>• Reduced office capacity</li> <li>• PPE expense</li> </ul>
		<b>Phase 3</b>	<ul style="list-style-type: none"> <li>• Maintain regular housekeeping practices, including routine cleaning and disinfecting of surfaces, equipment, and other elements of the work environment</li> </ul>	

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<p><b>CALL CENTERS / SHARED WORKSPACES</b></p>	<p><b>Level 3</b></p>	<p><b>Phase 2</b></p>	<ul style="list-style-type: none"> <li>• Conduct all call center work remotely, if possible</li> <li>• Provide office-based workers appropriate PPE</li> <li>• Discourage workers from using other workers' phones, desks, offices, or other work tools and equipment, whenever possible</li> <li>• Maintain regular housekeeping practices, including routine cleaning and disinfecting of surfaces, equipment, and other elements of the work environment</li> <li>• Alter room configuration; stagger desks</li> <li>• Limit occupancy to maintain physical distancing</li> <li>• Provide disinfectant wipes/sanitizer</li> <li>• Disinfect room/restrooms at the end of the day</li> <li>• Install plastic sneeze barriers between workspaces</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced onsite workforce</li> <li>• Reduced office capacity</li> <li>• PPE expense</li> </ul>
		<p><b>Phase 3</b></p>	<ul style="list-style-type: none"> <li>• Discourage workers from using other workers' phones, desks, offices, or other work tools and equipment, whenever possible</li> <li>• Maintain regular housekeeping practices, including routine cleaning and disinfecting of surfaces, equipment, and other elements of the work environment</li> <li>• Provide disinfectant wipes/sanitizer</li> <li>• Disinfect room/restrooms at the end of the day</li> </ul>	



## **SECTION 8: CONCLUSION**

We hope that the above roadmap will assist you in developing individualized reopening plans that protect the health and safety of your staff, guests, and artists and that allow you to conduct economically viable operations. We will update and redistribute this guide as necessary to reflect new information and changing recommendations.

We look forward to learning about your efforts and your unique responses to the conditions and requirements of your particular states and cities. And above all, we look forward to sharing the joy of bringing the magic of live theatre back to our communities.

## SECTION 9: ACKNOWLEDGMENTS

We would like to thank the following people whose valuable input assisted us in developing this guide:

**Dr. Ezekiel Emanuel**, Vice Provost of Global Initiatives and Chair of the Department of Medical Ethics and Health Policy at the University of Pennsylvania (on leave 2019-2020)

**Dr. Amanda Hagen**, public health and general preventative medicine specialist at Cleveland Clinic, and Medical Director of Cleveland Clinic AtWork

**Dr. Jehan El-Bayoumi**, internal medicine specialist and founder of the Rodham Institute at The George Washington University

**Tom Gubanc**, Director of Market & Network Services at Cleveland Clinic

**Dean Dorsey**, Sr. Director of Facility Engineering at the Adrienne Arsht Center

**Steven Adelman**, Head of Adelman Law Group, PLLC and Vice President of the Event Safety Alliance

**Meghan P. Kaskoun**, CVA, Director of Volunteer Engagement at the Cincinnati Arts Association

**Carolyn Van Brunt**, Vice President of Guest Relations at The Music Center

## SECTION 10: REFERENCES

### [Centers for Disease Control and Prevention U.S.](#)

- [Cleaning and Disinfecting](#)
- [Worker Safety and Support](#)
- [Businesses and Workplaces](#)
- [Gatherings and Community Events](#)

### [The United States Department of Labor, Occupational Safety and Health Administration \(OSHA\)](#)

- [Standards](#)
- [Hazard Recognition](#)
- [Control and Prevention](#)
- [Medical Information](#)

### [Johns Hopkins Coronavirus Resource Center](#)

### [Cleveland Clinic AtWork : “COVID-19 and its Impact on Performing Arts Venues”](#)

### [World Health Organization Rolling COVID-19 Updates](#)

### [NIOSH Emergency Preparedness and Response Program](#)

### [The White House Guidelines – Opening Up America Again](#)

### [Event Safety Alliance Reopening Guide](#)

### [National Restaurant Association Reopening Guide](#)

### [IAAPA COVID-19 Reopening Guidance](#)

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## SECTION 11: ADDITIONAL RESOURCES

### FACILITIES / CUSTODIAL

- [CDC Cleaning & Disinfecting Guidance Document](#)
- [CDC Cleaning and Disinfection for Community Facilities Document](#)
- [PACC Housekeeping MOP Example](#)
- [ASHRAE Epidemic Task Force Building Readiness Guide \(HVAC\)](#)
- [Supply Chain Resources](#)

### HEALTH SCREENING / CONTACT TRACING

- [COVID-19 Employee Screening Flow Chart Example](#)
- [SHRM Guide to Employee Temperature Checks](#)
- [CDC Contact Tracing Information Page](#)
- [Introduction to COVID-19 Testing USI Insurance](#)

### ADA / LEGAL COMPLIANCE

- [EEOC What You Should Know About COVID-19 and the ADA](#)
- [Returning to Work in the COVID-19 Environment--USI Insurance](#)
- [CBIZ COVID-19 Employer Compliance Handbook](#)
- [SHRM Back-to-Work Checklist](#)

### INDUSTRY RELATED ARTICLES AND REPORTS

- [Event Safety Alliance Reopening Guide](#)
- [IAVM COVID-19 Impact Survey 2 Results for Data Collected 4/7-4/16/2020](#)
- [IAVM COVID-19 Impact Survey Results for Data Collected 3/23-2/31/2020](#)
- [WHO Key Planning Recommendations for Mass Gatherings](#)