

PERFORMING ARTS CENTER CONSORTIUM
ADVISORY COMMITTEE ON REOPENING



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GUIDE TO REOPENING THEATRICAL VENUES

DRAFT EDITION 5/3/2020

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SECTION 1: MISSION STATEMENT AND COMMITTEE MEMBERS

MISSION STATEMENT

Performing arts centers are actively developing strategies for resuming operations and reopening their doors once they are authorized to do so. Our primary goal is to provide information and develop best practices to assist in the implementation of a phased approach that will ultimately allow performing arts centers to return to normal operations while simultaneously protecting the health and safety of our staff, guests, and artists. We recognize that, for the foreseeable future, “normal operations” will require venues to adopt reasonable measures that are tailored to the evolving circumstances surrounding the COVID-19 pandemic.

The nature and timing of the reopening process will be guided by federal, state, and local guidelines and/or mandates and by the recommendations of health organizations such as the CDC. As such, we intend to work closely with our 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. The measures that we 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.

PACC Advisory Committee Members

Lorrin 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

Ellery Brown
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Ken Harris
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Kelley Shanley
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Broward Center for the Arts

C.J. Marshall
Senior Director of Operations
Straz Center for the Performing Arts

Dionne Christian
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 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. We recognize that the nature and timing of 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.

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.

The information and recommendations contained in this document should not be relied upon as being authorized or required by any law or regulation. In addition, we 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.
- ◇ PPE supply chains and testing resources must be widely available and reliable to begin a phased reopening.
- ◇ Robust training and support programs must be in place to empower staff with a level of confidence to return to work.
- ◇ Expectations regarding staff, guest, and artist responsibility for adhering to the venue's guidelines must be effectively communicated.
- ◇ Venues must be prepared to assess and adjust their operations based on changing circumstances.
- ◇ Venues should support continued remote work whenever possible and limit onsite work to essential roles and responsibilities.
- ◇ 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 communications 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 their 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 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.

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. We should consider refund policies that support this approach and these policies should be communicated to staff and guests.

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: MITIGATION

This section presents a generic Risk Assessment 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.

EMPLOYEE RISK CATEGORY

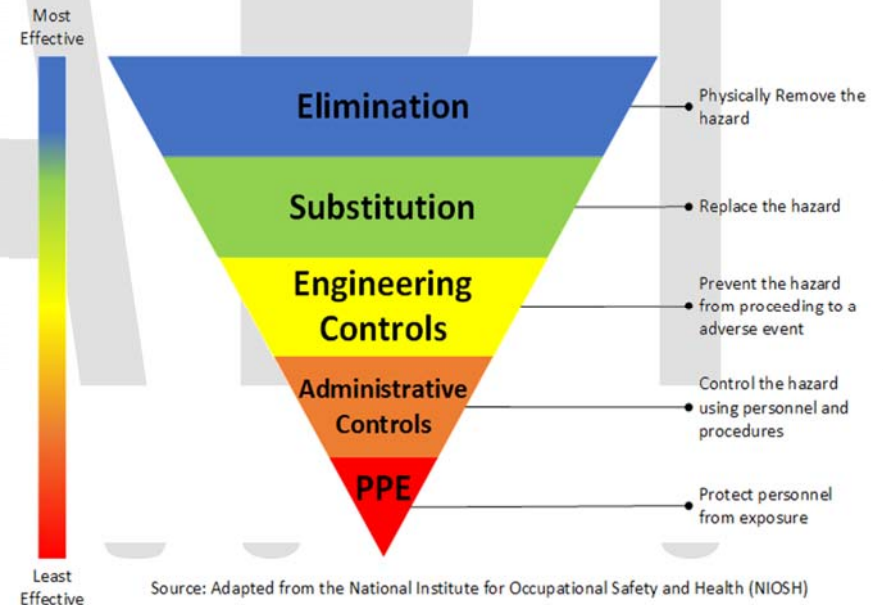
OSHA and the CDC have divided job tasks into four risk exposure levels. Performing arts center operations fall into the medium risk category as defined below. The complete OSHA guidelines for reopening are available here: [Worker Exposure Risk to COVID-19](#)

“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).”

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)



MEDIUM RISK EMPLOYEE PPE REFERENCE STANDARDS

Workers with medium exposure risk may need to wear some combination of gloves, a gown, a face mask, and/or a face shield or goggles. PPE ensembles for workers in the medium exposure 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. Respirators (N95 or KN95) should not be required except in rare situations or for other non-coronavirus activities that would otherwise require them.

EXPOSURE LEVEL DETERMINATION PARAMETERS

Low Exposure level	<ul style="list-style-type: none">• Social distancing measures can be maintained or controlled• Physical exchange of contaminated material is minimal and can be limited or controlled through safe handling
Medium Exposure level	<ul style="list-style-type: none">• Social distancing measures can be suggested, but potentially not controlled• Physical exchange of potentially contaminated material can be limited or controlled through safe handling• Person to person contact can largely be avoided
High Exposure level	<ul style="list-style-type: none">• Social distancing measures CANNOT be adhered to <p>OR</p> <ul style="list-style-type: none">• Physical exchange of potentially contaminated material CANNOT be limited or controlled through safe handling practices <p>OR</p> <ul style="list-style-type: none">• Mitigation controls are untenable

REOPENING PHASING

The following reopening phasing model is taken directly from an April 2020 reopening roadmap developed by the John 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).

Phase 1	<ul style="list-style-type: none">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.
Phase 2	<ul style="list-style-type: none">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.
Phase 3	<ul style="list-style-type: none">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.

Guest - Risk Assessment

Guest Experience	Exposure Level	Phase	Potential Mitigating Controls	Impact
SELF-PARKING	Medium	Phase 2	<ul style="list-style-type: none"> Parking attendants provided PPE Install self-service pay machines where available Encourage cash-free payments – cards preferred Disinfect card readers regularly Install social distancing controls in pedestrian areas (stairwells, elevators, corridors) Disinfectant wipes/sanitizer available to guests at touch points (parking machine, elevator landings) Encourage routine employee hand washing Establish employee health tracking system Vulnerable and at-risk staff and guests should be encouraged to stay home 	<ul style="list-style-type: none"> Slower ingress PPE expense Additional staffing costs Equipment expense
		Phase 3	<ul style="list-style-type: none"> Encourage routine employee hand washing Install self-service pay machines where available Encourage cash-free payments – cards preferred Disinfect card readers regularly Vulnerable and at-risk staff and guests should be encouraged to stay home 	

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VALET PARKING	High	Phase 2	<ul style="list-style-type: none"> Suspend Valet Parking 	<ul style="list-style-type: none"> Valet service suspended
		Phase 3	<ul style="list-style-type: none"> Valet drivers provided PPE Drivers should wash or sanitize hands between each vehicle Install sneeze guard at payment station Encourage cash-free payments – cards preferred Discontinue door opening procedures and hand-to-hand key exchange Disinfect high touch surfaces in each vehicle upon entry Encourage routine hand washing by employees Install floor markings for safe distancing Reconfigure queuing area for egress or designate valet waiting (guests recalled when their vehicle is delivered) Establish employee health tracking system Vulnerable and at-risk staff and guests should be encouraged to stay home 	<p>OR</p> <ul style="list-style-type: none"> Capacity/speed greatly reduced Exposure potential remains high PPE expense Additional staffing costs

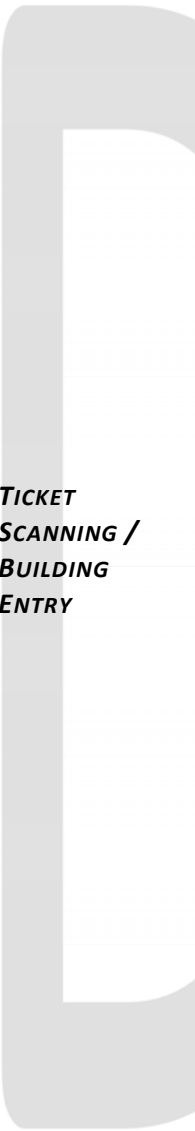
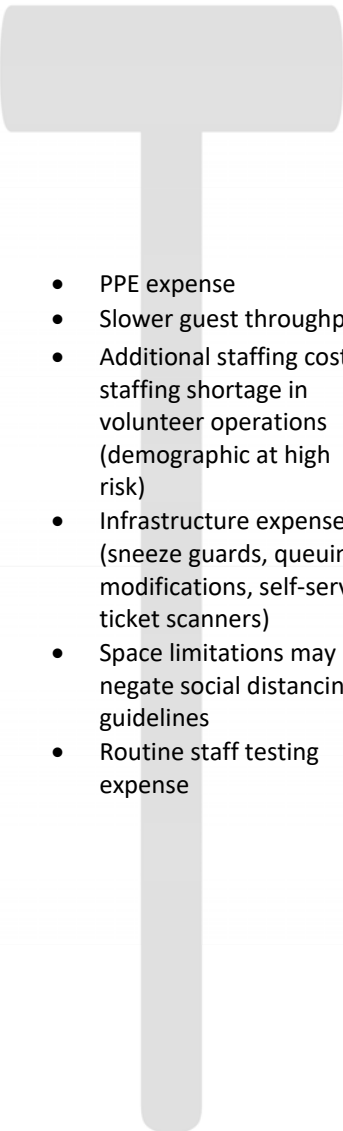
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TICKET SERVICES/ BOX OFFICE	Low / Medium	Phase 2	<ul style="list-style-type: none"> • Ticket agents provided PPE • Protective barriers installed in open ticket windows • Contactless ticket options – Concerted effort to increase E-ticket use • If possible, relocate printers to allow guests to retrieve tickets directly from the printer. Tickets printed on demand • Encourage cash-free payments – cards preferred • Install guest-operated card readers where possible • If employees handle credit cards, disinfect cards pre/post each transaction • Encourage routine hand washing by employees • Install social distancing controls for queuing • Disinfectant wipes/sanitizer available to guests at touch points (queue, teller windows) • Encourage guests to pick up tickets in advance of performance date • Establish will-call pickup time slots to control peak traffic • Encourage routine hand washing by employees • Spray and disinfect ticket office/call center daily • Establish employee health tracking system • Vulnerable and at-risk staff and guests should be encouraged to stay home 	<ul style="list-style-type: none"> • PPE expense • Additional staffing costs • Infrastructure expense (sneeze guards, POS equipment modifications, queuing modifications)
		Phase 3	<ul style="list-style-type: none"> • Disinfectant wipes/sanitizer available to guests at touch points (queue, teller windows) • Encourage guests to pick up tickets in advance of performance date • Encourage cash-free payments – cards preferred • Establish will-call pickup time slots to control peak traffic • Encourage routine hand washing by employees • Spray and disinfect ticket office/call center daily • Vulnerable and at-risk staff and guests should be encouraged to stay home 	

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SECURITY SCREENING	High	Phase 2	<ul style="list-style-type: none"> • Provide security staff PPE • Install social distancing controls for queuing • Be prepared to provide face masks to guests who arrive without or who damage/lose while onsite • Reconfigure queuing area and install floor markings to enforce social distancing • Eliminate secondary hand scanning; require guests to empty pockets and walk through again • Implement clear bag policy; 12x12 clear bags can be inspected without the need to hand over to screener See NFL bag policy • 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 • Disinfect equipment daily/per performance • Set up disinfecting station for guests to clean bags immediately after screening • Create secondary private location for escalation/interview/additional screening – implement temperature screening • Establish protocols/parameters for refusing entry based on observed symptoms • Establish employee health tracking system • Routine testing for staff if/when available • Vulnerable and at-risk staff and guests should be encouraged to stay home 	<ul style="list-style-type: none"> • PPE expense • Slower guest throughput • Additional staffing costs • Infrastructure expense (sneeze guards, thermal imaging technology, queuing modifications) • Space limitations may negate social distancing guidelines • Routine staff testing expense
		Phase 3	<ul style="list-style-type: none"> • Set up disinfecting station for guests to clean bags immediately after screening • Continue clear bag policy; 12x12 clear bags can be inspected without the need to hand over to screener See NFL bag policy • 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 • Maintain protocols for refusing entry based on observed symptoms • Vulnerable and at-risk staff and guests should be encouraged to stay home 	


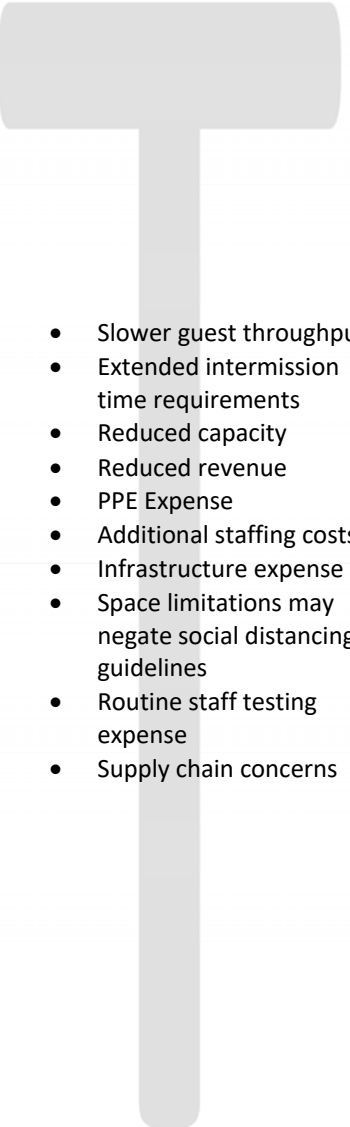
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 <p>TICKET SCANNING / BUILDING ENTRY</p>	<p>High</p>	<p>Phase 2</p> <ul style="list-style-type: none"> • Provide ticket takers PPE • Require guests to have and wear face coverings inside at all times • Implement assigned entry door #s to reduce crowds at main doors • Install social distancing controls for queuing • Adopt touchless ticket scanning -- guest retains ticket or electronic device during scanning • Encourage routine hand washing by employees • Relocate scanning locations away from doorway to increase distancing • Establish employee health tracking system • Disinfectant wipes/sanitizer available to guests at touch points • Vulnerable and at-risk staff and guests should be encouraged to stay home 	 <ul style="list-style-type: none"> • PPE expense • Slower guest throughput • Additional staffing costs/ staffing shortage in volunteer operations (demographic at high risk) • Infrastructure expense (sneeze guards, queuing modifications, self-service ticket scanners) • Space limitations may negate social distancing guidelines • Routine staff testing expense
		<p>Phase 3</p> <ul style="list-style-type: none"> • Disinfectant wipes/sanitizer available to guests at touch points • Establish employee health tracking system • Adopt touchless ticket scanning -- guest retains ticket or electronic device during scanning • Encourage routine hand washing by employees • Establish employee health tracking system • Vulnerable and at-risk staff and guests should be encouraged to stay home 	

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

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 <p>COUNTER SERVICE DINING & BAR SERVICE</p>	<p>Medium</p>	<p>Phase 2</p>	<ul style="list-style-type: none"> While guests are required to wear face coverings, consider eliminating food service altogether or Relocate all food service outlets and dining areas to exterior locations and implement Phase 3 mitigations 	 <ul style="list-style-type: none"> Slower guest throughput Extended intermission time requirements Reduced capacity Reduced revenue PPE Expense Additional staffing costs Infrastructure expense Space limitations may negate social distancing guidelines Routine staff testing expense Supply chain concerns
		<p>Phase 3</p>	<ul style="list-style-type: none"> Food service employees provided PPE Seating area capacity reduced per CDC or local guidelines Mobile ordering or pre-ordering intermission drinks -- no contact delivery Pre-packaged container products only – guest self service Premixed cocktails and bottles only; reduce or eliminate mixed drinks and draft systems Install sneeze guard at point of sale Redesign cashier layout to provide greater distancing Eliminate the need to scan individual product Encourage cash-free payments – cards preferred Install guest-operated card readers where possible or self-service pay stations Install reach-in style coolers and heaters with no door opening required Disinfectant wipes/sanitizer available to guests at touch points Encourage routine hand washing by employees Implement daily cleaning/disinfecting log at each location Vulnerable and at-risk staff and guests should be encouraged to stay home 	

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TABLE SERVICE & DINING AREAS	Medium	Phase 2	<ul style="list-style-type: none"> While guests are required to wear face coverings, consider eliminating food service altogether <p>or</p> <ul style="list-style-type: none"> Relocate all food service outlets and dining areas to exterior locations and implement Phase 3 mitigations 	<ul style="list-style-type: none"> Reduced capacity--50% or less Reduced revenue PPE expense Additional staffing costs Infrastructure expense Space limitations may negate social distancing guidelines Routine staff testing expense Disposable product cost Supply chain concerns
		Phase 3	<ul style="list-style-type: none"> Food service employees provided PPE Encourage cash-free payments – cards preferred Disinfectant wipes/sanitizer available to guests at entry and touch points Install portable hand washing sinks Seating area capacity reduced per CDC or local guidelines Switch to all disposable tableware and prewrapped cutlery Implement advance order/mobile order protocols where possible Eliminate all buffet style service (salad bar, dessert station, etc.) Switch to individually packaged items for self service Eliminate linen where possible or replace all linen after each guest; soiled linen should be treated as contaminated Do not reuse cups, mugs or souvenir cups Eliminate reusable menus and check presenter books Vulnerable and at-risk staff and guests should be encouraged to stay home 	

BUFFET DINING	High	Phase 2	<ul style="list-style-type: none"> While guests are required to wear face coverings, consider eliminating food service altogether or Relocate all food service outlets and dining areas to exterior locations and implement Phase 3 mitigations 	<ul style="list-style-type: none"> Reduced capacity--50% or less Reduced revenue PPE expense Additional staffing costs Infrastructure expense Space limitations may negate social distancing guidelines Routine staff testing expense Disposable product cost Supply chain concerns
		Phase 3	<ul style="list-style-type: none"> Food service employees provided PPE Encourage cash-free payments – cards preferred Disinfectant wipes/sanitizer available to guests at entry and touch points Reconfigure seating areas Switch to all disposable tableware and prewrapped cutlery Implement advance order/mobile order protocols where possible Eliminate all buffet style service (salad bar, dessert station, etc.) Switch to individually packaged items for self service Do not reuse cups, mugs or souvenir cups Eliminate linen where possible or replace all linen after each guest; soiled linen should be treated as contaminated Eliminate reusable menus and check presenter books Vulnerable and at-risk staff and guests should be encouraged to stay home 	

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RETAIL SALES	High	Phase 2	<ul style="list-style-type: none"> Suspend in-person merchandise locations Establish pre-order system – contactless delivery of items to guests (pick up location) Develop robust online purchase options 	<ul style="list-style-type: none"> Reduced capacity--50% or less Reduced revenue PPE expense Additional staffing costs Infrastructure expense Space limitations may negate social distancing guidelines Routine staff testing expense Disposable product cost Supply chain concerns
		Phase 3	<ul style="list-style-type: none"> Develop robust online purchase options Provide retail sales staff PPE Do not allow guests to touch merchandise prior to purchase (T-shirts, hats, programs) Protective barriers installed at merchandise locations Encourage cash-free payments – cards preferred Install guest-operated card readers where possible If employees handle credit cards, disinfect cards pre/post each transaction Encourage routine employee hand washing Install social distancing controls for queuing Disinfectant wipes/sanitizer available to guests at touch points Establish employee health tracking system Vulnerable and at-risk staff and guests should be encouraged to stay home 	

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

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

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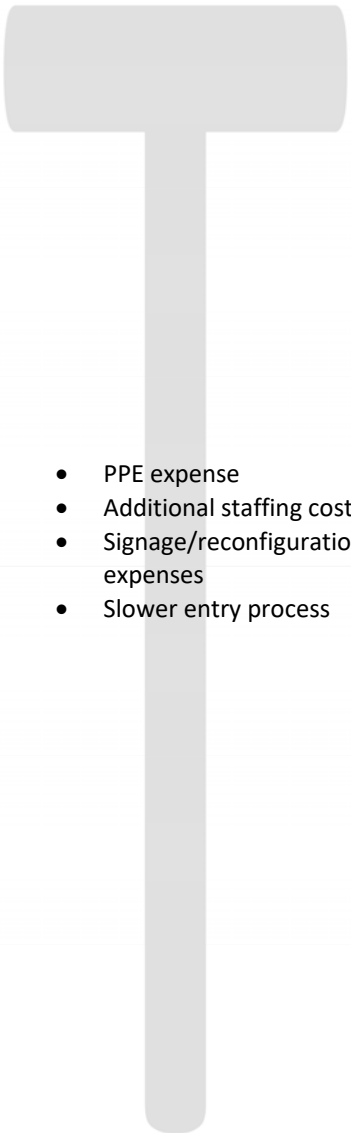
EGRESS AT INTERMISSION/ END OF PERFORMANCE	High	Phase 2	<ul style="list-style-type: none"> • Provide usher staff PPE • Pulse dismissal from seats to reduce crowding at bottleneck points • Establish direct exit routes for guests – do not allow guests to congregate in lobby post show • Reconfigure pick-up/ride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

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Visiting Company and BOH Staff - Risk Assessment

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

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 <p>STAGE DOOR ENTRY</p>	<p>HIGH</p>	<p>Phase 2</p> <ul style="list-style-type: none"> • All persons entering building must be wearing a mask at all times • Develop and participate in industry collaborative testing if available • Add signage to reinforce expected guest behavior (social distancing, masks, etc.) • Administer temperature screenings to all visitors and employees • Supply visitors appropriate PPE masks and gloves • Install floor markings for safe distancing • Alter configurations of sign in/reception areas to ensure safe distancing • Designate separate entrances for deliveries/receiving • Install sneeze barriers/plexiglass where applicable • Provide hand sanitizer stations inside stage door • Security officers supplied with PPE • Disinfect sign-in screen between each transaction • Periodically disinfect touch points within entryway • Rearrange reception furniture to promote social distancing • Explain building rules to occupants that impact how they use and move around the facility • Eliminate all backstage tours • Limit personnel to essential workers only • Spray/disinfect reception area daily • Assign Human Resources contact for any staff determined to need additional screening? • Provide safe disposal receptacles for used PPE • Vulnerable and at-risk staff and guests should be encouraged to stay home 	 <ul style="list-style-type: none"> • PPE expense • Additional staffing costs • Signage/reconfiguration expenses • Slower entry process
		<p>Phase 3</p> <ul style="list-style-type: none"> • Encourage use of face masks • Continue temperature screenings for all visitors and employees • Designate separate entrances for deliveries/receiving • Provide hand sanitizer stations inside stage door • Regularly disinfect touch points within entryway • Explain building rules to occupants that impact how they use and move around the facility • Spray/disinfect reception area daily • Assign Human Resources contact for any staff determined to need additional screening? • Vulnerable and at-risk staff and guests should be encouraged to stay home 	

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

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PRODUCTION COMMON AREAS	Medium	Phase 2	<ul style="list-style-type: none"> • Provide all stagehands PPE face masks • Provide hand sanitizer stations in common spaces • Routinely disinfect touch points • Encourage regular hand washing routines with employees • Designate one representative to complete sign-in paperwork to reduce crowding and surface transfer exposure • Provide written and posted protocols of refusal policies for employees displaying symptoms • Reduce staff levels to enforce social distancing • Vulnerable and at-risk staff should be encouraged to stay home 	<ul style="list-style-type: none"> • PPE expense • Disinfecting expense • Additional staffing
		Phase 3	<ul style="list-style-type: none"> • Routinely disinfect touch points • Encourage use of face masks • Provide hand sanitizer station in breakroom • Encourage regular hand washing routines with employees • Eliminate “buffet style” catering; use individually packaged beverages/ snacks • Practice social distancing whenever possible • Stagger breaks whenever possible to reduce crowding • Vulnerable and at-risk staff should be encouraged to stay home 	


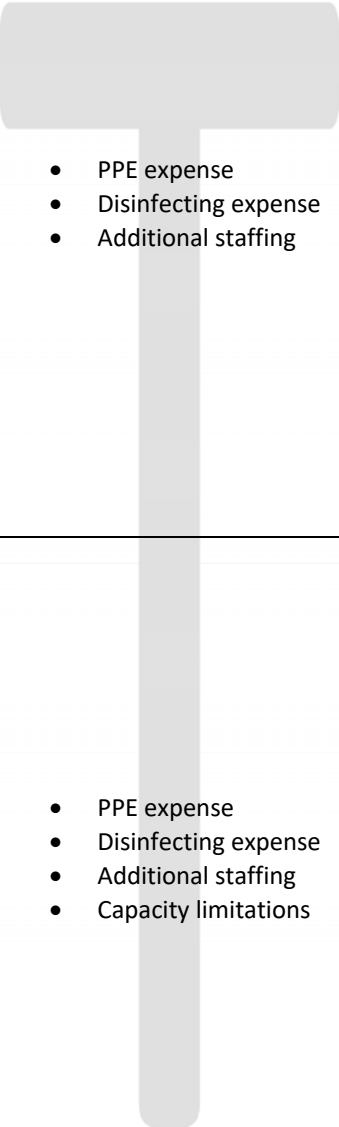

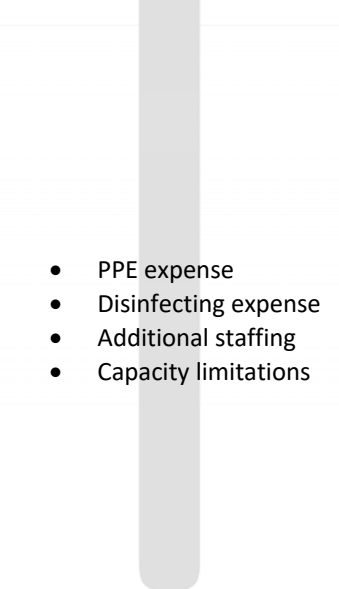
PERFORMING ARTS CENTER CONSORTIUM

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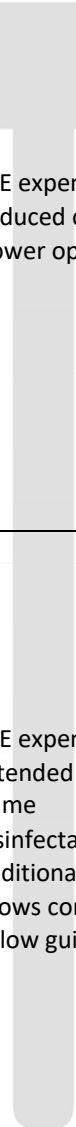
DRESSING ROOMS	High	Phase 2	<ul style="list-style-type: none"> • Provide visiting companies and staff with PPE face masks • Disinfectant wipes/sanitizer available at entry and bathrooms • Reduce dressing stations to comply with social distancing • Limit occupancy of each room based on social distancing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

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

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

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ON STAGE	High	Phase 2	<ul style="list-style-type: none"> • Implement routine performer/show crew asymptomatic testing • Stagehands and non-performing staff must wear PPE face masks at all times • Enforce social distancing whenever possible • 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 • Disinfect all high-risk equipment after each use (radios, headsets, microphones, costumes, safety equipment) • Routine hand washing breaks and addition of hand sanitizing stations off-stage • Consult HVAC engineer to assess filter effectiveness and alter airflow patterns to turn over air more frequently • Clean/disinfect touch points constantly during high usage • Spray/disinfect stage daily • Vulnerable and at-risk staff and guests should be encouraged to stay home 	<ul style="list-style-type: none"> • PPE expense • Extended load-in time frame • Disinfectant expense • Additional staffing • Shows compromised to follow guidelines
		Phase 3	<ul style="list-style-type: none"> • Disinfect all high-risk equipment after each use (radios, headsets, microphones, costumes, safety equipment) • Routine hand washing breaks and addition of hand sanitizing stations off-stage • Consult HVAC engineer to assess filter effectiveness and alter airflow patterns to turn over air more frequently • Clean/disinfect touch points constantly during high usage • Spray/disinfect stage daily • Vulnerable and at-risk staff and guests should be encouraged to stay home 	

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

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

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REHEARSAL SPACES	Medium	Phase 2	<ul style="list-style-type: none"> • Implement routine performer/show crew asymptomatic testing • Stagehands and non-performing staff must wear PPE face masks at all times • Provide hand sanitizer stations • Limit capacity to maintain social distancing guidelines • Disinfect all high-risk equipment after each use (radios, headsets, microphones, costumes, safety equipment) • Encourage routine hand washing for employees • Clean/disinfect touch points constantly during high usage • Consult HVAC engineer to assess filter effectiveness and alter airflow patterns to turn over air more frequently • Vulnerable and at-risk staff and guests should be encouraged to stay home 	<ul style="list-style-type: none"> • PPE expense • Extended load-in time frame • Disinfectant expense • Additional staffing • Shows compromised to follow guidelines
		Phase 3	<ul style="list-style-type: none"> • Provide hand sanitizer stations • Disinfect all high-risk equipment after each use (radios, headsets, microphones, costumes, safety equipment) • Encourage routine hand washing for employees • Clean/disinfect touch points constantly during high usage • Consult HVAC engineer to assess filter effectiveness and alter airflow patterns to turn over air more frequently • Vulnerable and at-risk staff and guests should be encouraged to stay home 	

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

FOH Staff - Risk Assessment

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

VALET EMPLOYEES	High	Phase 2	<ul style="list-style-type: none"> Suspend valet operations 	<ul style="list-style-type: none"> Valet service suspended <p>OR</p> <ul style="list-style-type: none"> Capacity/speed greatly reduced Exposure potential remains high
		Phase 3	<ul style="list-style-type: none"> Implement pandemic and COVID-19 training courses for all employees Valet drivers provided PPE face masks Drivers should wash or sanitize hands between each vehicle Install sneeze guard at payment station Encourage cash-free payments – cards preferred Discontinue door opening procedures/hand-to-hand key exchange Disinfect high-touch surfaces in each vehicle upon entry Encourage routine hand washing by employees Install floor markings for safe distancing Reconfigure queuing area for egress or designate valet waiting area (guests recalled when their vehicle is delivered?) Establish employee health tracking system Vulnerable and at-risk staff and guests should be encouraged to stay home 	

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TICKET AGENTS	Low / Medium	Phase 2	<ul style="list-style-type: none"> • Ticket agents provided PPE face masks and gloves to be worn at all times • Train employees in fitting, wearing and using PPE as well as safe removal, sanitizing and disposal • Implement pandemic and COVID-19 training courses for all employees • Provide hand sanitizer/wipes • Enforce requirements for hand washing and social distancing • Protective barriers installed in open ticket windows • Close every other teller window • Install portable protective barriers between ticket agents • Encourage cash-free payments – cards preferred • If employees handle credit cards, disinfect cards pre/post each transaction • Encourage routine hand washing by employees • Establish employee health tracking system • Disinfect box office work area daily • Vulnerable and at-risk staff and guests should be encouraged to stay home 	<ul style="list-style-type: none"> • PPE expense • Additional staffing costs • Infrastructure expense (sneeze guards, POS equipment modifications, queuing modifications) • Supply chain concerns
		Phase 3	<ul style="list-style-type: none"> • Provide hand sanitizer/wipes • Protective barriers installed in open ticket windows • Install portable protective barriers between ticket agents • Encourage cash-free payments – cards preferred • If employees handle credit cards, disinfect cards pre/post each transaction • Encourage routine hand washing by employees • Establish employee health tracking system • Disinfect box office work area daily • Vulnerable and at-risk staff and guests should be encouraged to stay home 	

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SECURITY	High	Phase 2	<ul style="list-style-type: none"> • Provide security staff PPE face masks and gloves to be worn at all times • Train employees in fitting, wearing and using PPE as well as safe removal, sanitizing and disposal • Implement pandemic and COVID-19 training courses for all employees • Develop routine testing of staff • Provide hand sanitizer/wipes • Enforce requirements for social distancing • Eliminate secondary hand scanning; require guests to empty pockets and walk through again • Implement clear bag policy; 12x12 clear bags can be inspected without the need to hand over to screener See NFL bag policy • 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 • Disinfect equipment daily/per performance • Schedule staff handwashing breaks (15 minutes) • Establish employee health tracking system • Establish protocols/parameters for refusing entry based on observed symptoms; written/posted protocol signed by CEO • Vulnerable and at-risk staff and guests should be encouraged to stay home 	<ul style="list-style-type: none"> • PPE expense • Slower guest throughput • Additional staffing costs • Infrastructure expense (sneeze guards, thermal imaging technology, queuing modifications) • Space limitations may negate social distancing guidelines • Routine staff testing expense • Supply chain concerns
		Phase 3	<ul style="list-style-type: none"> • Continue routine testing of staff • Provide hand sanitizer/wipes • Eliminate secondary hand scanning: require guests to empty pockets and walk through again • Install X-ray bag scanners if possible • Disinfect equipment daily/per performance • Schedule staff handwashing breaks (15 minutes) • Install body temperature scanning technology • Establish employee health tracking system • Establish protocols/parameters for refusing entry based on observed symptoms; written/posted protocol signed by CEO • Vulnerable and at-risk staff and guests should be encouraged to stay home 	

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

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CUSTODIAL/ FACILITIES ENGINEERS	High	Phase 2	<ul style="list-style-type: none"> • Provide custodial staff PPE face masks and gloves to be worn at all times • Train employees in fitting, wearing and using PPE as well as safe removal, sanitizing and disposal • Implement pandemic and COVID-19 training courses for all employees • Train employees on safe handling and disposal of contaminated material and waste • Train or refresh employees on proper disinfecting guidelines • Provide PPE safe disposal receptacles • Spray/disinfect auditoriums and other areas daily • Establish employee health tracking system • Install high efficiency air filters • Increase ventilation rates • Vulnerable and at-risk staff should be encouraged to stay home 	<ul style="list-style-type: none"> • PPE expense • Additional staffing costs • Infrastructure expense (touchless faucet, soap dispensers, paper towel dispensers) • Space limitations may negate social distancing guidelines • Routine staff testing expense • Supply chain concerns
		Phase 3	<ul style="list-style-type: none"> • Train or refresh employees on proper disinfecting guidelines • Provide PPE safe disposal receptacles • Spray/disinfect auditoriums and other areas daily • Establish employee health tracking system • Install high efficiency air filters • Increase ventilation rates • Vulnerable and at-risk staff should be encouraged to stay home 	

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F&B / FOH STAFF	Medium	Phase 2	<ul style="list-style-type: none"> While guests are required to wear face coverings, consider eliminating food service altogether <p>or</p> <ul style="list-style-type: none"> Relocate all food service outlets and dining areas to exterior locations and implement Phase 3 mitigations 	<ul style="list-style-type: none"> Reduced capacity Reduced revenue PPE expense Additional staffing costs Infrastructure expense Space limitations may negate social distancing guidelines Routine staff testing expense Supply chain concerns
		Phase 3	<ul style="list-style-type: none"> Provide food service employees PPE face masks and gloves to be worn at all times Train employees in fitting, wearing and using PPE as well as safe removal, sanitizing and disposal Train employees on safe handling and disposal of contaminated material and waste Develop contactless ordering and delivery methods Modify service style to reduce interaction with others Prepped container products only – guest self service Redesign cashier layout to provide greater distancing Eliminate the need to scan individual product Encourage cash-free payments – cards preferred Install guest-operated card readers where possible or self-service pay stations Install reach-in style coolers and heaters with no door opening required Provide disinfectant wipes/sanitizer Encourage routine hand washing by employees Establish employee health tracking system Vulnerable and at-risk staff and guests should be encouraged to stay home 	

PERFORMING ARTS CENTER CONSORTIUM

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KITCHEN STAFF	Medium	Phase 2	<ul style="list-style-type: none"> • Provide food service employees PPE face masks to be worn at all times • Implement pandemic and COVID-19 training courses for all employees • Train employees in fitting, wearing and using PPE as well as safe removal, sanitizing and disposal • Train employees on safe handling and disposal of contaminated material and waste • Maintain social distancing in work areas • Dedicate personnel for cleaning, sanitizing, and disinfecting highly touched surfaces throughout service periods • Disinfect daily and deep clean more frequently • Establish employee health tracking system • Vulnerable and at-risk staff and guests should be encouraged to stay home 	<ul style="list-style-type: none"> • Reduced capacity-- 50% or less • Reduced revenue • PPE expense • Additional staffing costs • Infrastructure expense • Space limitations may negate social distancing guidelines • Routine staff testing expense • Disposable product cost • Supply chain concerns
		Phase 3	<ul style="list-style-type: none"> • Dedicate personnel for cleaning, sanitizing, and disinfecting highly touched surfaces throughout service periods • Disinfect daily and deep clean more frequently • Establish employee health tracking system • Vulnerable and at-risk staff and guests should be encouraged to stay home 	

Office Staff - Risk Assessment

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

PERFORMING ARTS CENTER CONSORTIUM

ADVISORY COMMITTEE ON REOPENING

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

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PERFORMING ARTS CENTER CONSORTIUM
ADVISORY COMMITTEE ON REOPENING

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

PERFORMING ARTS CENTER CONSORTIUM

ADVISORY COMMITTEE ON REOPENING

CALL CENTERS / SHARED WORKSPACES	High	Phase 2	<ul style="list-style-type: none"> • Provide office-based workers PPE face masks to be worn at all times • Discourage workers from using other workers' phones, desks, offices, or other work tools and equipment, whenever possible • Maintain regular housekeeping practices, including routine cleaning and disinfecting of surfaces, equipment, and other elements of the work environment • Alter room configuration; stagger desks • Limit occupancy to maintain social distancing • Provide disinfectant wipes/sanitizer • Disinfect room/restrooms at the end of the day • Install plastic sneeze barriers between workspaces • Vulnerable and at-risk staff and guests should be encouraged to stay home 	<ul style="list-style-type: none"> • Reduced onsite workforce • Reduced office capacity • PPE expense
		Phase 3	<ul style="list-style-type: none"> • Discourage workers from using other workers' phones, desks, offices, or other work tools and equipment, whenever possible • Maintain regular housekeeping practices, including routine cleaning and disinfecting of surfaces, equipment, and other elements of the work environment • Provide disinfectant wipes/sanitizer • Disinfect room/restrooms at the end of the day • Vulnerable and at-risk staff and guests should be encouraged to stay home 	

SECTION 7: REFERENCES

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SECTION 8: APPENDICES

Supply chain placeholder

Disinfecting standards/best practices placeholder

HR/contact tracing placeholder

Industry and media articles/resources

Guest / Staff health / travel questionnaires (to aid authorities with contact tracing)

Parking best practices / resources