I A V M

International Association of Venue Managers

Public Assembly Facilities Recovery Guide

2nd Edition: October 2020

TABLE *of* CONTENTS

Reopening & Recovering Our Venues

INTRODUCTION

The International Association of Venue Managers (IAVM) has a mission is to educate, advocate for, and inspire venue professionals worldwide to provide safe, secure, and healthy environments within all public assembly facilities. Having significant influence globally, IAVM serves members from amphitheaters, arenas, auditoriums, convention centers, exhibit halls, fairgrounds, stadiums, performing arts centers, and university complexes.

IAVM established the Reopen and Recovery Taskforce to develop and provide written guidance, education, and training opportunities that will enable venue managers to prepare, respond, recover, and restore their venues to safe and operable event spaces. This taskforce is comprised of industry leadership from all venue types and influential allied organizations.

This reopening guide is not designed to circumvent government guidance. This written guidance was designed to help venues make reasonable decisions as it relates to the health and safety of all venue occupants. As the pandemic continues to evolve rapidly, the Reopen and Recovery Taskforce continues to monitor and evaluate scenarios that impact our members. This written guide serves as a working document that should remain flexible and be adapted for each venue's specific reopening needs.

DOCUMENT DISCLAIMER

The written guides contained herein are suggestions only. They are written and based on smart practices developed from thorough industry research conducted in various venue sectors and subsectors. Thus, the direct applicability of these guides can vary from venue to venue based on the current health updates, environment, geographic risk, site layout, and event type. These measures are intended for guidance purposes only; they are not a requirement under any standard, regulation, or legislation. Due to the variability of COVID-19 circulation in communities, venue managers are encouraged to

work closely with state and local health officials regularly. All prevention measures must be consistent with federal state and local public health guidelines. Consult federal, state, and local law enforcement and homeland security partners for additional assistance. The written guides provide a reasonable comprehensive source of information on protecting all public assembly venues and its occupants. The written guides are nonprescriptive nor a compliance program or industry standard.

PURPOSE

The International Association of Venue Managers (IAVM) has conducted extensive research to provide recommendations that are advisory in nature, informational in content, and intended to assist venues in providing safe and healthy workplaces. Application of this guide will assist all public assembly venues in developing written health and safety guides, education, and training opportunities.

Mass gatherings, if not planned and managed carefully, can amplify the spread of infectious disease. Carefully consider all safety and health risks before proceeding to host public assembly events. Combine the information from this guidance with existing venue practices to educate the management team, staff, and guests on the best measures of proceeding with mass gatherings in respective venues. For additional resources please visit www.iavm.org. This is an evolving framework with recommendations of best practices from industry experts at the time of publication. This document reflects extensive review and input from subject matter experts across the spectrum of public assembly venues and will continue to evolve as more scientific and medical information becomes available.

This is a working written guide, which may change as time and more data is presented. As we continue to learn more about operating venues during the COVID-19 pandemic, it is important to share the most current direction and advice from the experts. A detailed list of agencies used to produce information for this guide can be found in Appendix I.

Before Reopening

READINESS ESSENTIALS

Before reopening, understand the impact COVID-19 has in the venue's area. Reopening should be scientific data driven, not date driven. Please work with state and local public health and safety officials to determine the best reopen timeline for the venue.

- Understand local conditions:
    - Refer to CDC guidance for optimal mass gathering sizes and for best understanding the capacity thresholds for hosting events.
    - If there is substantial spread in your area, consider canceling all in-person events of any size. Defer to CDC and local official guidance.
- Prepare the workforce:
    - Establish a "Return to Work Committee" (RWC) comprised of representatives from every department in the venue, drawing in local officials as applicable.
    - Develop an "Infectious Response Team" (IRT) that consists of HR, Security, and Venue staff to address the protocols to take if the venue encounters an active exposure. (See page 9 for additional info on recovering venue)
        » The IRT should be the primary contact for all COVID-19 planning, oversite, and training.
        » The IRT should collaboratively create a written COVID-19 safety plan that specifies the venue's safety and security policies, practices, and procedures.
    - Determine who should return to work for each phase.
    - Encourage continued teleworking for jobs where feasible.
    - Modify policies to encompass new physical distancing and cleaning protocols. Communicate these changes to full-time and part-time staff, vendors, contractors, and partners.
    - Ensure policies and practices are consistent with public health recommendations and existing state/federal workplace laws.
    - Train staff on new protocols, policies, procedures, and equipment.
    - Clean the venue.
        - If the venue has been unoccupied for more than 7 days, perform standard cleaning procedures (CDC Guidelines).
        - If the venue has been exposed to COVID-19 in the last 7 days, a more thorough cleaning, including disinfecting, may be warranted.
        - Follow CDC and EPA guidelines related to proper chemical selection, cleaning techniques, and PPE when performing this work.
- Conduct physical assessments of all areas including HVAC, mechanical, safety, security, and cleaning inspections.
- Have an emergency preparedness, isolation, and response plan in place for potential outbreaks and resurgences in the venue's community. (See page 9)
- Meet with the venue's emergency operations coordinator or planning team within the venue to discuss emergency plans. Develop contingency plans that address various scenarios surrounding untimely encounters with COVID-19 outbreak. Plans should include isolation protocols, venue occupant tracking, and response measures for contact tracing in case the venue is contact by local health officials.
- Use this time to update the venue's Business Continuity Plan (BCP) and Continuity of Operations Plan (COOP).
- Work with existing vendors to ensure the venue has adequate supplies for safety supplies which may include disposable face coverings, hand sanitizer/sanitizer stations, facial tissues, cleaners, and disinfectants.
- Many suppliers are having production backlogs. Work directly with distributors and suppliers to submit anticipatory orders for future dates, considering longer lead times. This will ensure there is continuity of essential supplies.

Human Resource Management

Employers must take reasonable precautions to prevent the spread of any virus and/or communicable disease in the workplace. Communicate with staff about when and how to safely return to work, particularly if the venue is observing a phased reopening plan for return to office.

WORK WITH HUMAN RESOURCES TO...

- Identify critical job functions/positions and determine which staff need to return from the full time, part time, contracted, and volunteer labor pools, once deemed safe.
- Assess the need for rehiring if applicable and feasible.
- Bring back furloughed employees and recover laid off staff (if applicable).
- Identify ways to accommodate high risk staff.
- Communicate new start dates and policy changes.
- Develop a plan for staff absences that includes flexible attendance and sick-leave policies. Create a plan for alternative coverage by cross-training staff as part of the venue's Continuity of Operations Plan (COOP).
- Monitor local and national laws regarding FMLA and sick leave guidance.
- Write flexible leave policies to accommodate employees who may have challenges with dependent care (i.e. caring for children or sick family members) or those who are high risk.
- Develop documentation that will assist employees in connecting with community resources and other benefits that your venue may provide like Employee Assistance Programs (EAP).
- Create staff trainings and to update written protocols, policies, and procedures. Document these changes and keep record of staff trainings.
- Make efforts to keep your staff informed. This should include those staff further removed from daily communications such as part time, contracted, and volunteer staff.
- Inform employees of new or modified work schedules, how they can stay up to date on new scheduling requirements, and how to make requests for schedule changes.
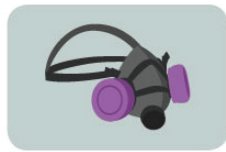
Train the Staff

It is important to train the staff on the new policies and procedures being implemented. Also train on proper cleaning, sanitizing, and disinfecting practices. Perform trial runs of the new operation plans before bringing guests back into the venue. Keep detailed records of all trainings being provided. Recommended trainings include:

- Global Biorisk Advisory Council Training (GBAC Star).
- Bloodborne Pathogens Training.
- Biohazard and COVID-19 specific trainings including:
  - How to identify COVID-19 symptoms in employees and guests.
  - How to handle employees and/or guests who demonstrate COVID-19 symptoms.
- Provide instructions on what to do if staff develop symptoms or if a guest displays symptoms.
- Develop policies for employee protection and training to all cleaning staff on site prior to providing cleaning tasks.
- ADA Compliance Trainings.
- Train staff on the use of PPE (including how, when, and what to use). Ensure they understand how to properly put on and take off PPE, as well as how to properly dispose of PPE.
- Create strict guidance on how to properly clean, sanitize, and disinfect surfaces throughout the venue. Provide trainings where applicable.
  - Pay special attention to the chemical selection, application methods, dwell times, and directions on the products' labels.
- Stress the importance of maintaining physical distancing (at least six feet).
- Train employees on how to interact with tenants and visitors, such as engaging tenants in their space, physical distancing, face mask/covering usage, and proper hygiene.
- Train employees on de-escalation techniques and how to address a guest or guest who does not want to comply with PPE requirements.
- Employees should receive awareness training on cleaning and disinfection products used in the workplace, following OSHA Hazard and Communication Standards.

LIMIT THE SPREAD

- Prohibit sick employees from returning to the workplace. Reinforce the importance of staying home if sick or symptomatic.
- Identify minimum and maximum health screening procedures (i.e. heath questionnaires, temperature checks, self-monitoring). Determine daily tracking and monitoring process for employees who enter the workplace.
- Encourage frequent handwashing by posting signage throughout the venue with proper handwashing techniques.
- Reduce the number of staff needed when able and stagger shifts for essential employees.
- Create multiple employee entrance methods for large calls to avoid accidentally creating "gatherings" at the entrances. Mitigate risk of gathering by implementing queuing protocols.
- If performing essential services, high risk employees, or those with high risk factors should remain vigilant with regards to following health regulations.
- Consider implementing an employee return to work consent document. Signature indicates receipt of safety/hygiene guidance provided by the employer.

Personal Protective Equipment (PPE)

Understand it is the employers' legal responsibility to provide employees PPE. Follow state and local guidance regarding proper and effective use of PPE. All staff should use face coverings when working with the public and in situations where other physical distancing measures are difficult to maintain. Provide gloves when appropriate. Ensure they are properly fitting and should be changed as often as necessary to prevent contamination. Face coverings can be used when surgical grade masks

or respirator masks are not applicable. Provide the appropriate face covering based on job type and duties assigned. Follow CDC guidance on the use of face coverings and masks. Note that surgical masks and respirators are critical supplies that should be reserved for healthcare workers and other medical first responders. Face coverings suffice for general venue use. Be sure to keep record of the appropriate programs and trainings for the type of equipment being used.

PRACTICAL GUIDANCE FOR FACE COVERINGS [1]

- Fit snugly but comfortably against the side of the face.
- Be secured with ties or ear loops.
  - Include multiple layers of fabric.
  - Allow for breathing without restriction.
  - Be launderable and dried without damage or change to shape.
  - Be routinely washed by user based on frequency of use (if applicable).
  - Individuals should be careful not to touch their eyes, nose and mouth when removing their face coverings. Wash hands prior to and immediately after removal.
- Have back up supplies available should a staff member's malfunction
- If an employer chooses to provide an N95 respirator, please consider and fulfill the applicable OSHA requirements.
- Follow CDC guidance regarding accommodations for children and those with respiratory challenges.

Example of an open-circuit SCBA

Example of an SAR/SCBA

Monitoring Employee Health & Hygiene

- Encourage sick employees to remain home.
- If an employee becomes ill or presents signs of illness while in the workplace, identify the signs and follow the established policies on when an ill employee can return to work. Follow CDC guidelines and tell the employee to self-isolate for 10 days from the onset of symptoms and be symptom-free for 3 days before their return.
- Taking employees' temperatures is at the discretion of the venue's management team. CDC has not mandated taking employee or guest temperatures. Any venue that chooses to do so should engage health officials and align procedures when adopting new policies. CDC guidance states that the minimum temperature indicating fever is 100.4°F.
- Per CDC recommendations, maintaining six-foot distances and wearing face coverings are proven effective in mitigating the risk of COVID-19.
- State and local mandates may require face coverings for both employees and guests. Please adhere to the advisory of government officials and respond accordingly.
- Train and stress the importance of frequent hand washing. When soap and water are not available, offer alcohol-based (at least 60% alcohol) hand sanitizer.
  - Stress importance of either hand washing or sanitizing for a minimum of 20 seconds.
- At minimum, employees should wash their hands upon arrival to work, after touching their face, mask, or any common contact surfaces, and when leaving work. Utilize sanitizer when handwashing is unavailable.
- Stress the importance of washing prior to and at the conclusion of breaks.
- Stress the importance of avoiding touching eyes, nose, and mouth.
- Clean and disinfect frequently touched objects and surfaces.
- Cover coughs and sneezes with a tissue or the inside of your elbow.
- Be aware that some employees may be high risk for serious illnesses, such as older adults and those with chronic medical conditions.
  - If requested, minimize face-to-face contact between these employees by assigning work tasks that allows for recommended physical distancing. Allow telework if possible.

Workspaces

Promote the use of teleworking when appropriate. Reduce the number of staff needed by potentially staggering shifts for those who support essential functions and services during events. Physical distancing of six feet is recommended in all shared spaces. Reconfiguring of existing office space and communal areas may be necessary. It is encouraged to assign employees designated workspaces and limit sharing of devices.

RECONFIGURING WORKSPACES

- For those without designated offices, create office spaces utilizing plexiglass or other barriers to enclosed desks. Be sure that desks are not directly facing each other and that there is appropriate spacing.
- Provide PPE for employees who cannot maintain appropriate physical distancing (e.g. for back of house repairs and operations).
- Limit in-person meetings to meet locally established capacities or until local guidance deems it safe. Utilize teleconferencing whenever able.
  - If unable to maintain physical distancing, ensure all participants are wearing face coverings during the meetings.
- Employees should be discouraged from sharing office equipment, such as phones, computers, or other shared work tools.
  - In the event equipment is shared, it should be cleaned and disinfected between uses. Staff should be advised to utilize masks, gloves, and other protection while using shared equipment.
- Shared spaces, such as breakrooms, locker rooms, pantries, etc. should allow for adequate physical distancing. Limit the number of workers per area based on square footage capacity.

GENERAL CONFIGURATION

- Carefully consider how the shifts in indoor environmental quality (IEQ) of the workspace will affect all who enter the venue.
- Employers should develop a team of professionals to monitor, assess, and implement new COVID-19 transmission risk mitigation strategies as they become available and consider how they relate to IEQ.

- Take thoughtful measures to ensure employees are well-positioned to transition back to work with minimal disruption.
- Eliminate reception seating areas and request that guests phone ahead.
- Install sneeze guards (partitions) where face-to-face contact cannot be avoided (i.e. reception desks, concession stands, etc.).
- Review floorplans and remove or reconfigure seats, furniture, and workstations as needed to preserve recommended physical distancing.
- Replace high-touch amenities, such as water coolers, coffee makers, and bulk snacks.
- Post signage to deter use of shared amenities.
- If vending machines are used, require periodic cleaning and disinfecting between uses. Place hand sanitizer stations nearby for safety and convenience.
- Reduce tasks requiring large numbers of people to congregate in one area. Design workspaces to reduce or eliminate overcrowding.
- Employees should be encouraged to use virtual meeting tools, including phone and virtual teleconference, in lieu of in-person meetings, whenever possible.

CONFERENCE ROOMS

- Conference rooms should be disinfected before and after each use.
- Leave disinfectant wipes or spray in each conference room. Encourage employees to wipe down all surfaces and equipment (e.g. mouse, keyboard, phone) touched during occupancy.
- Limit in-person meetings based on locally established capacities. Utilize virtual teleconferencing when feasible.
- Lingering and socializing before and after meetings should be discouraged.

KITCHENS/BREAKROOMS

- Disinfectant wipes or spray should be left in each kitchen and/or breakroom. Encourage employees to wipe down all surfaces and equipment (e.g. tables and countertops) touched during occupancy.
- Kitchen areas should be cleaned and disinfected daily.
- Routinely clean coffee machines, refrigerators, and ice machine handles.
- Request employees disinfect items before placing them in the refrigerator.
- Use disposable eatery and dishware when able. Discourage the use of communal eatery and dishware.
- Avoid use of ice machines that require a handheld scoop, as it is difficult to control potential contamination. If unavoidable, be sure proper PPE is worn when handling. Post signage on proper use of shared scoops or provide disposable scoops.
- Water/beverage faucets should be disinfected routinely.
- Congregating in kitchen areas and breakrooms should be discouraged. Set and post maximum room capacities. Stagger breaks to avoid overcrowding.
  - Assess if investing in temporary trailers to expand capacity would be beneficial for venue.

External Considerations

CONTRACTS, BOOKINGS & POLICIES

Consult and coordinate with legal counsel when adjusting protocols accommodate COVID-19. Reach out to rental clients to update them on policy changes as soon as the RWC has them outlined. Effectively communicate how the implications of COVID-19 will alter their previous event plans. Update rental agreements to include new refund policies, overall procedure changes, ticketing changes,

and indemnities and Force Majeure language. Add language to the contract to outline the actions the venue will take should the venue have to cancel/postpone the show due to a resurge of COVID-19. Consider incorporating the added costs for PPE, staffing, cleaning, and health and safety precautions to the contract as applicable. Explicitly outline the measures the venue and staff are taking to ensure the safety and wellbeing of all venue occupants.

ORDERING SUPPLIES

Understand what supplies are needed for reopening the venue. Only purchase the necessities and refrain from panicked decision making. Create supply calculations based on the amount of a given item used per use period and the number of use periods in a given timeframe. Avoid overstocking or purchasing items the venue does not need or will not use. Ensure that there are enough supplies to accommodate all staff and their varying needs. Only use EPA approved cleaning supplies and have contingency plans in place in case the items needed are on backorder. Consider tracking expenses for potential FEMA reimbursements.

VENDORS IN THE VENUE

Ask vendors to share their health and safety plans and new protocols in advance of reopening. Proactively work with vendors to have a plan in place for how they will maneuver through the venue, new safety protocols, and any requirements for entry. Have a plan in place for resolving concerns regarding the prevention efforts being implemented.
- Work with vendors and contract partners to establish an understanding of their protocols and training. Ensure they align with the venue's policies.
- Establish understanding of which set of plans supersedes the other. For example, determining if the venue PPE requirements supersedes the food service partner or vice versa.
- Update and distribute timely and accurate emergency communication information. Identify everyone in the venue's chain of communication (i.e. event staff, suppliers, vendors, and key community partners and stakeholders). Establish systems for sharing information with them.
- Make vendors aware of any changes in venue operations and layout prior to arrival.

- Notify vendors of any floor markings to promote physical distancing when signing in.
- Give clear instructions on how equipment delivery might change because of physical distancing.
- Have signage near freight elevators with requirements for face coverings/masks and other PPE for contractors and venue personnel.
- Discuss with management/show organizers any limitations on number of crew members working together. Smaller teams may be designated to avoid crowding.
- Hand out operating procedures at the beginning of every shift and have venue management provide orientation on physical distancing, working together in limited groups, and expectations of working in the venue.
- Discuss who will supply masks, gloves, and appropriate PPE and ensure that they will be appropriately supplied to all contracted staff. Have access to sanitizer and areas for handwashing readily available.
- Have union management/show organizers monitor the daily routine of their staff to ensure everyone is abiding by the venue's policies.
- Establish procedures to protect the safety of contractors and tenants, such as check in/check out, limiting access to assigned work areas, and managing no-touch key drop-off.
- Do not permit vendors to send staff to the venue who are showing signs of illness or have been in contact with a confirmed case of COVID-19. Send health screening questionnaires in advance of arrival at the worksite.
- Advise tenants to follow state and local guidance and recommendations regarding physical distancing and face masks/coverings. Clearly communicate any venue requirements and recommendations that may be in place for tenants to wear face masks/coverings in common areas.
- Ensure cleaning supplies and materials utilized by tenants are not shared and that tenants provide their own supplies and cleaning protocols for their spaces.
- Recommend tenants limit the number of guests/visitors as the venue adjusts to reopening.
- Work with tenants on possible staggered work hours and/or workdays to limit venue occupancy initially and for some period after reopening.

- Talk openly with tenants, contractors, vendors, and unions about how the pandemic is affecting work. Expectations should be communicated clearly and agreed upon by everyone.

MEDIA IN THE VENUE

Proactively work with media staff to inform of any new safety protocols, changes in venue access, and any requirements for entry.
- Work with tenants to understand which set of plans supersedes the other. For example, determining if the team's or resident company's PPE requirements supersedes the venue's policies.
- Update and distribute timely and accurate emergency communication information. Identify everyone in the venue's chain of communication (i.e. event staff, suppliers, vendors, and key community partners and stakeholders). Establish systems for sharing information.
- Make media staff aware of any changes in venue operations and layout prior to arrival.
  - Notify of any floor markings to promote physical distancing when signing in.
  - Give clear instructions on how press areas might change because of physical distancing.
- Discuss with management/show organizers any limitations on number of media designated for each area. Smaller groups may be designated to avoid crowding.
- Hand out operating procedures at the beginning of every event.
- Establish procedures for check in/check out, limiting access to assigned work areas, assigning credentials, and managing no-touch key drop-off.
- Do not permit media staff in the venue who are showing signs of illness or have been in contact with a confirmed case of COVID-19. Send health screening questionnaires in advance of arrival at the worksite.
- Advise media staff to follow state and local guidance and recommendations regarding physical distancing and face masks/coverings.
- Clearly communicate any venue requirements and recommendations that may be in place for media staff to wear face masks/coverings in common areas.

Venue Operations

- If the venue has been sitting dormant/completely unoccupied, normal routine cleaning can be conducted prior to reopening.
- Check fire alarms to ensure they are in working order.
- Inform local fire and police departments of occupancy and operational changes (even if they are only temporary).
  - Let police and fire departments know if the venue is operating with reduced staff or scheduling portions of the day with no staff present in the venue. This alerts them to monitor the property while they are doing routine patrols in the area.
  - Review emergency plans with local officials should they change. Inform fire department of changes to access points or if gates/doors are being secured in closed positions.
- Review/Update policies and procedures. Be sure to share with all relevant staff, pertinent vendors, and local officials as applicable.

PLUMBING

- Service grease traps.
- Clear sanitary sewer lines.
- Flush water systems and drains (flush hot and cold water through all points of use).
- Check venue for dry traps.
- Check sprinkler system control valves.

WASTE

- Outdoor and indoor waste areas should be inspected to ensure that waste was removed prior to venue's shut down.
- If waste remained in or around the workplace during shutdown, then rodents, pests, and opportunistic microbes may be present.
  - Venue's management or a custodial staff should be notified to clean up infested waste, while wearing the appropriate PPE.
- If odors produced from waste are present, then it is recommended to either adjust ventilation accordingly or open windows and doors.
- Employers should be aware that waste pickup schedules may be altered, delayed, or rescheduled during the pandemic response.

- Employers are discouraged from attempting to "cover up" odors using products that produce a fragrance as employees may have an adverse reaction upon exposure.

HVAC SYSTEMS

- Verify that equipment and systems are properly functioning prior to occupancy. Review ASHRAE for detailed information on HVAC systems.
- Utilize controls system to ensure there is an adequate flow of fresh air to workspaces and optimize the ventilation system settings.
    - Maximize fresh air through the venue's ventilation system where possible. Disable demand control ventilation during occupied periods.
    - Ensure air-side economizers are enabled to their fullest potential, thereby maximizing fresh air through ventilation systems.
    - Ensure restroom(s) are under negative pressure.
- Ensure that the proper filtration is being used for not only normal office use but also investigate if increased filtration capability recommended to control SARS-CoV-2 transmission is possible.
    - Change filters regularly.
    - If increased filter efficiency is desired, consider seeking an HVAC professional to confirm systems are capable of increased fan pressure requirements, which results when higher efficiency filters are used.
- If fans such as pedestal fans or hard mounted fans are used, take steps to minimize air from fans blowing from one person directly to another.
    - This can be accomplished by re-aiming fans or potentially reducing fan speeds.
    - If fans are disabled or removed, employers should remain aware of, and take steps to prevent, heat hazards.
- Clean and disinfect all HVAC intakes and returns when filters are changed or more frequently during more frequently occupied periods.
- Consider the addition of humidifiers to maintain relative humidity at 40-60% when possible.
- It is not necessary to clean ventilation systems, other than routine maintenance, if the venue has been unoccupied for 7 days or more.

- Please note: the efficacy of alternative disinfection methods, such as ultrasonic waves, high intensity Ultraviolet (UV) radiation, and LED blue light against COVID-19 are not yet known. [2]
    - The clinical effectiveness of UV systems may vary, UVGI is not recommended for air management prior to air recirculation from airborne isolation rooms. It is also not recommended as a substitute for HEPA filtration, local exhaust of air to the outside, or negative pressure. [3]
    - Ultraviolet germicidal irradiation (UVGI) can be used as an adjunct air-cleaning measure, but it cannot replace HEPA filtration.
    - The use of UV lamps and HEPA filtration in a single unit offers only minimal infection-control benefits over those provided using a HEPA filter alone.
    - Duct systems with UVGI are not recommended as a substitute for HEPA filters if the air from isolation rooms must be recirculated to other areas of the facility.

Cleaning & Disinfecting

Prior to venue re-open, consult with the venue's custodial staff/contractor about the level of cleaning needed for the venue. Review site inventory to ensure there are adequate cleaning supplies and products. If the venue has been unoccupied for more than two weeks, normal cleaning and sanitizing may be all that is needed. If the venue has been occupied or partially occupied, more thorough cleaning and disinfection may be desirable.

CDC GUIDANCE FOR CLEANING & DISINFECTING

- Develop a plan.
    - Determine what needs to be cleaned.
        » Areas unoccupied for 7 days or longer only require routine cleaning. [4]
        » Maintain existing cleaning practices for outdoor areas.
        » Ensure that supplemental information on cleaning and disinfectant products are included in organization's hazard communication (HAZCOM) training.
    - Determine how areas will be disinfected.
        » Consider the type of surface and how often it is touched.

- » Prioritize disinfecting frequently touched surfaces over others. Also, anticipate increased cleaning of high-density areas.
    - » Work with vendors to understand which products work best on which surfaces.
  - Consider the resources and equipment needed.
    - » Keep in mind the availability of cleaning products and PPE appropriate for cleaners and disinfectants.
  - Provide cleaning staff with training for understanding cleaning protocols and for proper use of disinfectants.
- Implement.
  - Clean visible surfaces with soap and water prior to disinfection.
  - Use the appropriate cleaning or disinfectant product.
    - » Use EPA-approved disinfectant against COVID-19 and read the label to make sure it meets the desired needs.
  - Always follow the directions on the label.
    - » Labels include safety information and application instructions.
- Maintain and revise.
  - Continue routine cleaning and disinfection.
    - » Continue or revise cleaning plans based on appropriate disinfectant and PPE availability.
    - » Dirty surfaces should be cleaned with soap and water prior to disinfection.
    - » Routinely disinfect frequently touched surfaces at least daily.
  - Ensure disinfection protocols follow product instructions for application and contact time.
  - Use a checklist or audit system to track when and how cleaning is conducted.

GENERAL CLEANING GUIDANCE

- Understand that fogging alone will not clean venue surfaces from the COVID-19 virus. Cleaning staff will need to disinfect with approved chemicals. [5]
- Normal, routine cleaning with soap and water will decrease how much of the virus is on surfaces and objects, which will reduce the risk of exposure.
- Disinfecting with EPA-approved disinfectants can also help reduce the risk of COVID-19. Frequent disinfection of surfaces and objects touched by multiple people is important.

- When using EPA-approved disinfectants, follow the instructions on the label for concentration, dilution, application method, contact time, and any other special considerations when applying.
- When EPA-approved disinfectants are not available, alternative disinfectants can be used (e.g. 1/3 cup of bleach added to 1 gallon of water, or 70% alcohol solutions). Do not mix bleach or other cleaning and disinfection products together—this can cause fumes that may be very dangerous to inhale.
- Clean surfaces and objects using soap and water prior to disinfection.
- Clean or launder soft and porous materials like office or food service seating, area rugs, and carpets. Launder items according to the manufacturer's instructions, using the warmest temperature setting possible, and dry items completely.
- Follow the instructions on the label to ensure safe and effective use of the product. Many product labels recommend keeping the surface wet for a specific amount of time. The label will also list precautions such as wearing gloves and making sure to have good ventilation during use of the product.

REDUCE RISK OF EXPOSURE [6]

- Coronaviruses on surfaces and objects naturally die within hours to days. Warmer temperatures and exposure to sunlight will reduce the time the virus survives on surfaces and objects.
- Normal routine cleaning with soap and water removes germs and dirt from surfaces. It lowers the risk of spreading COVID-19 infection.
- Disinfectants kill germs on surfaces. Cleaning kills germs on a surface, which further lowers the risk of spreading infection. EPA-approved disinfectants are an important part of reducing the risk of exposure to COVID-19. Use alternative disinfectants if EPA-approved disinfectants are in short supply.
- Store and use disinfectants in a responsible and appropriate manner according to the label.
- Do not overuse or stockpile disinfectants or other supplies. This can result in shortages of appropriate products for others to use in critical situations.

- Always wear gloves appropriate for the chemicals being used when cleaning and disinfecting. Additional PPE may be needed based on setting and product. For more information, see the CDC's website on [Cleaning and Disinfection for Community Facilities](#).
- Practice physical distancing, wear facial coverings, and follow proper prevention hygiene, such as frequently washing hands and using alcohol-based (at least 60% alcohol) hand sanitizer when soap and water are not available.
- [Outdoor](#) areas generally require normal routine cleaning and do not require disinfection. Spraying disinfectant on sidewalks and in parks is not an efficient use of disinfectant supplies and has not been proven to reduce the risk of COVID-19 to the public. Cleaning of outdoor surfaces, such as seating and handrails, should be done in accordance with EPA guidelines.
- Continue to update the venue's plan based on updated guidance and current circumstances.
- Reduce sharing of common spaces and frequently touched objects.
- Remove or move items that encounter multiple people, to reduce frequent handling. Soft or porous materials, such as rugs and seating, may be removed or stored to reduce the challenges with cleaning and disinfecting.
- Frequently touched surfaces and objects should be cleaned at least daily. Items requiring routine disinfection include:
  - Tables
  - Door handles
  - Light switches
  - Common area surfaces
  - Elevator buttons
  - Desks and workspaces
  - Phones
  - Keyboards
  - Toilets
  - Sign-in areas
  - Faucets and sinks

- Touch screens
- ATM Machines
- Railings
-

EQUIPMENT CONSIDERATIONS

The EPA has compiled a list of disinfectant products that can be used against COVID-19, including ready-to-use sprays, concentrates, and wipes. Below is a list of products industry professionals have used and highly reviewed.
- Clorox 360 Sprayer
- Victory Innovations electrostatic sprayer
- EvaClean electrostatic sprayer
- Protexus electrostatic sprayer
- Husqvarna sprayer
- FloKem Neutral Disinfectant cleaner
- Consider using tabs instead of gallon products, as they are easier to carry.
- Determine if backpack units or handheld unit sprayers are best for the venue's staff and set up.
- The CDC does not recommend the use of sanitizing tunnels, as there is no evidence that they are effective in reducing the spread of COVID-19. The CDC only recommends use of the surface disinfectants identified on the specified EPA list of disinfectants against the COVID-19 virus.

ADDITIONAL CONSIDERATIONS

- Disinfect meeting rooms and spaces after everything is set, (i.e. tables, chairs, and podiums).
- Increase staffing levels during events who can sanitize in various areas where applicable using the spray/wipe method.
- Encourage staff to remove items and personal effects from surfaces to better facilitate surface cleaning. Request that items be removed from desks and other surfaces before leaving work each day.

- Identify items with likely high contact surfaces that are difficult to clean. Remove or replace with alternatives (e.g. personal affects, staplers, hole punchers, and other desk supplies).
- Be sure to understand the type of cleaning agent needed for the type of surface being cleaned.

RECOVERING AFTER THE VENUE IS EXPOSED

If staff, a tenant, or guest becomes ill or tests positive for COVID-19, schedule deep cleaning and disinfection of the affected area and all common areas they may have traveled. Follow a defined COVID-19 cleaning plan as outlined by CDC.
- Close off areas visited by the ill persons.
    - Venues do not necessarily need to close operations if they can close off affected areas.
    - If possible, designate a space for staff and guests who may become sick and cannot immediately leave an event.
    - Work with partners, such as local hospitals, to create a plan for treating staff and guests who remain inside the venue. Include plans for separating and caring for the individual until emergency care can be provided.
    - Avoid public transportation, shared rides, and taxis for sick persons.
- Open outside doors and windows to increase air circulation in the area.
- If feasible, wait 24 hours before cleaning or disinfecting. Alternately, wait as long as able.
- Cleaning staff should clean and disinfect all areas used by the ill persons.
    - Focus especially on frequently touched surfaces (i.e. office areas, restrooms, common areas, and shared equipment).
- Vacuum the space if needed. Use vacuum equipped with High-Efficiency Particular Air (HEPA) filter, if available.
    - Do not vacuum a space that has people in it. Wait until the area is empty, such as at night for common spaces, or during the day for private rooms.
    - Temporarily turn off room fans and the central HVAC system that services the room or space, so that particles that escape from vacuuming will not circulate throughout the venue.
- Once the area has been appropriately disinfected, it can be reopened.

- Workers without close contact with the sick person can return to work immediately after disinfection.
- Workers who may have had potential exposure to COVID-19 should report this to the venue's management team. Worker may be permitted to continue work, provided they remain symptom-free and additional precautions are taken to protect them and the community. [7]
- Continue routine cleaning and disinfection. This includes everyday practices that the venue normally uses to maintain a healthy environment.
- Inform fellow employees of their possible exposure in the workplace if a staff member is confirmed to have COVID-19 but maintain confidentiality.

Contact Tracing

Contact tracing is the practice of identifying, investigating, and monitoring guests who may have had contact with an individual infected with COVID-19. Contact tracing can be used to control the spread of an illness by notifying, supporting, and educating guests who may have been exposed. When a confirmed COVID-19 patient has occupied a venue, the venue may receive a call from the local health department to assist in the contact tracing process.

CONTACT TRACING PROCESS

If the venue is exposed, a contact tracer from the health department will reach out to the venue to request the following:
- Contact information for all guests who may have had extended exposer with the infected cases.
    - Information may be requested for anyone who may have been seated near the infected guest(s) or in the same shared spaces.
    - Requested contact information will include names, addresses, and phone numbers.
- Locations within the venue that the infected guest may have occupied.

SHARING INFORMATION

If the venue is exposed to COVID-19, the only agency who should reach out for contact tracing purposes is the Health Department. Please note that venues will not be contacted by personal doctors and/or hospitals for guests' contact information. Due to HIPAA laws, the personal medical information of the infected guest(s) or staff cannot be released to the public. Consider the legal obligations associated with notifying of exposure when sharing information with the following entities:

- Local health department
- Venue management team
- Event producer
- Event attendees
- General public

ADDITIONAL CONSIDERATIONS

- Reach out to the health department prior to reopening to determine the best method of tracking guests and disseminating information in emergency situations.
- Work with box office to ensure there is a tactical approach to tracking guests as they purchase tickets for events.
- Work with renters to ensure there is a tactical approach to tracking guests who register for the event.
- Work with Human Resources, contractors, and the venue's management team to ensure there is a tactical approach to tracking staff.
- Work closely with the venue's legal team every step of the way.
- Have a communication plan in place to disseminate information regarding venue exposure, plan of recovery, and who to contact should an event attendee display signs of being ill post event exposure.
- Have a cleaning and sanitation plan in place for how to recover venue. ()
- Develop a plan for compensating staff who may require time off after having been exposed.

Ticketing, Box Office & ADA

It is likely that some venues will return to guestless operations until otherwise able. In such cases, work with the team, client, and/or tenants to understand the best way to utilize staff while they are in the venue. Understand the client's needs, what areas of the venue they plan to utilize, and how long they will be in the venue. Plan staffing accordingly. Be sure that proper safety, cleaning, and physical distancing measures are followed as appropriate.

TICKETING COMPANIES

Work with the ticketing company to understand the lasting impact of COVID-19 on events. Have a clear understanding of rescheduling, ticket distribution, and new refund policies. Also work together to understand how physical distancing protocols will affect seating and capacity. Adhere to local and state guidance on reopening capacities.

- Determine if rescheduled events will maintain the same seating manifests or if they will be altered. Work together to notify clients on changes.
- Determine if the need to physically remove seats or seat bottoms to force physical distancing. Work to ensure accurate manifest recreation.
- Reserved seating is strongly suggested for all events to minimize confusion of distancing measures being implemented.
- Determine if the venue will operate using "checkerboard seating". Understand how this will affect the on sale of future events. Work with front of house staff to ensure they understand how to enforce this method of seating.
  - Eliminate general admission seating when able.
  - Ensure that end seats are six feet from the aisle.
  - Use data from previous/similar events to assess buyer tendencies. This resource can be used to develop manifest grouping.
- Be sure that staff adequately understand the venue and ticketing company's refund policies and can articulate the changes to guests. Some ticketing companies are only providing refunds on a case-by-case basis.
- Ensure ticketing staff are aware of and understand new security protocols.

BOX OFFICE

While box offices traditionally have limited direct contact with guests, extra precautions should be taken to mitigate risks associated with COVID-19.

- Provide appropriate PPE to staff to ensure they are not putting each other at risk.
- Install glass or plexiglass shields at box office windows, if not already in place.
- Install plastic or plexiglass shields between box office staff.
- Install intercom systems for outward facing box offices.
- Work to transition to cashless systems if state mandates allow. Send notices to guests and vendors of such transitions as soon as possible.
  - If unavoidable, hand sanitize between each transaction.
  - If unavoidable, have a cash strategy in place to accommodate guests.
- Make hand sanitizer readily available for all box office staff and guests.
- Develop flexible refund policies that permit guests the ability to stay home when sick or caring for sick household members.
- Research options for mobile entry and/or change ticket delivery methods to minimize the use of will call or paper tickets. Encourage purchasing through reputable online platforms.
- Transition to touchless payment options to include Google Pay, Apple Pay, Samsung Pay, and Tap to Pay. Communicate changes early and often to prevent isolation of guests who may be without smartphones or who will have difficulty adjusting. If unable, utilize self-swipe payment options where the guest swipes their own card and enters their pin.
- Check with merchant regarding PCI compliance with signatures and CVV number. Contact merchant provider to have thresholds raised to minimize touching surfaces.

- Work with merchants to determine if the minimum transaction for signature can be modified to eliminate need for touching pen/styluses.

ADA CONSIDERATIONS

As the pandemic evolves, the EEOC and DOJ encourages business and employers to stay abreast of recommendations made by the CDC and WHO. At the time of publication, there have been no changes in regulations and no blanket exceptions made to any groups covered by the ADA regarding COVID-19. The following are measures to consider for employees and guests with disabilities at a venue.

- Ensure you are effectively communicating procedure, policy, and protocol changes to all employees and guests, including those with disabilities. The communication channels should include, but are not limited to:
  - In-Person
  - Online/Social Media
  - Phone Call/Text
  - Printed Materials
- Accessibility seats should be disbursed throughout the venue and should be based on new capacity limitations. Actively incorporate ADA regulations into the venue's new standards. This should include:
  - Accessible seating holds
  - Accessible seating relocations
  - Ensure seats still have access to patron paths
  - Accessible equipment
    » Have a plan in place for changes in distribution methods and cleaning measures (e.g. wearing a glove to distribute a pre-sanitized assisted listening device). Also have a plan in place for sanitation upon completion of use.

- Understand that venues are not required by ADA or DOJ to make accommodations for individuals who pose a [direct threat](#) to the health or safety of others.
  - Cleary define accommodations for guests who are not able to wear a face covering. This may include providing an alternate path during ingress and egress. [8]
  - Accommodations must not involve taking unsafe risks. However, it may include seating relocations or ejecting with refund.
- Ensure all team members understand current regulations and accommodation requirements.
- Work directly with the local ADA office, ADA advocates, and/or legal representation regarding COVID-19 regulations.

Security

SECURITY & VENUE ACCESS

- Provide signage in parking facilities, venue entrances and exits, lobbies, common areas, and outside tenant and occupant spaces outlining new rules and procedures.
  - Display signage about physical distancing, handwashing, steps to take if ill, etc.
  - Be sure to provide multilingual signs where appropriate and use pictures and graphics.
  - Limit and control access points to the venue.
  - Create one-way entry and exit if possible.
  - Create visitor areas at lobby desk with separate paths for "in" and "out."
  - Control access to extraneous parts of the venue by closing off access to areas unnecessary for occupancy.
  - Know where staff and guests are inside the venue at all times. This will aid in ensuring occupied areas are clean and will help track the potential areas of exposure.
- If possible, position security personnel at entry points to enforce protocol.
  - For example, if venue policy requires tenants and visitors to wear face masks/coverings in lobbies and other common areas, security personnel may be asked to monitor or manage these requirements.
- Implement physical distancing protocols at security and lobby desks to protect personnel. Install plastic or plexiglass shields where physical distancing is unavoidable.

- Use clear and consistent floor markings and signage to guide occupants through the venue.
- Use a visitor management system through pre-registration and onsite check-in to track occupants throughout the venue.
- Develop delivery protocols to accommodate different delivery preferences. For venues that are not open to the public, designate an entrance or location for drop-off to allow for contactless delivery.

SECURITY ENTRANCES

- Revise prohibited items signage to incorporate procedure and policy changes. Display on the outside of venue at every entrance.
  - Include the types of face coverings that might deny entry (i.e. masks with graphic logos or profanity).
  - Evaluate if any previously banned items will now be permitted (i.e. allowing guests to bring hand sanitizer, re-fillable water bottles, or Clorox wipes).
  - Be sure that the language used is consistent on the venue's website, social media pages, and "Know Before You Go" messaging.
- If masks are mandated by the state, local officials, or venue:
  - Venues are not responsible for providing guests with masks to enter venue. However, consider having backup masks available.
  - Guests are solely responsible for their masks.
  - Prohibit full face and costume masks in the interest of safety and security protocols (unless the event deems appropriate).
    » If the event deems appropriate, limit wear to the seating and/or trade floor areas but not at security points and/or on concourses.
- Have clear written policies in place for how and when to deny entry to guests who arrive without masks or refuse to comply to policy.
- Cloth face coverings cannot be placed on children under age 2, anyone who has trouble breathing, or is unconscious, incapacitated or otherwise unable to remove the mask without assistance.
  - In such cases, exceptions to the guest services policies will be needed to accommodate these populations.

- Clearly define accommodations (in line with ADA recommendations) for guests who are not able to wear a face covering. This may include providing an alternate path during ingress and egress (See page 18 & 19).
- Modify bag policies to limit the contact with personal items during security screenings:
  - Option 1: Move to a strict no-bag policy
  - Option 2: Move to a clear bag policy
  - Option 3: Reduce bag sizing, with strict enforcement
- Research technology that may streamline the security screening process, while taking into consideration new queuing practices.
- Anticipate potential changes in the magnetometer screening process and how new procedures may impact events. Options for increasing efficiency at ingress include, but are not limited to:
  - Option 1: Have guests hold items over their head when moving through mags. Guests will be responsible for opening their bags for bag check. Security will flashlight the bag as a check.
  - Option 2: Have security provide containers at mags for guests to place their items. Guests will have the sole responsibility of placing and collecting their items. Security personnel, adorned with gloves, will be responsible for moving the containers.
  - Option 3: Have security provide large coffee filters for guests to place their items on as they move through mags. Guests will have the sole responsibility of placing and collecting their items. Security will dispose of the filters after each guest.
- Have plans in place should a guest require further screening. Have a discreet, second screening area nearby.
- Alternately, consider implementing the Yo-Yo method of security screening. Have protocols in place should the guest not pass the screening.
- Wear adequate PPE including gloves and face coverings when performing pat downs of any kind and hand wanding.
- If the venue chooses not to recognize physical distancing:
  - Guests should be made aware of the policy prior to their arrival at the venue or prior to the security screening, at the absolute latest.
  - Post appropriate signage prior to security screening.

- Invited guests to visit the Box Office for refund, exchange, or other ticketing options should they opt out. Refunds will be at the discretion of the Box Office.

De-escalation

TRAINING CONCEPTS

De-escalation tactics are imperative for every venue. With the heightened political and social stressors that have arisen in wake of COVID-19, there are additional considerations recommended when working with guests. It is strongly suggested that every venue creates or updates de-escalation trainings to provide the best guest experience for each venue. Training should be offered to all employees, regardless of position, to ensure clients, co-workers, and guests alike are receiving consistent and clear expectations on how to reduce risks.

The following skill sets should be addressed in training:
- Empathy: train employees on the importance of maintaining an understanding and non-judgmental posture when working with guests.
- Facts: train employees on how to apply the laws, procedures, or processes established by local, state, federal, and organization entities for the safety of guests.
- Chain of command: establish a tiered response system. Train employees on how to identify and respond to challenging situations. Have a plan in place for elevating to the next tier should the situation warrant.
- Challenge questions: train employees on how to identify and answer challenging questions that may be posed by guests.
- Silence: train employees on the effective use of silence as a communication cue. This allows for time to reflect on proceeding course of action.

DEVELOPING TRAINING PROGRAMS

De-escalation tactics can improve the confidence, communication skills, job performance, and interpersonal skills of employees. Proper delivery of these skills should be practiced by all employees. It is recommended to utilize the following activities to reinforce de-escalation delivery methods:
- Role playing: allow employees to actively go

through scenarios. This will increase confidence, listening skills, and provide a safe environment to practice verbal and non-verbal ques.
- Tabletop exercises: allow for increased awareness, preparedness, and understanding the possible occurrences.
- Online trainings: training programs such as The Power of Preparedness (TPOP) are designed to teach employees how to recognize, avoid, and resolve conflict in the workplace.
- Live trainings: IAVM offers in-person crowd safety and situational awareness courses which provide tools to enhance mental preparation, response and mitigation to environmental threats.

PRACTICE SCENARIOS/SITUATIONS

- What to do if a guest becomes ill.
- How to handle a guest who is coughing persistently.
- How to manage confrontations between agitated guests.
  - i.e. One guest "calling out" another guest for not wearing face covering.
- How to handle a guest not following venue protocols (face coverings, temperature screenings, etc.).
  - Refusing to adhere to protocols prior to entry.
  - Refusing to adhere to protocols once inside the venue.
  - Guests insisting that protocols are infringing upon rights.
- Conflict between agitated employees/staff.
- How to manage guests when the venue does not mandate face coverings, but the client is requiring for the event.
- How to manage patrons who refuse to wear a mask due to it not being mandated by City/State.

ADDITIONAL CONSIDERATIONS

Proper training methods facilitate application in a relevant and real-world context. It is important to regularly updating de-escalation trainings to account for the constantly changing environment. Additional points of consideration when creating de-escalation trainings include but are not limited to:

- Understand how to respect personal space.
- Use nonthreatening and nonverbal cues.
- Avoid overreacting.
- Focus on guests' feelings.
- Set reasonable expectations, limitations, and boundaries.
- Choose wisely what you insist upon.
- Allow time for decisions.
- Know when to handoff the situation or elevate to the next tier.

Front of House

INGRESS

- Only allow self-parking. Eliminate or minimize valet parking until local officials deem it safe.
- Asses if it is necessary to adjust door times by:
  - Staggering door times to safely execute distanced entry for guests.
  - Increasing door times (i.e. "hour doors" to "hour+ doors") to accommodate the additional screening measures needed.
- Evaluate using entry points closest to seat locations to coral ingress and minimize scattered entry. Have staffing in place to assist with directing guest traffic to the appropriate locations.
  - Venues may consider expanding the perimeter to gain social distancing space.
  - Carefully evaluate with appropriate stakeholders and local officials if using emergency exits as access point is feasible for your venue.
- Signage explaining changes in procedures and policies should be posted on the venue's exterior for guests to assess, prior to entry.
- Transition to touchless operations.
  - Eliminate the use of turnstiles where applicable. If unable, anticipate frequent sanitizing when in use.
  - Transition to auto-opening doors (exterior) or foot-pedal operating doors (interior).
    - » If unavailable, prop entry doors to the venue and into the seating areas to reduce contact, if permissible by fire code. This may be done using door stoppers or by having guest services personnel opening as guests approach.
- Consider opening lobby and house doors at the same time to assist in eliminating lobby congestion.

- Touchless hand sanitizer stations should be available at each ticket entry and security checkpoint.
- Have staff assigned outside of the venue to address guest questions as they arrive and are entering the venue.

GREETING & TICKET TAKING

- Eliminate physical tickets by transitioning to mobile ticketing. This will help minimize interpersonal contact between staff and guest.
  - Note: have staffing in place to assist with troubleshooting.
- If mobile ticketing is unavailable, explore self-scanning or pedestal scanning options. Anticipate periodic sanitization of these items based on frequency of use.
- If self-scanning technology is unavailable, train staff on how to scan tickets with limited interpersonal touching of guests' tickets, hands, and devices.
- Provide adequate training for front of house staff to include trouble shooting, maintaining physical distancing protocols, and maintenance of PPE.

EGRESS

- Assess if it is necessary to stagger exit times to minimize lingering and crowd density.
  - Stage release by seating sections to reduce the number of guests in the lobbies/concourses at the same time.
- Communicate changes in egress procedures in advance.
  - i.e. on social media platforms and "know before you go" messaging.
- Incorporate egress messaging in post-show announcements.
  - Utilize verbal announcements through the venue's PA system and/or visual announcements through video display.
  - Announcement should encourage guests to exit the way they entered and/or wait to until the proper time to exit.
  - Consider the use of color-coded wristbands which correlate to section to help indicate when to exit.
- Be careful not to violate security measures by overinforming the public of venue's layout.

- Provide enough information to help guests safely enter and exit the venue.
- Have plans in place should an emergency arise during ingress/egress if using emergency entry points.
  - Update emergency action plans and pre/post instructions accordingly.

LOBBY & COMMON AREAS

- Common areas (i.e. lobby, security check-in, and concession areas) should be cleaned and disinfected daily, at minimum.
- Regulate the use of common areas with clear signage to include maximum occupancy and physical distancing measures.
- To limit congregating, eliminate lobby furniture (seating and tables).
- Provide cleaning supplies for employees to utilize before and during events. This may include disinfectant wipes or low odor sprays.
- Staff should regularly wipe down surfaces at random during events. Disinfect all surfaces and commonly touched items (e.g. check-in tables)
- Frequently wipe down water fountains or consider switching to touchless/water bottle filling stations, if possible.
- If appropriate physical distance cannot be maintained, provide or encourage guests to wear face coverings, gloves, and to use hand sanitizer.
- If physical distancing is not possible, use stanchion and floor signage to control guest movement.
- To promote physical distancing between staff and guests; tape or mark line queues to designate six feet apart where necessary.
- Politely discourage guests from lingering after events.
- Provide dedicated, covered containers for PPE disposal near entrances, exits, elevators, and other common areas.
- Empty and disinfect containers at least once daily or more often if warranted.
- Wear gloves when handling PPE waste and thoroughly wash hands.

ELEVATORS

Evaluate elevator cab sizes, number of building floors, and daily number of tenants and visitors when establishing physical distancing guidelines

for elevator riders. Consider limitations of elevator based on the capacity of your elevator cab and how to apply physical distancing per CDC. If an elevator cab is not large enough to accommodate six foot spacing between occupants, limit riders to four (i.e. one in each corner) or one party per ride.

- If applicable, encourage the use of escalators or stairs.
- Place queuing marks in elevator cabs to reinforce physical distancing; consider using stanchions, floor markers, etc. to control elevator traffic.
- Designate elevators for "up" and "down" use to avoid longer ride times where able. Program elevators to return to the ground floor for faster loading.
- To ease elevator traffic and wait times and if permitted by local fire code, designate elevators that only go to predesignated floors.
- Provide signs near elevators explaining any new procedures for queuing and occupancy limitations in elevator cabs.
- Provide signage to encourage guests to utilize stairs if available.
- Be sure to provide multilingual signs where appropriate and use pictures and graphics.
- Management should designate an employee to be present at elevators to sanitize button panels at regular intervals.
- Guests with accessibility needs should receive priority access to elevators. Guest Services monitor as appropriate.

ESCALATORS & STAIRS

- To ease elevator traffic and wait times, open stairwells, and if permitted by local fire code, designate "up" and "down" stairwells.
- Meter the flow of guests on escalators and have staff in place to monitor.
- Have signage outlining physical distancing procedures at the stair/escalator base.
- Establish a frequent cleaning rotation of these spaces, specifically railings. If the venue chooses not to practice physical distancing, cleaning should occur even more often.
- Plan for more frequent and more thorough cleaning and disinfecting of stairwells, handrails, door handles, and push bars in response to increased stair traffic.

RESTROOMS

- Determine how many guests can use a given restroom while maintaining six feet of social distancing and set that as the occupancy limit.
- Place handwashing signs in every restroom.
- Utilize touch-free dispensers, toilets, sinks, fixtures, and no-touch trash cans where applicable. Provide paper towels in restrooms and disconnect or cover hand air-dryers.
- For single restrooms, provide signage and materials (paper towels and no-touch trash cans) to suggest individuals avoid touching the handles.
- Doors to multi-stall restrooms should be able to be opened and closed without touching handles if possible.
- If this is not possible, have staff available to frequently clean door handles during events. Alternatively, place a trash can by the door if the door cannot be opened without touching the handle.
- Assign restroom attendants or custodial staff to conduct on-going cleaning and disinfecting during events. Develop proper protocols for the staff working in these enclosed areas.
- Post cleaning logs and custodial checklists in locations that are visible to attendees to help ensure that the restrooms are being cleaned.

VOLUNTEERS, USHERS & PART-TIME STAFF

Educate both employees and guests about their shared responsibility to help protect each other in a COVID-19 environment. Think creatively to limit physical contact of staff with guests where practical while still delivering superior service. Train on new venue policies and procedures and provide appropriate PPE for tasks assigned. Make reasonable accommodations for staff who are at high risk for severe illness and complications from COVID-19. Such individuals include older adults and individuals with severe underlying health conditions. If working with high risk individuals is unavoidable, offer to reassign duties to minimize contact with other persons.

- Permanently assign handheld radios to avoid cross contamination if able. If unable, sanitize before and after use.
- Permanently assign vest or other communal uniform items to eliminate shared use.

- If this cannot be done, consider increasing laundry schedule. Use CDC guidance for laundering.
- All employees should wear face coverings. If physical distancing measures are difficult to maintain, proper PPE should be worn and changed regularly based on frequency/as appropriate.
- Research the use of "clear" face masks or face shields to assist with guests who may require ADA accommodations.

GUEST SERVICES

- All frontline staff members should wear face coverings/masks. Have a plan in place to accommodate ADA barriers that might require lip reading.
- Resolution communication with guests should be conducted on the nearest concourse to ensure the physical distancing is observed.
- Employees should be provided education and training on the new policies and protocols the venue has adapted.
- Train staff on ADA guidelines related to asking guests if they are sick.
- Have a plan in place for seating relocations or if a guest becomes ill.
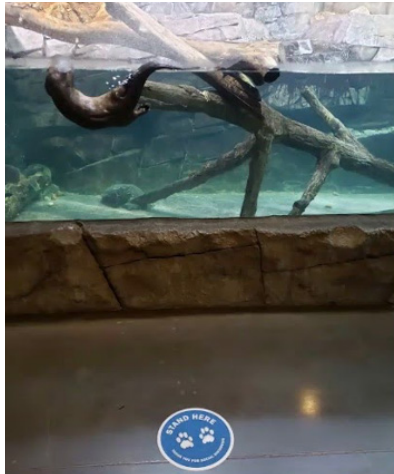
Physical Distancing

- Ensure workspaces have proper physical distancing protocols in place.
- Shared spaces, such as breakrooms, locker rooms, pantries, etc. should allow for adequate physical distancing. Limit the number of workers per area based on square footage capacity.
- Update floor plans to account for physical distancing in service and guest areas.
- Consider limitations based on the capacity of spaces and the ability to apply physical distancing.
- Areas of consideration should include but are not limited to restrooms, kitchens, offices, elevators, press boxes, media areas, suites, and loge boxes.
- Communicate with contractors and vendors any physical distancing requirements they will need to follow while in the venue.
- Limit contact between staff and guests. If face coverings are not mandated, require staff to wear face coverings should they have direct contact with guests and contracted staff.
- Use clear and consistent floor markings and signage to guide occupants through the venue.
- Have markers at areas where queuing is necessary (i.e. box office, entrances, concessions, and merchandise areas).
- If the venue is unable to comply with physical distancing requirements, have ample signage at entrances outlining this information. In addition, this same information should be outlined on the venue's website, social media pages, and in any messaging sent to guests prior to arrival.
- If a guest arrives and then decides not to attend, they should be invited to visit the Box Office for any refund, exchange, or other ticketing options. Refunds will be at the discretion of the Box Office.

Back of House

- Work individually unless necessary or in small groups when able.
- Staff working in smaller groups, should maintain a physical distance of no less than six feet if not wearing face coverings.
- Where physical distancing is not possible, all staff should wear proper PPE.
- When unloading trucks, staff should wear proper PPE.
- Consider having separate crews: one to unload and a second to disinfect all equipment before bringing it inside the venue.
- Distribute maps and discuss any changes in navigating the venue. Close off any areas that are unnecessary for staff to occupy.
- Assign artists/talent dressing rooms and clean in between use.
- Have a plan in place should someone begin to show symptoms of COVID-19. Sick staff should be isolated in a pre-designated area until they can be safely removed from the venue.
- Hand sanitizer stations should be visible and easily accessible. Ensure everyone is knowledgeable of restroom locations and nearest sinks for handwashing.
- Assess and communicate changes in credential distribution and venue entry. Determine if separate entry is necessary for staff, vendors, tenants, teams, tours, and media.

STAFF & CONTRACTED LABOR

- Designate multiple entrances and stagger entry times for staff if possible.
- Asses if it is necessary to stagger call times to safely execute distanced entry.
- Prop doors at call times to minimize contact where applicable, if permissible by fire code.
- Prop doors open to minimize contact where applicable.

- Conduct daily health questionnaires. Send in advance to staff, crew, and vendors. Require completion before granting access to the venue.
- Visitor health declarations can be done electronically and can be used in conjunction with the credentials process. This may be used as a final step before granting access for some work areas.
- Changes to access, distribution, and validity of credentials should be communicated to staff prior to their arrival at the venue.
- Proper PPE should be worn by all staff and can be provided by the venue. When possible, encourage employees to bring their own reusable face covering and launder based on use.
- Washable cloth masks are encouraged in most circumstances as they are less irritating to the skin.
- Rewrite uniform policies to ensure that if you are allowing staff to bring their own masks, they are meeting venue's standards (I.e. no logos, inappropriate language, or graphics).
- N-95 or other type respirator masks are not recommended for all tasks. Ensure the level of PPE used meets the requirements of the task performed.
  - Ensure proper in-person, certified training, and personal fitting are provided for all users.
  - Take into consideration proper cleaning, storage, and exhaust ports needed when providing to staff.
- Schedule staggered breaks for those who require prolonged wear of fitted masks as they can create issues with chafing and bruising.
- Be sure that contracted staff are meeting the standards set by venue as it relates to updated uniform policies, health, and safety practices.
- Please consult your collective bargaining agreement (CBA) to get temporary dispensation for staggering break in writing if necessary.
- If permitted, stagger meal breaks to discourage congregating in common areas.

- Have union and management staff dedicated to monitoring the daily routine of labor force to ensure everyone abides by the rules.
- Ensure staff knows any physical distancing protocols for elevators and stairwells.
- Track staff locations to be sure sanitizing and disinfecting occur at adequate intervals.

EQUIPMENT SHARING

- Encourage venue's stagehands to bring their own equipment and PPE.
- Equipment including, but not limited to hardhats, work belts, and hand tools.
- Have back up equipment and PPE available for staff.
- Coordinate with unions in advance to ensure there is a plan in place for providing contracted labor equipment and PPE.
- Ensure there are written agreements outlining the duty of care, liability, and responsibility of the venue versus union or contractor.
- Sanitize equipment before assigning and again when returned.
- Sanitize equipment (such as radios) in front of staff to ensure they are aware of the measures taken to mitigate risks.
- Allow for proper decontamination time when distributing sanitized equipment.
- Alternatively, permanently issue equipment to staff if feasible.
- Research the proper cleaning per equipment being used and assess the best means of assigning and distributing equipment for the venue.
- Items to frequently sanitize include radios, hand tools, hard hats, wired/wireless microphones, etc.
- When possible, minimize the sharing of microphones. If unavoidable have a staff member, adorned in PPE, distribute and sanitize microphones between each use.
- Lifts and mechanical gear should be sanitized after each use.

SHOW ADVANCING

- Work with tour and/or client to establish an understanding of their protocols and training. Ensure they align with the venue's policies.
- Share updates of venue's procedures and protocols.
- Establish understanding of which set of plans supersedes the other. For example, determining if the venue PPE requirements supersedes the tour and/or clients' requirements or vice versa.
- Have a plan in place for resolving concerns regarding the prevention efforts being implemented.
- Update and distribute timely and accurate emergency communication information. Identify everyone in the venue's chain of communication. Establish systems for sharing information with them.
- Make tour/client aware of any changes in venue operations and layout prior to arrival.
- Notify of any floor markings to promote physical distancing when signing in.
- Give clear instructions on how equipment delivery might change because of physical distancing.
- Have signage near freight elevators with requirements for face coverings/masks and other PPE for contractors and venue personnel.
- Discuss with tour/client any limitations on number of crew members working together. Smaller teams may be designated to avoid crowding.
- Hand out operating procedures at the beginning of every shift and have venue management provide orientation on physical distancing, working together in limited groups, and expectations of working in the venue.

Food Services

There is no current evidence to support the transmission of COVID-19 associated with food or food packaging. While COVID-19 is not a foodborne illness, food and beverage service is an essential part of the hospitality our industry provides to guests. When serving food and beverages, businesses should follow FDA's Best Practices for Retail Food Stores, Restaurants, and Food Pick-Up/Delivery Services, the National Restaurant Association's COVID-19 Re-Opening Guidance, and any local health department requirements. Venues may also choose to review the National Restaurant Association's longstanding ServSafe guidelines or comparable state program.

ITEMS FOR CONSIDERATION

- Pre-screen and self-monitor by checking symptoms prior to each workday
- Disinfect and clean workspaces and equipment. Frequently clean high touch surfaces.
- Wear a face covering or mask.
- Practice physical distancing and stay at least six feet from other people whenever possible.
- Utilize sneeze guards where applicable.
- Refrain from using glassware or multiuse eatery.
- In communities with sustained transmission of COVID-19, state and local health officials have implemented physical distancing measures which discourage or prohibit dining in congregate settings. In such cases, it is recommended that self-service buffets and salad bars are discontinued until these measures are lifted.
- If buffets and salad bars are still utilized, have:
  - servers available to distribute food.
  - single-wear gloves for guests at the start of the line.
  - install sneeze guards.
- Provide foods with individual packaging where able.
- Offer single use condiment packets and distribute when serving food. Avoid communal reaching.
- Avoid providing self-serve coffee makers and other beverage services.
- Use paper/disposable menus or mobile/digital services (ex: QR code, in-seat service, mobile app) where able. Encourage online ordering if available.

- Have hand sanitizer visible at entry to promote use. Also have hand sanitizer at every table and concession stand.
- All employees should wear face coverings/masks and appropriate PPE.
- Staff behind counters should wear gloves.
- Staff should regularly sanitize hands.
- Wipe doors and concession counters regularly.
- Seated tables should be placed six feet apart. Consider marking tables that are not in use to ensure physical distancing measures are followed.
- Bars and concession counters should have markings to encourage physical distancing.
- Have a line system with an orderly queuing system in place to mitigate crowding at bars and concession areas.
- Use of pre-mixed drinks when able. Refer to local guidelines regarding liquor distributions.
- Consider changes in payment options. If cashless options are unavailable for the venue, have self-swiping or other payment options for guests.
- Check with merchant regarding PCI compliance with signatures and CVV number. Contact merchant provider to have thresholds raised to minimize touching surfaces.
- If an employee is sick at work, send them home immediately.
- Contact your human resources department or site COVID Team Expert for further guidance.
- Clean and disinfect surfaces in their workspace.
- Others in the venue who were in close contact (i.e. within six feet) of the employee during this time should be considered exposed and encouraged to self-quarantine.
- Ensure that all sanitation procedures are food safe.

MARKETING & MEDIA RELATIONS

Clear communication is essential before and during every step of the phased reopening. The primary goal of messaging should be to instill confidence in guests, staff, and key stakeholders. In the same regard, the venue is working to instill trust. Be proactive in communication to ensure there is minimal uncertainty on how the venue is moving forward. Work with state and local officials to receive regular updates on the changing circumstances and requirements for businesses in the venue's area.

The most critical component is ensuring the community knows the measures of mitigation being conducted to prevent and limit the spread of COVID-19 prior to reopening. Leaders should acknowledge uncertainty where it exists and highlight the steps being taken to reduce that uncertainty. A nuanced understanding of the challenges faced by those affected and empathy toward these matters are also critical to ensure members of the community feel their issues have been given consideration. Guests will not return if they sense that the venue is withholding information.

Communicate any new procedures and protocols across all messaging utilized by the venue. Work with promoters, artists, clients, tenants, ticketing companies, and those who are an extension of the venue to ensure the messaging is consistent throughout.

Dissemination of information and maintaining a consistent yet encouraging message, with deliberate framing, will be key when reopening venues. Messaging should:
- Include enhanced cleaning procedures.
- Informe guests of the steps taken prior to reopening the venue.
- Detail changes in security policies.
- Information on the changes in the venue's prohibited items list.
- Changes in the ingress and security check process.
- Point out indemnity clauses enforceable with ticket purchase.
- Create and posting clear signage around the venue and at entry points.
- Promote messages that discourage people who are sick from attending events. This should include electronic messages to be sent to attendees prior to traveling to the event as well as messages requesting that people leave events if they are experiencing symptoms of COVID-19.

WHAT YOU CAN EXPECT FROM US

Healthy Team Members daily temperature checks

Clean Restaurants tables disinfected after each visit

Social Distancing reconfigured layouts

Protective Equipment masks on every team member

Frequent Handwashing hand sanitizers in every lobby

WHAT WE ASK OF YOU

Plan Ahead with reservations or web-ahead seating

Do Not Congregate in the lobby or bar

Give Fellow Guests Their Space at least six feet

Wear a Mask when not at your table

Utilize Mobile Pay and table-top tablets where available

Together, we can keep each other healthy.

- Have guidance on how to maintain physical distancing in the venue.
- If the venue chooses not to recognize physical distancing, signage will be placed that explicitly explains the venue's stance on the matter.
- Make note of the availability of sanitizer and PPE.
- Reassure of venue employee safety and health training, along with approval from local government.
- Have additional information on the precautions the venue has taken to promote the wellbeing and health of staff.
- Have documentation posted throughout the venue to indicate when areas were last cleaned (i.e. restrooms, kitchens, meeting rooms, etc.).
- Have information regarding changes in point-of-sale (especially if transitioning to cashless systems).

Platforms for communicating with employees may include emails, texts, automated phone calls, websites, and signage. Maintain up-to-date contact information for everyone in the chain of communication and identify platforms (such as a hotline, automated text messaging, or website) to help disseminate information. Update key community partners and stakeholders regularly and share information about how the venue management team and the emergency operations coordinator or planning team for the venues are responding to the outbreak.

Temperature Checks & Health Screenings

Carefully consider the implications of temperature taking and the impacts it will have on both the venue's staff and guests. Understand that an elevated temperature is an objective measurement to determine illness, but there are various signs and symptoms that may be indicative of a COVID-19 carrier. Assess if taking temperatures is ideal for the overall venue safety and experience of those entering the venue.

KEY CONSIDERATIONS

- Understand the legal obligations associated with taking guest and employee temperatures, as well as maintaining any related records.
- Understand the limitations of the systems associated with temperature taking and health screenings.
- Determine who will administer temperature checks.
- Determine if prior certification is needed for individuals administering temperature checks.
- Understand that certain certifications are not needed at this time, due to the nature of this pandemic. However, once the pandemic has subsided, recertification and qualifications may be needed to continue these procedures.
- Determine if there is a need for secondary screening stations.
- Temperatures may be elevated upon entry into venue due to external forces (i.e. outdoor temperatures). Have plans in place to allow for secondary temperature screening to allow for cooling down.
- Have a designated isolation area to conduct secondary temperature screenings. Have an allotted period established for "cool down".
- It is important to have a written policy regarding temperature screenings, to maintain consistency.
- Ensure the proper equipment is available.
- Ensure that the equipment is certified.
- Determine if handheld or mounted screening devices are better for the venue's needs.
- Ensure the equipment will be conducive in the environment the screening will occur (i.e. indoor vs. outdoor equipment).

- Personal Protective Equipment (PPE) must be worn by those administering temperature checks as the readings need to be taken from close proximity (1 to 3 cm from forehead).

GUESTS

Temperature checks required for guests prior to entry should be managed by a third-party, trained professional to administer temperature checks for the venue. In the future, this can be included as an in-house or contract labor function with the proper training while respecting any local or state codes and regulations. Protocols need to be in place as to the number of handheld devices needed per volume of people accessing the venue.

- If the venue is requiring temperature checks at entry via thermal cameras:
- Points of entry may become limited.
- Have a private, secondary temporal temperature screening area for those who display temperatures of 100.4° F or above.
- Consider the challenges that may come with denying guests entry. Have a plan in place for offering refunds.
- Ensure that rental clients understand the venue's policy for temperature taking and any associated costs.

EMPLOYEES

Employees are encouraged to monitor their own health prior to arriving (see CDC's list of COVID-19 symptoms). They should not report to work if ill and/or showing any symptoms; if so, they must self-isolate. Employers should consider engaging a third-party, trained professional to administer temperature checks, and COVID-19 related health screening questions. In the future, this can be included as an in-house or contract labor function with the proper training while respecting any local or state codes and regulations. The venue will work with the vendor to ensure the team conducting the scans are properly trained. All employees, whether front of house or back of house, will be required to comply with these health screenings.

- Health checks and reporting requirements of individuals infected with COVID-19 should be explained to employees prior to reopening and again once operations have resumed.

- Employees should evaluate their health constantly; if they are sick, have a fever, symptoms, or someone at home is sick then they should remain home. NOTE: Employer Human Resources Policies, HIPAA laws, and other laws should be followed at all times.
- If an employee tests positive for COVID-19, practice non-discriminatory and CDC-based criteria to determine when it is safe for the staff member to return to work.
- Employers should inform fellow employees of their possible exposure to COVID-19 in the workplace while maintaining confidentiality.
- Medical services could be contracted to administer tests to clients and their contracted staff and security.

STAFF TEMPERATURE CHECKS

- Temperature checks will be administered on all front of house and back of house staff.
- To be conducted on venue personnel and can be administered by:
- Senior staff or a third party to avoid bias. Direct supervisors should not administer temperature checks on their staff.
- Anybody issuing temperature checks should be trained by a local health official.
- The temperature check process should be administered to all individuals to avoid discrimination claims.
- Temperature check for all staff members reporting for duty is in place. Any staff whose temperatures is 100.4° F and above should not be permitted inside of the venue.
- Temperature check for contractor workers at the contractor entrances is in place.
- Temperature check for all visitors entering the venue is conducted at control points.
- Conduct temperature checks for internal staff only.
- Structure screenings in a way that fully maintains physical distancing.
- If unable, please ensure temperature screener is wearing appropriate PPE.
- The screener should:
- Verbally confirm the employee's temperature is less than 100.4° F
- Visual inspect to note if the employee is coughing or experiencing shortness of breath.

- And/or completion of a digital or paper health survey (HIPAA laws may apply if documentation is being filed).

If technology allows for physical distancing practices, barrier/partition controls should be enacted. The CDC suggests the following:
- Screening personnel would "stand behind a physical barrier, that can protect the screener's face and mucous membranes from respiratory droplets that may be produced when the employee sneezes, coughs, or talks." (e.g. a glass/plastic window or partition).
- The screener should wash hands with soap and water for at least 20 seconds upon arrival (or use a hand sanitizer with at least 60% alcohol).
- The screener would visually inspect the employee for signs of illness.
- The screener would then check the employee's temperature with a thermometer.
- The screener measures the employee's temperature using the following steps:
- Put on disposable gloves.
- Reach around the partition (or through a hole in the partition) to use the thermometer.
- The screener's face should always remain behind the partition.
- Use a clean pair of gloves between each employee.
- If the screener is using a disposable or non-contact thermometer and did not have physical contact with the employee; they can lessen the amount of times gloves are replaced.
  - Clean and disinfect thermometers in accordance with manufacturing instructions and any venue policies.
- Remove and discard all PPE (e.g., gloves) and wash hands with soap and water for at least 20 seconds (or use a hand sanitizer with at least 60% alcohol) when completing duties.

TECHNOLOGY

- Touchless temperature readings for all staff and vendors coming into venue (e.g. Chunni CN520 thermometers).
- Ensure the technology has been approved by the FDA and meets any specific criteria required by your tenants, leagues, or clients.

- Thermometer Alternative:
  - Temperature Scan Panels.
  - E.g. Diversified Kiosks which provide hygienic, touch-free, infrared technology for vital sign and temperature checking.
- Self-Check-In Kiosk with a thermal camera.
  - E.g. Meridian Kiosks which will facilitate check-in and can be programmed for facial identification and temperature checks.
- Cost Coverage options for temperature checks:
  - Service fee on tickets.
  - Expense the show/client.
  - Increase rental price to include costs.
  - The venue will absorb as an economic hit.
  - Some combination of all the above to distribute the costs.

Glossary

ADA: Americans with Disabilities Act.

BAS (Building Automation System): an intelligent system of both hardware and software, connecting HVAC, lighting, security, and other systems to communicate on a single technology.

Business Continuity Plan (BCP): A document that outlines how a business will continue operating during an unplanned disruption of service.

Case: A person having a particular disease, disorder, or condition, i.e. COVID-19. A variety of criteria may be used to identify cases—for example, a physician diagnosis or a diagnostic test.

Checkerboard Seating: Ticketing method in which seats are purposely left open to allow space between guests or groups of guests for the purpose of physical distancing.

Cleaning: Removing dirt and impurities, including germs, from surfaces. Cleaning alone does not kill germs. But by removing the germs, it decreases their number and therefore any risk of spreading infection.

Confidentiality: The obligation not to disclose information; the right of a person to withhold information from others. Information in medical records is generally confidential.

Contact: A well person who has been exposed to a case or a case's environment such that they had an opportunity to acquire the infection.

Continuity of Operations Plan (COOP): An established policy that ensures critical functions continue and that personnel and resources are relocated to an alternate facility in case of emergencies.

Contact Tracing: the practice of identifying and monitoring people who may have had contact with a person infected with COVID-19. The purpose of contact tracing is to control the spread of illness by notifying, supporting, and educating people that may have been exposed to an individual that has tested positive for COVID-19. Contact tracing facilities are managed by the local health department and are utilized for any highly infectious illness.

Contracted Labor: Individuals who work under specific contracts and invoice for work completed and who are not hired, full-time, employees of a company. Also referred to as independent contractors.

Contractor: A person who, under a formal, legally binding agreement, accedes to furnish supplies or perform work at a certain price or rate.

Coronaviruses (CoVs): A large group of viruses. COVID-19: The abbreviation for coronavirus disease 2019. Also referred to as 2019-nCoV per the World Health Organization.

Dense Contact Environment: A space, usually enclosed, that hosts large, organized gatherings where individuals are in close contact with one another.

Disinfecting: Killing germs on surfaces by means of chemicals, for example EPA-registered disinfectants. This process does not necessarily clean dirty surfaces or remove germs. But killing germs remaining on a surface after cleaning further reduces any risk of spreading infection.

Duty of Care: a legal obligation which is imposed on an individual requiring adherence to a standard of reasonable care while performing any acts that could foreseeably harm others. Venues should examine their current duty of care as it relates to COVID-19 and the expectations of guests.

EAP: Employee Assistance Program.

Essential Employees: Employees who are designated as required to work when a venue closing is authorized, usually in operations that must provide services around the clock. The designation of essential can depend upon the employees' duties, as well as the circumstances for the closing. When bringing employees back, consider the following:
- CATEGORY 1: Imperative that employee is onsite for time sensitive functions.
- CATEGORY 2: Employee performs time sensitive functions but can do so remotely.

- CATEGORY 3: Employee does not perform time sensitive functions but can feasibly continue work remotely.
- CATEGORY 4: Employee does not perform time sensitive functions and nature of position does not allow remote work in the event of a closure.

Face Coverings: a cloth, bandana, or other type of material that covers a person's mouth and nose to prevent transmission of respiratory droplets.

FMLA: Family and Medical Leave Act.

Guest: A person attending an event. Some venues may refer to them as patrons or customers.

HAZCOM (Hazard Communication): A set of processes and procedures that employers must implement in the workplace to effectively communicate hazards associated with chemicals during handling and any form of exposure.

HIPAA: Health Insurance Portability and Accountability Act.

HVAC: Heating, ventilation, and air-conditioning.

Human Resources: Individual, department, or resources responsible for the hiring, administration, and training of staff.

IEQ: Indoor environmental quality.

Infectious Period: Period of time during which a case is able to transmit a disease to others. The infectious period starts 2 days before someone develops symptoms.

Infectious Response Team (IRT): A group comprised of venue personnel whose purpose it is to address the protocols that should be followed in the event the venue encounters an active exposure.

Isolation: A condition in which a case is separated from others. Isolation occurs under conditions (e.g. having a private bedroom and bathroom) that will prevent or limit the transmission of an infectious agent to those who are susceptible. Cases should be isolated for the entirety of their infectious period.

Legal Authorities: Any federal, state, county, municipal, or other government or governmental or quasi-governmental department, commission, board, bureau, court, agency, or instrumentality having jurisdiction or authority over landlord, tenant and/or all or any part of the premises or the property.

Local Officials: Any person who holds elective office and every person who is employed by a county, city, town, village, or school district who is not employed principally to influence legislative or administrative action. Local official does not include those who hold state or national office. This may include local DHS, emergency.

Mask: A specialized, medical grade covering for the nose and mouth worn for respiratory protection or to prevent infection.

Partner: A person or entity who shares or is associated with another in some action or endeavor.

PPE: Personal Protective Equipment.

Physical Distancing: Maintaining a space of six feet between individuals. Previously termed, Social Distancing.

Privacy: The state of being undisturbed or free from public attention.

Public Good: Anything that benefits the whole of society.

Quarantine: A condition in which a contact's activities are restricted. The contact is separated from others to prevent disease transmission to those who are susceptible. Contacts should be quarantined for the duration of their incubation period.

Respiratory Droplets: Particles of respiratory secretions that are exhaled and typically consist of water-like fluid. If someone is infected with SARS-CoV-2, their respiratory droplets will contain SARS-CoV-2 virus, and these are infectious. Respiratory droplet particles cannot float in the air; they will drop to the ground by gravity. Therefore, after a person exhales them, they fall within 3–4 feet.

Return to Work Committee (RWC): A group comprised of venue personnel whose purpose it is to drive the decision-making process from all relevant angles. At a minimum, the committee should include the following:
• Chief Operating Officer
• Security
• Human Resources
• Facilities
• IT
• Legal
• Communications
• Local officials as applicable

SARS-CoV-2: The virus that causes the illness COVID-19.

Sanitizing: Reducing the occurrence and growth of bacteria, viruses, and fungi. Sanitizing can reduce bacteria by as much as 99.9% but will not kill viruses and fungi.

Symptom: A sign that arises from and accompanies a particular disease or disorder and serves as an indication of it. Symptoms of COVID-19 include fever or chills, cough, shortness of breath or difficulty breathing, fatigue, muscle or body aches, headache, new loss of taste or smell, sore throat, congestion or runny nose, nausea or vomiting, or diarrhea.

Staff: An individual who is scheduled to work an event. Staff may include individuals who are full-time, part-time, contracted, or volunteers.

Super-Spreader Event: An event that is held in a dense contact environment which can lead to an excessively large number of individuals being exposed to a highly infectious virus.

Tenant: A person or group that rents and occupies a space, an office, or the like, from another for a period of time; lessee.

Vendor: A person or agency that sells.

Venue: Any place where an organized gathering or public meeting is held.

Yo-Yo Method: A way of security screening guests in which an individual has two chances to successfully pass before being sent to a secondary screening area.

Appendix I
Key Organizations

Please reference these organizations reopening guidance as is applicable for your organization. The Reopening and Recovery Guide acts to educate venues, however, acknowledges that some venues must also include and adhere to plans promulgated by:
• **ACC**, Atlantic Coast Conference https://theacc.com/index.aspx
• ASHRAE, American Society of Heating, Refrigerating and Air-Conditioning https://www.ashrae.org/technical-resources/resources
• **BIG 10**, Big Ten Conference https://bigten.org/news/2020/3/11/mens-basketball-big-ten-conference-statement.aspx
• **CDC**, Center for Disease Control https://www.cdc.gov/coronavirus/2019-ncov/community/organizations/businesses-employers.html
• **CISA**, Cybersecurity and Infrastructure Security Agency https://www.cisa.gov/covid-19-disinformation-toolkit
• **DHS**, Department of Homeland Security https://www.dhs.gov/coronavirus/overview-dhs-response
• **EPA**, Environmental Protection Agency https://www.epa.gov/coronavirus
• **EEOC**, Equal Employment Opportunity Commission https://www.eeoc.gov/coronavirus
• **FEMA**, Federal Emergency Management Agency https://www.fema.gov/coronavirus/governments
• **FDA**, Food and Drug Administration https://www.fda.gov/emergency-preparedness-and-response/coronavirus-disease-2019-covid-19/covid-19-related-guidance-documents-industry-fda-staff-and-other-stakeholders
• **GBAC**, Global Biorisk Advisory Council https://gbac.issa.com/issa-gbac-star-facility-accreditation/
• **IAEE**, International Association of Exhibitions and Events https://www.iaee.com/covid19/
• **IATSE**, International Association of Theatrical Stage Employees https://www.iatse.net/
• **ISSA**, International Sanitary Supply Association https://www.issa.com
• **MLB**, Major League Baseball https://www.mlb.com/covid19resources
• **NASCAR**, National Association for Stock Car Auto Racing https://www.nascar.com

- **NBA**, National Basketball Association https://cares.nba.com/coronavirus/
- **NCS4**, National Center for Spectator Sports Safety and Security https://higherlogicdownload.s3.amazonaws.com/NCS4/9c6c4d55-e531-4334-a8e4-aa15c3ebd848/UploadedImages/Documents/2020-05-11_Event_Safety_Alliance_Reopening_Guide.pdf
- **NCAA**, National Collegiate Athletic Association http://www.ncaa.org/sport-science-institute/coronavirus-covid-19
- **NFPA**, National Fire Protection Association https://www.nfpa.org/Codes-and-Standards/Resources/Standards-in-action/NFPA-responds-to-the-coronavirus
- **NFL**, National Football League https://operations.nfl.com/football-ops/economic-social-impact/the-nfl-family-responds-to-the-covid-19-crisis/
- **NGA**, National Governors Association https://www.nga.org/coronavirus/
- **NHL**, National Hockey League https://www.nhl.com
- **OSHA**, Occupational Safety and Health Administration https://www.osha.gov/Publications/OSHA4045.pdf
- **PAC-12**, Pacific Twelve Conference https://pac-12.com/article/2020/03/05/statement-pac-12-conference-coronavirus-covid-19-faq
- **SEC**, Southeastern Conference https://www.secsports.com/article/28925379/sec-member-institutions-monitor-covid-19
- **SHRM**, Society for Human Resource Management https://v.fastcdn.co/u/2e9f1278/51886218-0-SHRM-IOE-Guide-for-R.pdf
- **WHO**, World Health Organization https://www.who.int/docs/default-source/coronaviruse/srp-04022020.pdf

Appendix II
Legal Considerations

GENERAL NOTES

- Consult local (city & county), state and federal government laws/executive orders prior to opening.
- Consult venue legal counsel prior to opening.
- Have a clear and concise ticket refund policy.

- Properly display and effectively communicate any new policies and procedures for the venue. Develop additional communication plans for the new policies and procedures.
- Types of COVID-19 related lawsuits:
  - General Negligence/Premises Liability
  - Class-Actions
  - Contractual
  - Employment Law
  - Governmental

EMPLOYEES

- OSHA "general duty" clause (29 U.S.C. 654)
  - employer shall furnish place of employment free from recognized hazards that are causing or likely to cause death or serious physical harm to employees.
  - employee shall comply with occupational safety and health standards under the Act and all rules, regulations, and orders issued under the Act applicable to his/her own actions and conduct.
- Common law "negligence" or "premises liability" standard varies from state to state, but can generally be defined as
  - failing to exercise degree of care expected to minimize risk of harm to another; or failure to ensure no unreasonable risk of harm that you knew or should have known about and failed to warn about.
- Employees can be required to wear PPE (i.e. face covering & gloves) and encourage hand hygiene.
- "Medical Screening" (i.e. asking about symptoms and body temperature) on employees is allowed and any information obtained must be kept confidential and separate from personnel file.
- For employees who are hesitant to return to work, treat this as a "reasonable accommodation" request.
- "Higher Risk" Employees (EEOC Technical Assistance Questions and Answers – Question G4; Updated on June 17, 2020).
  - If the employee does not request a reasonable accommodation, the ADA does not mandate that the employer take action.
  - If the employer is concerned about the employee's health being jeopardized upon returning to the workplace, the ADA does not allow the employer to exclude the employee – or take any other adverse

action – solely because the employee has a disability that the CDC identifies as potentially placing him at "higher risk for severe illness" if he gets COVID-19. Under the ADA, such action is not allowed unless the employee's disability poses a "direct threat" to his health that cannot be eliminated or reduced by reasonable accommodation.

- For employees who are sick encourage them to follow the CDC guidelines: https://www.cdc.gov/coronavirus/2019-ncov/if-you-are-sick/steps-when-sick.html

COMPANY IMMUNITY

- According to Peter Kang 1, the senate "agreed at a panel hearing Tuesday that the federal government needs to issue enforceable workplace standards before any federal law can be passed that would shield businesses from civil lawsuits in connection with worker and customer COVID-19 infections...witnesses representing employers and employees said they would all welcome clear enforceable and industry-specific guidelines for business operation best practices."
- Senate working on legal "safe harbor" for businesses but would not provide immunity from gross negligence or intentional misconduct.

FORCE MAJEURE 2

- A force majeure clause is a contract provision that excuses a party's performance of its obligations under a contract when certain circumstances beyond their control arise, making performance inadvisable, commercially impracticable, illegal, or impossible.
- Consider the following and consult legal counsel when evaluating plans to assert your rights under a force majeure clause:
    - Understand and evaluate the individual facts and circumstances the outbreak may have on your business and your ability to perform your obligations under a contract. Consider the other party's obligations, and whether they too may be adversely affected.
    - Monitor the situation. The current situation is fluid, meaning facts and circumstances can change quickly, and often do.

- Each contractual clause governing performance is different and can be interpreted differently depending on the law that governs, so it is important to discuss with your counsel your situation and whether you are seeking to enforce and/or excuse performance.
- Keep detailed records that include the scope of the interruption to your business, and detail the factors leading to impossibility.
- Review your insurance coverages.
- Consider whether there are alternative means to perform contractual obligations.
- Consider business solutions to legal issues, such as a mutual agreement, to move your event to a time after the crisis is over.

INSURANCE

- Examine adjusting your insurance coverage. Contact your insurance carrier prior to reopening to understand your potential liability and to limit exposure if someone contracts COVID-19 at your facility.
- Consult with legal counsel to:
    - See if current venue insurance policy is up to date.
    - Explore what claims can be made enforced/filed with the insurance company.
    - See if current policy is comprehensive enough.
    - Explore what other forms of insurance may be needed, examples include:
        » Property Insurance
        » Contingent Business Interruption
        » Pandemic Coverage
        » Event Cancellation Insurance

Kang, Peter K., "Sens. Say Safety Regs Must Precede COVID-19 Biz Immunity", https://www.law360.com/articles/1272303/print?section=classaction , Law360 (May 12, 2020, 10:10 PM EDT)

Grimaldi, Bryan X.; Gambino, Michelle D.; Allen, Thomas G.; Enschede, Andrew J.; "Coronavirus and Force Majeure Contract Clauses" https://www.natlawreview.com/print/article/coronavirus-and-force-majeure-contract-clauses The National Law Review Volume X, Number 63 (March 3, 2020)

Appendix III
Venue Reopening Checklist

READINESS ESSENTIALS

This checklist can be used as a quick reference for reopening venues. However, it is recommended to read the Reopen and Recovery Guidance in its entirety.

- Has the state been cleared by local public health and safety officials for gatherings of 250+?
- Has the venue established an internal "Return to Work Committee" with representatives from all departments?
- Has Human Resources determined which employees are eligible to return to work?
- Has the venue updated policies to reflect physical distancing and cleaning protocols?
- Has staff been trained on new protocols, policies, procedures, and equipment?
- Have standard cleaning procedures been conducted in accordance with CDC recommendations if the venue was unoccupied for more than 7 days?
- If the venue is providing Personal Protective Equipment (PPE) supplies for guests and staff, have the supplies been ordered and received?

HUMAN RESOURCES

Review the following points so that the venue is taking into consideration appropriate HR issues prior to reopening.

- Bring back furloughed employees and recover laid off staff (if applicable). Please reference SHRM return to work guidance for additional details on proper HR Protocols.
- Reinforce the importance of staying home if sick or symptomatic with messaging to staff.
- Inform employees of new or modified work schedules, how they can stay up to date on new scheduling requirements, and how to make requests for schedule changes if the need arises.
- Create and document trainings for staff and to update all written protocols, policies, and procedures.
- Institute employee screening upon entry of workplace, at minimum a health questionnaire and max temperature checks performed by a trained source.

- Create multiple employee entrance methods and alternate queuing for large calls to avoid accidentally creating "gatherings" at the entrances.
- Posting adequate signage to encourage proper handwashing techniques.
- Create strict guidance and provide trainings on how to properly clean and sanitize surfaces throughout the venue.
- Please reference SHRM return to work guidance for additional details on proper HR Protocols.

TRAINING

Review the following points so that the venue is taking into consideration appropriate training issues prior to reopening.

- Review the recommended trainings under Train Your Staff section for the venue.
- Request that each department create a training guide respective to their team.
- Request vendor and/or union health and safety plans prior to opening
- Train staff on PPE equipment (use and disposal).
- Review the PPE section for specific information.
- Train staff on the importance of maintaining distance.
- Train and stress the importance of frequent hand washing. When soap and water are not available, use alcohol-based (at least 60% alcohol) hand sanitizer.
- Create and record detailed trainings with dates and attendance
- Ensure all vendors and tenants are aware of any changes in operations prior to opening.
- Advise vendors and tenants to follow state and local guidance and recommendations regarding physical distancing and face masks/coverings.
- Create, maintain, and record cleaning and sanitizing protocols to include common spaces such as elevators, escalators, stairwells, restrooms, and office spaces.

Appendix IV
GBAC Star Program

IAVM has partnered with the International Sanitary Supply Association (ISSA) to offer the GBAC STAR accreditation program on cleaning, disinfection, and infectious disease prevention for facilities. The GBAC STAR program establishes requirements to assist venues in their cleaning, disinfection, and infectious disease prevention standards. The standards address controlling risks associated with infections disease. There are 20 documentation categories required to receive accreditation. The venue will be asked to provide the following:

1. Identify, document, and communicate organizational roles, responsibilities, and authorities.
2. Venue's commitment statement that will be communicated among venue's leadership and interested stakeholders.
3. Documentation of the sustainability elements and continuity of improvement.
4. A living document of conformity and compliance competencies. This list will include all relevant cleaning, disinfection, and infectious disease prevention methods being utilized.
5. The venue's goals, objectives, and targets which will be identified and audited with the help of the GBAC Star review team.
6. Assessment and control methods used to ensure that the GBAC STAR Program elements are being met.
7. Ongoing risk assessments and have in place risk mitigation strategies.
8. Venue's Standard Operating Procedures (SOP) for cleaning, disinfection, and infectious disease prevention.
9. A list of the venue's tools and equipment.
10. A list of the cleaning and disinfection chemicals used for each area in the venue, the objects being treated, the environment surrounding the area, and the infectious agent in question based on their risk assessment.
11. Inventory control and management plan for supplies, tools, and equipment.
12. PPE requirements for their cleaning and disinfection activities.
13. Biomedical/biohazardous waste management plan.
14. Training and education plan for cleaning and disinfection activities.
15. A copy of the facility's emergency response plan.
16. Facility infection disease prevention practices. These practices may be incorporated within the facility's SOPs. If this is the case, the facility can provide a synopsis of its strategies.
17. A copy of the facility's worker health program specific to infectious disease prevention.
18. A synopsis of the venue's audits and inspections.
19. A review of how the venue obtains products and services. The venue should include if the services for cleaning and disinfection are in-house, contracted or a combination.
20. A list of the venue's GBAC STAR program documents. (A list of suggested documents will be provided).

Appendix V
Venue Signage

The creation and implementation of venue signage will be a crucial part of the reopening process. Choose an underlying theme for the signage to help with consistency and engagement. Signage should focus on guest safety and wellness while communicating that the wellbeing of both the guests and staff is the venue's number one priority. This section will focus on providing suggestions on how to implement affect signage and messaging.

SIGNAGE KEY POINTS

- Clarity: The message or goal of the sign should be easy to understand.
- Consistency: It is important to avoid contradictory instructions or information.
- Simplicity: The design should be clear, uncomplicated, and direct.
- Frequency: To prevent guests and staff from missing vital information consider all paths of travel. This will assist in determining how often signs need to be posted and/or repeated.
- Demonstrability: Illustrate or highlight the central message of the sign.
- Engagement: Keep the guest interested and involved by staying creative and on brand with the design.

- Audience: Know your audience. Identify and address potential language, cultural, and disability barriers associated with communicating COVID-19 information to event staff and participants.

LANGUAGE & COMMUNICATION

Choose encouraging language that is consistent to ensure the venue's message is coherent. The use of positive language facilitates constructive, rather than hostile, communication. This will increase guest engagement, as well as set a positive tone for their experience. When communicating with guests, what is said is just as important as how it is said.

Below are some sample positive phrases to use in signage:
- To promote...
- For your safety/health...
- Required for...
- Help us...
- We recommend...
- Our commitment to...
- Please enjoy...
- Thank you for...
- Complimentary ___ provided for your health and safety.

ADDITIONAL CONSIDERATIONS

It is important to review current venue signage before starting the new sign design process. This will avoid providing guests with conflicting directions or information. Review signage to update guests on the following:
- Protocols, Safety and Personal Responsibility Signs
  - General Expectations
  - Social Distancing
  - Face Covering and PPE Policies
  - Temperature Check
  - Coughing/Sneezing Etiquette
  - Energy, power, danger, high visibility, and intensity
  - Not Feeling Well
  - Touchless Communication Options

- Directional / Wayfinding Signs
  - Enter/Exit Here
  - Enter/Exit Only
  - Stairs: Up/Down/Stay Right/Stay Left
  - Line Starts Here
  - Space Restriction Signs
  - Maximum Room Capacity
  - Elevator Capacity
  - Restroom Capacity
  - Unavailable Seat or Table

Acknowledgements

References

- https://www.hendersonbuilding.com/insight_article/optimizing-your-venue-during-this-unprecedented-time/?utm_source=LinkedIn&utm_medium=Social&utm_campaign=IAVM_Venue
- https://www.wdwinfo.com/news-stories/orange-county-economic-recovery-task-force-shares-guidelines-for-reopening-businesses-in-central-florida/
- https://www.cdc.gov/coronavirus/2019-ncov/prevent-getting-sick/diy-cloth-face-coverings.html
- https://www.cdc.gov/handwashing/when-how-handwashing.html
- https://www.cdc.gov/coronavirus/2019-ncov/community/pdf/ReOpening_America_Cleaning_Disinfection_Decision_Tool.pdf
- https://www.cdc.gov/coronavirus/2019-ncov/community/pdf/Reopening_America_Guidance.pdf
- https://www.epa.gov/pesticide-registration/list-n-disinfectants-use-against-sars-cov-2
- https://www.cdc.gov/coronavirus/2019-ncov/community/organizations/cleaning-disinfection.html
- https://www.cdc.gov/coronavirus/2019-ncov/community/disinfecting-building-facility.html
- https://www.osha.gov/laws-regs/regulations/standardnumber/1910/1910.1030
- https://www.osha.gov/laws-regs/regulations/standardnumber/1910/1910.132
- https://www.cdc.gov/coronavirus/2019-ncov/community/reopen-guidance.html
- https://www.cdc.gov/coronavirus/2019-ncov/community/large-events/mass-gatherings-ready-for-covid-19.html
- https://www.fda.gov/food/food-safety-during-emergencies/best-practices-retail-food-stores-restaurants-and-food-pick-updelivery-services-during-covid-19
- https://www.iavm.org/sites/default/files/documents/who-2019-ncov-poemassgathering-2020.1-eng.pdf
- https://www.hkcec.com/en/announcement#announcement-998993
- https://www.fda.gov/food/food-safety-during-emergencies/food-safety-and-coronavirus-disease-2019-covid-19#precautions

- https://www.fda.gov/food/food-safety-during-emergencies/best-practices-retail-food-stores-restaurants-and-food-pick-updelivery-services-during-covid-19
- https://www.osha.gov/Publications/OSHA3990.pdf
- https://restaurant.org/Downloads/PDFs/business/COVID19-Reopen-Guidance.pdf
- Cleaning and Disinfection for Community Facilities, CDC, March-April 2020
- Employees: How to Cope with Job Stress and Build Resilience During the COVID-19 Pandemic, CDC, May 5, 2020
- Getting Back to Work: Preparing Buildings for Re-Entry Amid COVID-19, BOMA International, May 1, 2020
- Guidance on Preparing Workplaces for COVID-19, OSHA, U.S. Department of Labor, March 2020
- Interim Guidance for Businesses and Employers to Plan and Respond to Coronavirus Disease 2019 (COVID-19), CDC, March 2020
- Reopening: Guidance for General Office Settings, AIHA, 2020
- https://www.billboard.com/articles/business/touring/9344816/coronavirus-why-most-ticketing-companies-wont-survive-covid-19
- https://www.nytimes.com/2020/04/08/arts/music/ticketmaster-refunds-coronavirus.html?searchResultPosition=1From
- https://www.adasoutheast.org/ada/publications/legal/ada-and-face-mask-policies.php
- https://www.cdc.gov/coronavirus/2019-ncov/communication/print-resources.html
- https://www.epa.gov/coronavirus/guidance-cleaning-and-disinfecting-public-spaces-workplaces-businesses-schools-and-homes
- CDC Provides Additional Advice for Temperature Screenings; Michael Oliver Eckard; 04 May2020; (The National Law Review); https://www.natlawreview.com/article/cdc-provides-additional-advice-temperature-screenings
- https://www.ashrae.org/about/news/2020/ashrae-offers-covid-19-building-readiness-reopening-guidance
- https://www.fda.gov/medical-devices/general-hospital-devices-and-supplies/thermal-imaging-systems-infrared-thermographic-systems-thermal-imaging-cameras