



GUIDE TO RE-OPENING

REVISED: 3/30/2021

based upon
Findings of the Performing Arts Center Consortium (PACC)
Principal Authors: C.J. Marshall and Dionne Christian
and
Kentucky's Healthy at Work Guidelines for Venues and Event Spaces

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ACKNOWLEDGEMENTS

As of this writing, Kentucky is in the third phase of its re-opening. Much remains to be determined before the Hardin County Schools Performing Arts Center (The PAC) can return to business as usual (highlighted sections below indicate guidelines still in flux):

- In accordance to Hardin County Schools (HCS) employee requirements, anyone entering the building is required to wear face coverings and have their temperatures taken before entering the building.
- **Effective March 1 via the Governor’s executive order, the following are exempt from wearing face coverings:**
 - Children who are age 5 or younger are exempt from wearing a face-covering;
 - Any person who is giving a speech or broadcast to an audience and is able to maintain a safe distance of six feet from all individuals who are not members of the person's household.
- **Although permitted to serve audiences at 60% capacity (approx. 450), prevailing social distancing restrictions prohibit the PAC from admitting more than 25% (approx. 175). Under such limitations, many User Groups may find using the PAC as a performance venue financially unviable at present.**
- **The PAC reserves the right to include a liability disclaimer on all Independent Contractor Agreements, facility rental agreements and ticket purchases in light of the pandemic.**
- Required signage, procedures, and sanitizing equipment are in place at the PAC. User Groups are encouraged to make an appointment to tour the facility and review procedures before their event.
- **A concise Responsibility Checklist is provided in Section 8.**

The Performing Arts Center Consortium’s Re-opening Guide was of immense use in determining the delegation of responsibilities necessary for the PAC to re-open. You can learn more about their philosophy and approach in the following sections, or you can jump ahead to **Section 4** for the “meat and potatoes” of what will be required of us all to make performances at the PAC possible for some time to come.

A few quick definitions before you jump ahead:

- **USER GROUPS:** Visiting touring companies, HCS Organizations, Renters, PAC ProAm productions, and their casts and crews.
- **FOH (FRONT OF HOUSE):** PAC Staff and Volunteers
- **HOUSE:** The Auditorium itself. For example, “The House is open,” means that the Auditorium is ready for the seating of the audience.

I sincerely hope that this document will assist all User Groups in developing your own viable plan – one tailored to your unique organization and event.

Bart Lovins, Director – Hardin County Schools Performing Arts Center

SECTION 1: PACC INTRODUCTION AND PACC COMMITTEE MEMBERS

Performing arts centers are actively developing strategies for resuming operations and re-opening their doors once they are authorized to do so. Based on extensive research and consultation with medical experts, 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 social distancing measures are required or recommended as part of our re-opening plans, it will be financially and/or logistically impossible for most of our venues to engage in our primary business.

Nevertheless, 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 re-opening scenarios. To that end, this document has been created as a roadmap to re-opening 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 re-opening 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, volunteers, audiences, artists and visiting professionals. 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.

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 re-opening 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 all to successfully adapt to rapidly changing circumstances.

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

PACC Advisory Committee Members

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

Howard Sherman
Executive Vice President and COO
The Music Center

Ellery J. Brown
Senior Vice President of Operations
The John F. Kennedy
Center for the Performing Arts

Kelley Shanley
President and CEO
Broward Center for the Arts

Todd Duesing
Vice President and COO
Cincinnati Arts Association

Jeremy Shubrook
Senior Director of Operations
Adrienne Arsht Center

Ken Harris
Vice President, Operations
Adrienne Arsht Center

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

Josh LaBelle
Executive Director
Seattle Theatre Group

Dionne Christian
Special Assistant to the COO
Straz Center for the Performing Arts

SECTION 2: PACC SCOPE, USE OF THIS DOCUMENT, GUIDING PRINCIPLES AND PRACTICES

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 re-opening 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) audiences, 2) visiting professional companies and back of house staff, 3) front of house staff and volunteers, 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 re-opening process from an operations perspective and is intended to be one component of an overall performing arts center re-opening strategy. As such, this document does not address other major areas of the re-opening 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, volunteers, audiences, artists and visiting professionals while presenting and producing economically viable events.

PACC 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, volunteers, audiences, artists and visiting professionals must be transparent, empathetic and meaningful.
- Supply chain, including PPE, disinfectant and testing resources must be widely available and reliable to begin a phased re-opening.
- Robust training and support programs must be in place to empower staff with a level of confidence to return to work.
- Expectations regarding staff, patron, 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, volunteers, audiences, artists and visiting professionals should be encouraged to stay home.

SECTION 3: PACC COMMUNICATION STRATEGIES AND MITIGATION PRINCIPLES

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 venue. It is especially important to be transparent about these health and safety measures and to clearly communicate expectations regarding staff, patron, and artist behavior upon their return to our theatre.

Communications to staff, volunteers, audiences, artists and visiting professionals 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 our venue simply cannot guarantee that all exposure to the virus will be eliminated. Disclaimer language to that effect will be included (pending HCS approval) in all communications and other materials received by staff, volunteers, audiences, artists and visiting professionals.

Venues should engage their staff, volunteers, audiences, artists and visiting professionals by emphasizing the importance of their role in minimizing the risk of exposure and spread of COVID-19. They should understand our expectation that they assess their health and make responsible decisions before entering the facility. The PAC will offer audience members options regarding their ticket purchase if they are unable to attend, and these options should be communicated to audience members in advance to encourage them to act responsibly.

Ultimately, our goal should be to provide a level of transparency and openness that allows staff, volunteers, audiences, artists and visiting professionals to make informed choices about returning to our venue while not promising anything that is beyond our control.

EMPLOYEE RISK CATEGORY

In the COVID-19 context, the Occupational Safety and Health Administration (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 staff 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 coverings, 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.

SECTION 4: RISK ASSESSMENTS FOR HARDIN COUNTY SCHOOLS PERFORMING ARTS CENTER

This section presents specific Risk Assessments for dealing with the current COVID-19 situation in the Hardin County Schools Performing Arts Center (The PAC). Although the PACC Guide to Re-opening has been adapted to meet the needs of the PAC, this guide is not likely to cover all scenarios and the evolving circumstances of changing state guidance. It will, therefore, be revised as needs change. The following Risk Assessments are focused exclusively on mitigating the spread of COVID-19 in four experience categories: Patron, User Group, FOH, and PAC Staff.

Audience - Risk Assessment

AREAS	MITIGATING CONTROLS	IMPACT
<p>FOH, ENTRANCE, AND LOBBY</p>	<ul style="list-style-type: none"> • The PAC Lobby will open at the same time as the PAC House so audiences may enter the building and progress directly to ticketed seating. These actions will occur 30 minutes in advance of the scheduled performance time and should be promoted by both the PAC and the User Group to potential audiences • The PAC will establish patron movement controls to maintain patron separation and prevent the need to share common spaces while waiting for an event. Such controls may include the reduction of chairs and benches in public areas • The PAC will provide disinfectant wipes/sanitizer for audiences at facility touchpoints • The PAC will encourage routine handwashing by audiences and FOH through signage • The PAC will sanitize the facility between events and sterilize the facility at the end of each day of use • The PAC will encourage patron social distancing while queuing through signage • The PAC will establish FOH staff health tracking system • The PAC will require audience members to wear face coverings while inside through signage • The PAC will require entryway temperature screenings for all audience members, FOH Staff and Vendors. Those running a temperature of 99.9 or more will be requested to vacate the facility and consult their local health department for further guidance • The PAC HVAC system will turn over air continuously during occupancy to ventilate facility thoroughly • User Groups and Vendors will discourage gatherings by eliminating photo opportunities like “step & repeat” and “meet & greets” and any other obstructions that may impede egress between the entrance to the building and the PAC House entrance(s). Following events, Audiences may only meet with cast and crew outside the building • User Groups will establish outdoor cast pick-up procedures to encourage social distancing and eliminate indoor waiting areas 	<ul style="list-style-type: none"> • Additional staffing / volunteer shortage • Infrastructure expenses (self-service ticket scanners, electronic thermometers, patron-operated card readers) • PPE expenses (disinfectant wipes/sanitizer) • Sanitizing expenses • Signage expenses • Slower patron throughput

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AREAS	MITIGATING CONTROLS	IMPACT
BOX OFFICE, AND TICKET SCANNING	<ul style="list-style-type: none"> • The PAC will handle all ticket sales for all User Group events. Tickets will be sold online or by phone to the greatest extent practicable. All ticket sales will be for Reserved Seating to support social distancing and contact tracing. Tickets will include entry instructions for the building and theatre with the most direct route for audiences to get to their seats and then exit again after events • The PAC will encourage audience members to print tickets at home or pick up tickets in advance • The PAC will maintain a record of audience members and their contact information and cooperate with health official requests to notify audience members if the event is linked by contact tracing to high risk of COVID-19 exposure • The PAC will encourage cash-free payments – cards preferred. The PAC will disinfect credit cards pre/post each transaction. The PAC should provide patron-operated card readers • The PAC will promote routine handwashing by audience members and FOH through signage • The PAC will sanitize the facility between events and sterilize the facility at the end of each day of use • The PAC will limit usher contact with audience members and encourage hand cleaning between interactions with audience members • The PAC will provide Ushers with face coverings and gloves upon request • The PAC will encourage patron social distancing while queuing through signage • The PAC will provide glass shielding for in-person ticket purchases • The PAC will establish FOH health tracking system • The PAC will include and requests COVID-19 risk disclaimer language in all communications including ticketing and other materials to be distributed by User Groups • The PAC may adopt touchless ticket scanning – patron retains paper ticket or scanned ticketing • The PAC will require audience members to wear face coverings while inside in all communications • The PAC will, when legally, reliably and financially possible, assist Use Groups in providing alternative ways for audiences to enjoy events by television, radio, or online as live or recorded events • The PAC will be flexible in its refund polices toward the User Group and their audiences should their event be cancelled due to a COVID-19 outbreak 	<ul style="list-style-type: none"> • Infrastructure expenses (self-service ticket scanners, electronic thermometers, patron-operated card readers) • PPE expenses • Sanitizing expenses • Signage expenses • Slower patron throughput

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AREAS	MITIGATING CONTROLS	IMPACT
COMMONS AND RESTROOMS	<ul style="list-style-type: none"> • The PAC will eliminate water fountain usage • The PAC will provide sanitizer at facility touchpoints • The PAC will deter air hand dryers in restrooms by providing paper hand towels • The PAC will clean restrooms after rush periods (top of the show, post-intermission) • The PAC will clean the facility between events and sterilize the facility at the end of each day of use • User Groups will discourage gatherings by eliminating photo opportunities like “step & repeat” and “meet & greets” and arranging for cast pick up outside the building. • The PAC will reduce commons seating capacity • The PAC HVAC system will turn over air continuously during occupancy to ventilate facility thoroughly 	<ul style="list-style-type: none"> • Extended intermission time required • Infrastructure expenses (touchless faucet, soap dispensers, and paper towel dispensers) • PPE expenses • Reduced capacity • Slower patron throughput
CONCESSIONS AND MERCHANDISE SALES	<ul style="list-style-type: none"> • Vendors provide workers appropriate PPE • Vendors will train workers in fitting, wearing and using PPE as well as safe removal, sanitizing and disposal • Vendors provide individually packaged items • Vendors will provide condiments only upon request, and in individually packaged portions • Vendors will discourage audience members from touching merchandise before purchase • Vendors provide protective plexiglass barriers at the point of sale • Vendors will encourage cash-free payments – cards preferred – by providing provide patron-operated card readers. Vendors should incorporate online purchase options • Vendors will offer disinfectant wipes/sanitizer for audience members at touchpoints • Vendors will encourage patron social distancing while queuing • Vendors will encourage routine handwashing by workers • Vendors will clean sales space throughout events and sterilize sales space at the end of each day of use • Vendor workers are required to wear face coverings while at the venue • User Groups and Vendors will discourage gatherings by eliminating photo opportunities like “step & repeat” and “meet & greets” and any other obstructions that may impede egress between the entrance to the building and the PAC House entrance(s). Following events, Audiences may only meet with cast and crew outside the building 	<ul style="list-style-type: none"> • Disposable product expense • Extended intermission time required • Infrastructure expenses (barriers) • PPE expenses • Reduced capacity/revenue • Sanitizing expenses • Signage expenses • Slower patron throughput

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AREAS	MITIGATING CONTROLS	IMPACT
ENTERING AND EXITING HOUSE	<ul style="list-style-type: none"> • The PAC will establish patron movement controls to both encourage social distancing while entering and exiting the House and also to discourage congregating in the Lobby or Commons • The PAC will limit usher contact with audience members • The PAC will add higher-visibility aisle and seat signage for self-service • The PAC will use tables or racks to distribute event programs & provide them digitally when possible • User Groups will establish outdoor cast pick-up procedures to encourage social distancing and eliminate indoor gathering • The PAC will not recycle programs • The PAC will clean the facility between performances/rehearsals and sterilize the facility at the end of each day • The PAC will provide safe disposal receptacles for contaminated materials • The PAC will indicate proper social distancing between cast and crew and audiences by marking floors, stages, spaces to delineate areas that are “cast and crew only” versus “audience only” 	<ul style="list-style-type: none"> • Extended intermission time required • PPE expenses • Reduced capacity/revenue • Signage expenses • Slower patron throughput

User Group - Risk Assessment

AREAS	MITIGATING CONTROLS	IMPACT
<p>STAGE DOORS</p>	<ul style="list-style-type: none"> • The PAC will clearly mark social distancing between cast and crew and audiences by marking floors, stages, and spaces to delineate areas that are “cast and crew only” versus “audience only” • User Groups will enforce the use of face coverings by cast and crew • User Groups will train cast and crew in fitting, wearing and using PPE as well as safe removal, sanitizing and disposal • User Groups will coordinate entryway temperature screenings for all cast and crew in collaboration with the PAC. Those running a temperature of 99.9 or more will be requested to vacate the facility and consult their local health department for further guidance. • User Groups will employ technology for touchless sign-in of cast and crew • User Groups should establish the side entrance (#14) as the sole entry/exit for cast and crew • User Groups will provide disinfectant wipes/hand sanitizer at cast and crew entryways • User Groups will routinely disinfect touchpoints at cast and crew entryways • User Groups will explain building policies to cast and crew and intended audiences that impact how they use and move around the facility • The PAC will clean the facility between events/rehearsals and sterilize the facility at the end of each day of use • User Groups will contact PAC staff should any cast and crew need additional screening or isolation • User Groups will establish a cast and crew health tracking system and encourage symptom reporting • User Groups will maintain a record of cast and crew names and their contact information and cooperate with health official requests to notify them if the event is linked by contact tracing to high risk of COVID-19 exposure • User Groups will establish outdoor cast and crew pick-up procedures to encourage social distancing and eliminate indoor gathering • User Groups will enforce no backstage access for anyone other than cast and crew 	<ul style="list-style-type: none"> • Extended load-in time required • PPE expenses • Sanitizing expenses

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GUIDE TO RE-OPENING

AREAS	MITIGATING CONTROLS	IMPACT
<p>SCENE SHOP AND LOADING DOCK</p>	<ul style="list-style-type: none"> • The PAC will provide wipes/sanitizer in these areas • The PAC will encourage routine hand washing of all occupants • User Groups will not share high-risk equipment, and all high-risk equipment must be sanitized after each event (radios, headsets, microphones, costumes, safety equipment, props, chairs, lockers) • The PAC and User Groups will enforce social distancing whenever possible • The PAC HVAC system will turn over air continuously during occupancy to ventilate facility thoroughly • User Group crew and non-performing staff must wear face coverings at all times unless they pose a safety hazard • User Groups will train cast and crew in fitting, wearing and using PPE as well as safe removal, sanitizing and disposal • The PAC will clean the facility between events/rehearsals and sterilize the facility at the end of each day of use • The PAC will clearly mark social distancing between cast and crew and audiences by marking floors, stages, spaces to delineate areas that are “cast and crew only” versus “audience only” 	<ul style="list-style-type: none"> • Extended load-in time required • PPE expenses • Sanitizing expenses

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GUIDE TO RE-OPENING

AREAS	MITIGATING CONTROLS	IMPACT
OCCUPIED BACKSTAGE AREAS (GREEN ROOM, DRESSING ROOMS, MAKE-UP ROOMS, RESTROOMS, REHEARSAL STUDIO)	<ul style="list-style-type: none"> • The PAC will provide safe disposal receptacles for used PPE • The PAC will discourage air hand dryers in restrooms and by providing paper hand towels • The PAC will clean the facility between events/rehearsals and sterilize the facility at the end of each day of use • The PAC will clearly mark social distancing between cast and crew and audiences by marking floors, stages, spaces to delineate areas that are “cast and crew only” versus “audience only” • The PAC HVAC system will turn over air continuously during occupancy to ventilate facility thoroughly • User Groups will enforce the use of face coverings by the cast when not performing. Crew should wear face coverings at all times unless doing so could cause harm • User Groups will train cast and crew in fitting, wearing and using PPE as well as safe removal, sanitizing and disposal • User Groups will routinely disinfect touchpoints in occupied areas • User Groups will provide cast and crew disinfectant wipes/hand sanitizer in occupied areas • User Groups will encourage regular hand washing routines with cast and crew • User Groups will eliminate “buffet style” catering (use individually packaged items only) • User Groups will provide condiments only upon request, and in single-use (non-reusable) portions • User Group cast and crew will not share high-risk equipment, and all high-risk equipment must be sanitized after each event (radios, headsets, microphones, costumes, music stands, safety equipment, props, chairs, lockers) • User Groups will practice social distancing whenever possible • User Groups should plan events requiring a limited number of cast and crew in order to comply with social distancing policies. When possible, rehearsals should be conducted online via video conferencing formats. In-person rehearsals must be limited to a maximum of fifty participants (cast and crew) per space. Social distancing, face coverings and gloves should be worn during rehearsals unless they pose a safety hazard • User Groups will enforce no backstage access for anyone other than cast and crew. Family and friends of cast and crew will not be permitted to attend rehearsals 	<ul style="list-style-type: none"> • Infrastructure expenses (touchless faucet, soap dispensers, and paper towel dispensers) • Longer break times may be required • PPE expenses • Sanitizing expenses
FLY RAIL, GRID, AND WINGS	<ul style="list-style-type: none"> • The PAC will provide wipes/sanitizer and encourage routine hand washing in these areas • The PAC will clean touchable surfaces, ropes, and weight stacks regularly • The PAC HVAC system will turn over air continuously during occupancy to ventilate facility thoroughly • User Group crew must wear face coverings at all times unless they pose a safety hazard • User Groups will train cast and crew in fitting, wearing and using PPE as well as safe removal, sanitizing and disposal 	<ul style="list-style-type: none"> • Extended load-in time required • PPE expenses • Sanitizing expenses

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AREAS	MITIGATING CONTROLS	IMPACT
ON DECK (ON STAGE)	<ul style="list-style-type: none"> • The PAC will sanitize the facility between events/rehearsals and sterilize the facility at the end of each day of use • The PAC will clearly mark social distancing between cast and crew and audiences by marking floors, stages, spaces to delineate areas that are “cast and crew only” versus “audience only” • The PAC HVAC system will turn over air continuously during occupancy to ventilate facility thoroughly • User Groups will not share high-risk equipment, and all high-risk equipment must be sanitized after each event (radios, headsets, microphones, costumes, music stands, safety equipment, props, chairs, lockers) • User Groups will provide hand sanitizer and incorporate hand washing breaks for cast and crew in their schedule • User Groups will practice social distancing whenever possible • User Groups will clean/disinfect touchpoints continuously during high usage • User Groups should plan events requiring a limited number of cast and crew in order to comply with social distancing policies. When possible, rehearsals should be conducted online via video conferencing formats. In-person rehearsals must be limited to a maximum of fifty participants (cast and crew) per space. Social distancing, face coverings and gloves should be worn during rehearsals unless they pose a safety hazard • User Groups will enforce no backstage access for anyone other than cast and crew. Cast and crew family and friends may not be permitted to attend rehearsals 	<ul style="list-style-type: none"> • PPE expenses • Sanitizing expenses • Slower operations
ORCHESTRA PIT OR ONSTAGE BAND	<ul style="list-style-type: none"> • The PAC will clearly mark social distancing between cast and crew and audiences by marking floors, stages, spaces to delineate areas that are “cast and crew only” versus “audience only” • The PAC HVAC system will turn over air continuously during occupancy to ventilate facility thoroughly • User Groups will not share high-risk equipment, and all high-risk equipment must be sanitized after each event (radios, headsets, microphones, costumes, music stands, safety equipment, props, chairs, lockers) • User Groups will encourage routine handwashing by musicians • User Groups will provide hand sanitizer in the pit • User Groups must include musicians in their crew numbers when considering capacity limitations • The PAC will sanitize the facility between events/rehearsals and sterilize the facility at the end of each day of use • User Groups should plan events requiring a limited number of musicians in order to comply with social distancing policies. When possible, rehearsals should be conducted online via video conferencing formats. In-person rehearsals must be limited to a maximum of fifty participants (cast and crew) per space with social distancing, face coverings and gloves worn at all times unless they pose a safety hazard • User Groups will enforce no backstage access for anyone other than cast and crew. Cast and crew family and friends may not be permitted to attend rehearsals 	<ul style="list-style-type: none"> • Extended load-in time frame • PPE expenses • Sanitizing expenses

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GUIDE TO RE-OPENING

AREAS	MITIGATING CONTROLS	IMPACT
CONTROL BOOTHS	<ul style="list-style-type: none"> • The PAC will clean the facility between events/rehearsals and sterilize the facility at the end of each day of use • The PAC will clearly mark social distancing between cast and crew and audiences by marking floors, stages, spaces to delineate areas that are “cast and crew only” versus “audience only” • The PAC HVAC system will turn over air continuously during occupancy to ventilate facility thoroughly • User Groups will not share high-risk equipment, and all high-risk equipment must be sanitized after each event (radios, headsets, microphones, costumes, safety equipment, props, chairs, lockers) • User Groups will encourage routine handwashing by cast and crew 	<ul style="list-style-type: none"> • Extended load-in time frame • PPE expenses • Sanitizing expenses
REHEARSAL SPACES	<ul style="list-style-type: none"> • The PAC will clean the facility between events/rehearsals and sterilize the facility at the end of each day of use • The PAC HVAC system will turn over air continuously during occupancy to ventilate facility thoroughly • The PAC will clearly mark social distancing between cast and crew and audiences by marking floors, stages, spaces to delineate areas that are “cast and crew only” versus “audience only” • User Groups will provide wipes/sanitizer for rehearsals • User Groups will not share high-risk equipment, and all high-risk equipment must be sanitized after each event (radios, headsets, microphones, costumes, safety equipment, props, chairs, lockers) • User Groups will train cast and crew in fitting, wearing and using PPE as well as safe removal, sanitizing and disposal • User Groups will encourage routine hand washing for cast and crew • User Groups will clean/disinfect touchpoints continuously during high usage • User Groups will promote social distancing between cast and crew during rehearsals 	<ul style="list-style-type: none"> • Extended load-in time frame • PPE expenses • Sanitizing expenses
WARDROBE AREAS	<ul style="list-style-type: none"> • The PAC will clean the facility between events/rehearsals and sterilize the facility at the end of each day of use • The PAC will clearly mark social distancing between cast and crew and audiences by marking floors, stages, spaces to delineate areas that are “cast and crew only” versus “audience only” • The PAC HVAC system will turn over air continuously during occupancy to ventilate facility thoroughly • User Groups will not share high-risk equipment, and all high-risk equipment must be sanitized after each event (radios, headsets, microphones, costumes, music stands, safety equipment, props, chairs, lockers) • User Groups will minimize the number of personnel allowed onstage/backstage, and work with the PAC to reduce the need of unprotectable quick-change stations • User Groups will provide wipes/sanitizer for all cast and crew • User Groups will encourage routine handwashing by cast and crew • User Groups will clean/disinfect touchpoints continuously during high usage 	<ul style="list-style-type: none"> • PPE expenses • Extended work time frame • Sanitizing expenses

FOH - Risk Assessment

<i>AREAS</i>	<i>MITIGATING CONTROLS</i>	<i>IMPACT</i>
<i>SECURITY</i>	<ul style="list-style-type: none"> • The PAC will provide hand sanitizer/wipes at entryways • The PAC will require entryway temperature screenings for all audience members, FOH Staff, User Groups, Volunteers and Vendors. Those running a temperature of 99.9 or more will be requested to vacate the facility and consult their local health department for further guidance • The PAC will establish FOH health tracking system • The PAC will establish protocols/parameters for refusing entry based on observed symptoms; heightened temperature and posted protocols • To better protect their employees, volunteers, or other visitors, the PAC will establish a policy on whether to serve audiences who do not adhere to their policy on requiring face coverings. The PAC reserves the right to refuse service to those who refuse to wear a mask • The PAC will maintain a record of FOH and their contact information and cooperate with health official requests to notify FOH if the event is linked by contact tracing to high risk of COVID-19 exposure 	<ul style="list-style-type: none"> • Infrastructure expenses (sneeze guards, thermal imaging technology, queuing modifications) • PPE expenses • Reduced capacity/revenue • Routine staff testing expenses • Sanitizing expenses • Signage expenses • Slower patron throughput • Supply chain concerns
<i>USHERS</i>	<ul style="list-style-type: none"> • The PAC will scale back or suspend use of volunteers to ensure their safety • The PAC will consider risk demographic among usher group • The PAC will train FOH in fitting, wearing and using PPE as well as safe removal, sanitizing and disposal • The PAC will add higher-visibility aisle and seat signage for self-service • The PAC will provide sanitizer/wipes to ushers • The PAC will adopt touchless ticket scanning – patron retains ticket or electronic device during scanning • The PAC will encourage regular hand washing by FOH • The PAC will use tables or racks to distribute event programs & provide them digitally <i>whenever possible</i> • The PAC will provide PPE safe disposal receptacles • The PAC will utilize FOH health tracking system 	<ul style="list-style-type: none"> • Additional staffing/volunteer shortage (demographic at high risk) • Infrastructure expenses (sneeze guards, queuing modifications, self-service ticket scanners) • PPE expenses • Sanitizing expenses • Slower patron throughput

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GUIDE TO RE-OPENING

AREAS	MITIGATING CONTROLS	IMPACT
CUSTODIAL	<ul style="list-style-type: none"> • The PAC will train FOH on proper disinfecting guidelines • The PAC will provide PPE safe disposal receptacles • The PAC will clean the facility between events/rehearsals and sterilize the facility at the end of each day of use • The PAC will utilize FOH health tracking system • The PAC will minimize the use of cleaning procedures that could re-aerosolize infectious particles. This includes, but is not limited to, avoiding practices such as dry sweeping or use of high-pressure streams of air, water, or cleaning chemicals • The PAC will maintain regular housekeeping practices, including routine cleaning and disinfecting of surfaces, equipment, and other elements of the work environment • The PAC HVAC system will turn over air continuously during occupancy to ventilate facility thoroughly 	<ul style="list-style-type: none"> • Additional staffing costs • Infrastructure expenses (touchless faucet, soap dispensers, paper towel dispensers) • PPE expenses • Sanitizing expenses • Supply chain concerns

Office Staff - Risk Assessment

<i>AREAS</i>	<i>MITIGATING CONTROLS</i>	<i>IMPACT</i>
<i>GENERAL PERSONAL WORK SPACES</i>	<ul style="list-style-type: none"> • PAC Staff will minimize contact among staff members, visitors, volunteers, and User Groups by replacing face-to-face meetings with virtual communications and implementing telework when feasible • PAC Staff will utilize the HCS employee health tracking system • PAC Staff will establish regular housekeeping practices, including routine cleaning and disinfecting of surfaces, equipment, and other elements of the work environment • PAC Staff will be discouraged from using other employee’s phones, desks, offices, or other work tools and equipment, whenever possible • PAC Staff will promote hand washing routines amongst the employees • The PAC HVAC system will turn over air continuously during occupancy to ventilate facility thoroughly 	<ul style="list-style-type: none"> • PPE expenses • Reduced office capacity • Reduced onsite workforce • Sanitizing expenses
<i>FOH RESTROOMS</i>	<ul style="list-style-type: none"> • PAC Staff will wipe down restroom touchpoints after use • The PAC will sanitize the facility between activities and sterilize the facility at the end of each day of use • The PAC HVAC system will turn over air continuously during occupancy to ventilate facility thoroughly 	<ul style="list-style-type: none"> • Sanitizing expenses • Supply chain concerns

SECTION 5: CONCLUSION

We hope that the above roadmap will assist you in developing individualized re-opening plans that protect the health and safety of your staff, volunteers, audiences, artists and visiting professionals 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

Principal Authors: C.J. Marshall and Dionne Christian
Performing Arts Center Consortium (PACC)

Just as the PACC mentioned above, as things change, I will update and redistribute this guide as well. Some of what you've just reviewed may be disheartening but take faith in the knowledge that the arts have survived far worse conditions and that you are not alone in this struggle. Thanks to HCS, the PAC staff and I are here to help you and your organization find a way to make the performing arts possible for now in whatever way that we can so that in the future, they can flourish once again.

Bart Lovins, Director
Hardin County Schools Performing Arts Center

SECTION 6: 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

World Health Organization Rolling Covid-19 Updates

NIOSH Emergency Preparedness and Response Program

The White House Guidelines – Opening Up America Again

ESA Guide to Re-opening Venues

National Restaurant Association Reopening Guide

IAAPA Covid-19 Reopening Guidance

SECTION 7: ADDITIONAL RESOURCES

FACILITIES / CUSTODIAL

- CDC Cleaning & Disinfecting Guidance Document
- CCD 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 Contract 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 Covid19 Employer Compliance Handbook
- SHRM Back to work Checklist

INDUSTRY RELATED ARTICLES AND REPORTS

- ESA Guide to Re-opening Venues
 - 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
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SECTION 8: RESPONSIBILITY CHECKLIST

PAC	USER	USHER	VENDOR	PATRON	EXPECTATION
X	X				All tickets sold through PAC will be Reserved Seating
	X		X		Concessions/Merchandise: Provide protective Plexiglas barriers at point of sale
	X				Conduct rehearsals via video conferencing when possible
X	X				Contact PAC staff should any participant need additional screening or isolation
X	X				Delineate areas that are “authorized personnel only” versus “audience access”
X					Deter air hand dryer use in restrooms by providing paper hand towels
X	X				Discourage gatherings (eliminate photo opportunities, meet & greets, seating options, & physical obstructions near doors)
X	X	X	X		Don't share high-risk equipment (props, costumes, mics, lockers, etc.)
	X		X		Eliminate buffet style servings. Provide only individually packaged beverages/snacks
X	X				Eliminate water fountain use via signage
X	X				Employ technology for touchless sign-in of participants
	X				Employ temperature screenings for all participants before entering building
X	X	X			Encourage Audience PPE
X	X		X		Encourage cash-free payments (preferably in advance, online, phone, or credit card)
X	X				Encourage digital programs instead of paper
X	X		X	X	Encourage handwashing
X	X				Encourage limited room capacity
	X				Encourage participant symptom reporting
X	X	X	X	X	Encourage social distancing
X	X	X			Enforce no backstage access for anyone other than cast/crew
X	X				Establish front entrance(s) for audience entry/exit only
	X				Establish outdoor cast/crew drop off & pick-up procedures
	X				Establish participant health tracking system
X	X				Establish the side entrance (#14) for cast & crew entry/exit only
X	X				Establish touchless ticketing protocols

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GUIDE TO RE-OPENING

PAC	USER	USHER	VENDOR	PATRON	EXPECTATION
X	X				Explain and enforce new building policies with audiences
	X	X			Explain and enforce new building policies with participants
	X				Include liability disclaimer in all written agreements with participants
	X				Limit in-person rehearsals to 50 or less participants (cast, crew & musicians combined) per space occupied
X	X				Lobby will open at the same time as the House (promote to patrons in advance)
X	X				Maintain a record of audience names & contact information & cooperate with health official requests
X	X				Minimize contact between cast and crew and audience
X	X				Only cast/crew permitted at rehearsals (no outside observers)
X	X				PAC will handle all ticket sales for ALL events (promote this to patrons in advance)
X	X				Provide & promote alternative viewing experiences in addition to in-person
	X		X		Provide condiments only upon request, and in individually packaged portions
X	X				Provide disinfectant wipes/sanitizer for participants
X					Provide disinfectant wipes/sanitizer strategically
X					Provide higher-visibility aisle and seat signage
	X				Provide participants PPE
X					Provide tables or racks to distribute paper programs
X					Provide trashcans for contaminated materials
X					Routinely disinfect audience touchpoints
	X				Routinely disinfect participant touchpoints
	X				Safely rehearse with social distancing, face coverings and gloves
X	X				Sanitize areas between participant groups
X					Sanitize facility between events and sterilize at the end of day
X	X	X	X	X	Sanitize hands between any physical interactions
X	X				Sanitize high-risk equipment after event (props, costumes, mics, etc.)
X	X				Sanitize more frequently throughout performances & rehearsals
X	X				Text on tickets must include seat directions & liability disclaimer
X					The PAC HVAC system will turn over air continuously during occupancy to ventilate facility thoroughly
X					Ticketing: Provide protective Plexiglas barriers at point of sale