



pennsylvania
COUNCIL ON THE ARTS

arts.pa.gov

Reopening Safely: Tips and Resources to Prepare

The following document is intended for information and planning purposes only. Please refer and adhere to all local, state, and federal guidelines and requirements. Consult with your organization's legal, human resources, and insurance professionals.

May 21, 2020; Updated May 12, 2021

****Note: Due to quickly evolving changes and updates on restrictions, PCA staff will include the most recent industry guidance and resources in the Review section of the document (page 5). For links to state and federal agencies and additional resources, see the List of Resources section (page 10).***

This resource is designed to provide an evolving list of tips and resources for use by arts and cultural organizations as they navigate the process of reopening to the public in accordance with the guidelines of state and federal government. It is a tool designed to help strategically plan for reopening and move forward when it is appropriate to do so. Organizations should consider the financial impacts that may accompany the reopening process, including decreased capacity, social distancing measures, and increased costs for supplies. For some organizations, being allowed to reopen in accordance with state and federal guidelines does not mean it will necessarily be financially feasible to do so right away. This resource is not intended to be exhaustive or comprehensive in scope and not every consideration will apply to every organization.

This document presents information that is current as of the date of issuance. During this unprecedented time, information is rapidly evolving and can change daily. Please check back regularly to ensure access to the most up-to-date information. If you identify additional resources that you would like the Pennsylvania Council on the Arts (PCA) to consider, please contact Sarah Merritt at skmerritt@pa.gov. We want this to be a helpful resource and are interested in your feedback.

Arts and cultural organizations should carefully consider the health and safety of their employees, artists, contractors, volunteers, vendors, and audiences when determining whether to engage the public with in-person programming and performances. Planning for reopening is a process that must be tailored to each individual organization. Proper planning will require a review of nearly every aspect of your organization and may have associated costs, including equipment purchases and/or professional services. This is not an easy undertaking but is a critical component to your organization's future. Begin preparing now, to ensure you have time to plan for:

- **Researching requirements for reopening;**
- **Ensuring planning and reopening are implemented through the lens of diversity, equity, and inclusion (DEI);**
- **Facility preparation;**
- **Creating safety policies and procedures and training staff on these;**
- **Procuring the necessary safety and cleaning supplies;**
- **Making any changes to regular business operations to ensure safety;**
- **Staffing to ensure safety of staff and the public; and**
- **Planning a communications strategy for the public.**

Introductory Note and Disclaimer

This resource document is intended to provide helpful information to arts organizations and other interested parties and to assist in reopening according to the guidelines provided by the Commonwealth of Pennsylvania and federal sources. However, this document is not intended and is not designed to serve as an industry best practice and should not in any manner be considered a best practice for the arts sector.

While the PCA makes every effort to present accurate and reliable information, the contents of this document are presented as “as is” without any warranty of accuracy, reliability, or otherwise, either express or implied, including but not limited to the implied warranties of merchantability, fitness for a particular purpose or compliance with government regulations, or freedom from infringement. Neither the PCA nor its officers, members, employees, or agents will be liable for any loss, damage, or claim with respect to any liabilities, including direct, special, indirect, or consequential damages, incurred in connection with reliance on the information presented herein.

Users of this document should not in any manner rely upon or construe the information or resource materials herein as legal or other professional advice and should not act or fail to act based upon the information in this document without seeking the services of a competent legal or other professional.

This document has been created utilizing a number of varied resources, including guidance and guidelines from Commonwealth of Pennsylvania and other governmental resources, industry associations, national arts and cultural organizations, and other guidance. These sources are included in the list of resources.

Table of Contents

[Review](#)

[Designate](#)

[Plan](#)

[Purchase](#)

[Train](#)

[Communicate](#)

[Prepare](#)

[Evaluate and Revise](#)

[Other Considerations](#)

[Links to Resources](#)

Review

In addition to thoroughly reviewing this document, we encourage you to review the following Commonwealth resources for further guidance, requirements, and resources specific to each agency's or department's area of specialty:

- **Starting Monday, May 31 at 12:01a.m. mitigation orders except masking will be lifted** - [Frequently Asked Questions for Businesses Operating During the COVID-19 Disaster Emergency](#) – Governor's Office (updated regularly)
- **New (5/11/21)** - [Wolf Administration to Increase Indoor and Outdoor Events and Gatherings Maximum Capacity on May 17 at 12:01a.m.](#)
- **New (5/12/21) for live entertainment industry** - [Safe in Sound Reopening Checklist for the Live Entertainment Industry](#) Event Safety Alliance (ESA) and National Independent Venue Association (NIVA)
- [Department of Health Updated Mask Guidance](#) (updated regularly)
- [Risk Assessment Tool](#) – PA Department of Health (DOH) (updated regularly)
- [COVID-19 Event Risk Assessment Planning Tool](#) – Georgia Institute of Technology (updated regularly)
- [Responding to COVID-19 in Pennsylvania Guide](#) – Commonwealth of PA (updated regularly)
- [Universal Face Covering Order FAQ](#) – DOH
- [PA Department of Health \(DOH\)](#) – Resources (updated regularly)
- [Equal Employment Opportunity Commission – COVID-19](#) (updated regularly)
- [PA Coronavirus Dashboard](#) & [COVID-19 Early Warning Monitoring System Dashboard](#)– DOH (updated Monday – Friday)
- [PA COVID-19 Testing Sites](#) – DOH (updated regularly)
- [County & Municipal Health Departments](#)
- [Department of Community and Economic Development \(DCED\)](#)

The following federal resources also are suggested for your review:

- [Centers for Disease Control and Prevention \(CDC\)](#)
- Centers for Disease Control (CDC) - [Reopening Guidance for Cleaning and Disinfecting Public Spaces, Workplaces, Businesses, Schools, and Homes](#)
- [Environmental Protection Agency](#)
- The Department of Health and Human Services' (HHS) and Occupational Safety and Health and Administration (OSHA) - [Guidance for Preparing Workplaces for COVID-19](#)

- The National Endowment for the Arts – [The Road Forward: Best Practices Tip Sheet for Arts Organizations Re-Engaging With Audiences or Visitors](#)

If you still have questions, after review of the following, you may contact the appropriate agency:

- PA DOH – [Frequently Asked Questions](#) or call 1-877-PA-HEALTH
- Contact form for PA [DLI](#)

Designate

Designate a staff member to be the COVID-19 safety coordinator and review all requirements and guidelines referenced above.

- This staff member should monitor DOH and CDC websites and be responsible for staying up-to-date on changes to requirements and new information regarding COVID-19 to inform and advise staff.
- This staff member should work with leadership to create and implement appropriate staff training to establish and maintain workplace and facility safety requirements, cleaning policies and procedures, and procedures for managing and enforcing safety of patrons.
- [National Institute of Environmental Health Sciences- training tools and resources \(English and Spanish\)](#)

Plan

In advance to reopening, managerial staff and board leadership should meet virtually to discuss requirements and how the organization will prepare for and implement reopening.

Diversity, Equity, and Inclusion (DEI)

COVID-19 has had a disproportionate effect on communities of color. In addition, the national conversation about systematic racism must be considered. People of color (staff, patrons, vendors, volunteers, contractors, and artists), who are already marginalized, may feel anxiety about how their concerns will be addressed, and how they will be welcomed and included in planning and implementation for reopening and recovery.

- To be inclusive, accessibility for individuals with disabilities must also be part of your planning for both digital offerings and any physical reopening. Identify and incorporate modifications and adjustments for implementation.
- To ensure accessibility for the public, plan for the virtual offerings.
- Develop a plan for how the organization will adhere to social distancing and cleaning guidelines and how they will affect operations.
- Consider staff capacity for monitoring ingress and egress, monitoring and enforcing mitigation measures such as mask wearing and/or social distancing, and performing regular cleaning of the facility, with an enhanced focus on frequent cleaning of high-touch areas.
- When considering staff capacity to adhere to requirements for safe reopening, the

organization may have to adjust hours of operation, event schedules, and staff schedules to staff appropriately and manage social distancing and cleaning requirements.

- Understand and plan for possible COVID-19 exposure.
 - Discuss requirements for COVID-19 exposure response.
 - Have a plan in place for use in the event a member of staff comes into contact with COVID-19.
 - To whom should staff report potential contact?
 - Refer to your local health department, DOH, and CDC requirements and recommendations.
- Create a communication plan for use in the event a member of staff or patron, infected with the virus, enters the facility.
- Plan signage and floor markings to manage traffic, social distancing, and enforcing mask wearing, hygiene, and facility cleaning.
- Plan for regular facility cleaning to ensure staff and patron safety.
 - [CDC Cleaning Guidelines](#)
- Create a list of necessary personal protective equipment (PPE) and cleaning supplies.
- Create a communication plan for how the organization will promote reopening, any changes to previous business practices, and updated workplace and patron safety protocols.
 - Communicating with Artists
 - Communicating with Patrons
 - Communicating with Vendors

Purchase

Purchase required PPE, cleaning supplies, and necessary signage. Keep in mind, there may be delays.

- [DCED Supplies Business 2 Business Directory](#) (updated regularly)

Train

Train and provide virtual sessions and written policies and procedures for all staff.

- [OSHA Guide](#)
- US Department of Labor – [COVID-19 and the Family Medical Leave Act](#)
- [DOH infographics](#)

- [COVID-19 Contact Trace Course – Johns Hopkins University](#) (free course)

Communicate

Communicate reopening plans and procedures to your patrons via video, website, social media, email, and in the local media.

Prepare

What you need to do to prepare your facility for reopening.

Clean the entire facility, with emphasis on high-touch areas as appropriate.

- [CDC - Guidance for Cleaning and Disinfecting](#)
- Set up staff work areas and break rooms to ensure safety, which may involve moving around furniture and frequently used appliances such as microwave ovens to ensure safe distances can be maintained when more than one individual is in the room.
- Post necessary signage and floor markings that can be easily understood by individuals within your organization and the general public.
- While maintaining proper social distancing and masking, provide a walk-through of the facility in advance of reopening for all staff to get them familiar and comfortable with procedures and changes. (Depending on the staff size, this may have to be done in small groups.)
 - [OSHA/HHS - Guidance for Preparing Workplaces for COVID-19](#)
 - [CDC - Reopening Guidance for Cleaning and Disinfecting Public Spaces, Workplaces, Businesses, Schools, and Homes](#) and [Interim Guidance for Businesses and Employers Responding to Coronavirus Disease 2019 \(COVID-19\), May 2020](#)
 - [Workplace Cleaning for COVID-19](#) – American Industrial Hygiene Association (AIHA) (8/4/20)

Evaluate and Revise

Reopening and assessing what your organization must do to ensure the safety of staff and the public will not be a once and done process. Rather, your organization will need to stay up-to-date on changes in local, state, and federal requirements and be prepared to incorporate adjustments accordingly.

- Be open to making inevitable adjustments and refinements.
- Consider staff and patron feedback in this process.
- Stay current on changes in safety requirements and reserve time to educate all staff.

Other Considerations

Here are additional considerations you may wish to incorporate into your facility's plan:

- Partnering with local organizations to purchase PPE and cleaning supplies in bulk.
- Hiring artists to design signage for your facility.
- Updating your organization's Crisis Communications Plan to incorporate processes and talking points around reopening.
- Updating your organization's Personnel Policies and Procedures.
 - Update Personnel Policies and Procedures to include Family Leave Act information. [Families First Coronavirus Response Act](#)
 - [Pennsylvania Association of Nonprofit Organizations – Sample Policies](#)

Workplace cleaning and maintenance, staff safety, organization protocol for managing visitors, and responding to a COVID-19 exposure in the facility.

Virtual - Continuing to provide virtual opportunities will be necessary to ensure accessibility for the public. Based on current studies of public perceptions, reluctance to visit public spaces or attend mid-to-large-sized events is an inevitable component of this time that organizations must consider.

Training - Consider training selected staff or dedicated volunteers to serve as "greeters" to monitor ingress and egress, enforce social distancing, clean high-touch areas, and generally be a friendly face to help patrons feel comfortable about visiting. Some communities are considering providing businesses and organizations with designated color t-shirts that signal greeters/safety monitors. Check with your local community development organization to find out if this is the case in your community.

Alternate Venues - Consider what activities can take place outdoors and if your organization has the capacity to move them (e.g. restaurants around the country are working to ensure their communities have ordinances that allow outdoor dining). Many members of the public will likely be reluctant to gather indoors, so providing them with the opportunity to take part in activities, outside in small groups is a great option.

Links to Resources

Federal Agencies & National Organizations

[Americans for the Arts \(AFTA\)](#)

[Centers for Disease Control and Prevention \(CDC\)](#)

[Centers for Disease Control and Prevention \(CDC\) - Spanish Language Resources](#)

[Environmental Protection Agency](#)

[Equal Employment Opportunity Commission – COVID-19](#)

[National Endowment for the Arts \(NEA\)](#)

[National Main Street Center](#)

[Occupational Safety and Health Administration \(OSHA\)](#)

PA State Agencies & Organizations

[Department of Health \(DOH\)](#)

[Department of Community and Economic Development \(DCED\)](#)

[Department of Labor & Industry \(DLI\)](#)

[PA Downtown Center \(PDC\) - Reopening Resource Briefs](#)

[PA Council on the Arts](#)

[PA Historical and Museums Commission \(PHMC\)](#)

[PA Humanities Council \(PHC\)](#)

[Pennsylvania Association of Nonprofit Organizations \(PANO\)](#)

[Team PA](#)

[United Way of Pennsylvania - COVID-19 Fact Sheets in other languages](#)

PA Local Health Departments

[Local Health Department Websites](#)

Reopening Guides

PA Council on the Arts/PA Humanities Council

[Reopening the Arts and Humanities Safely Webinar](#) (7/15/20)

National Endowment for the Arts

[The Road Forward: Best Practices and Tips for Arts Organizations Re-Engaging with Audiences or Visitors](#) (6/9/20)

[The Art of Reopening](#) (1/12/21)

Theaters, Performing Arts, Events, and Gatherings

[The Event Safety Alliance Updated Reopening Guide \(published 11/11/20\)](#) – Event Safety Alliance (11/12/20)

[The Event Safety Alliance Reopening Guide](#) – Event Safety Alliance (updated 7/27/20 available in English, Spanish, Chinese, French, Korean, and Russian) and [Event Safety Alliance Podcast](#) (5/21/20)

[Gatherings and Community Events](#) – CDC (5/21/20)

[Guide to Reopening Theatrical Venues](#) – Performing Arts Centers Consortium (5/21/20)

[Roadmap for Recovery and Resilience for Theater](#) – American Repertory Theater at Harvard University and the Healthy Buildings Program at the Harvard T. H. Chan School of Public Health (7/22/20 updated regularly)

[COVID-19 Information for Producers](#) (includes a production safety checklist) – Actors Equity (7/22/20)

[IATSE Stagecraft Safety Committee Recovery Plan](#) – International Alliance of Theatrical Stage Employees (IATSE) (7/22/20)

[COVID-19 Resources and Webinar Recordings](#) – National Association of Teachers of Singing (NATS) (7/22/20)

[COVID-19 Testing Guidelines Under Actors Equity Contracts](#) – Actors Equity (8/27/20)

Museums, Historic Sites, Archives & Records, and Preservation

[PA Historical & Museum Commission Guides and Resources \(Museums, Historic Sites, Archives and Records, Preservation\)](#) (7/22/20)

[Reopening: Guidance for Museums and Collecting Institutions](#) – AIHA (8/4/20)

[Reopening Starter Kit for Museums](#) – American Alliance of Museums (AAM) (8/26/20)
*note: \$15 fee for non-members, \$10 fee for members

[City of Philadelphia Reopening Guidance for Museums](#) – (9/8/20)

Libraries

[Guidance and Resources for Public Libraries](#) – State Library of Pennsylvania (7/22/20)

[Framework for Reopening Public Libraries](#) - Office of Commonwealth Libraries (7/22/20)

[Reopening: Guidance for Libraries](#) – AIHA (8/4/20)

ADA Accessibility

[CDC- American Sign Language COVID-19 Information Videos](#) (5/21/20)

[Resources to Ensure Accessibility of Virtual Events](#) – NEA (5/21/20)

Budgeting in the Time of COVID-19

[Nonprofit Finance Fund](#) (5/21/20)

[Making Good Decisions in Unprecedented Times](#) – Nonprofit Quarterly (5/21/20)

[Cash Flow Management](#) and [Cash Flow Spreadsheet Template](#) – Propel Nonprofits (5/21/20)

Building Cleaning & Occupancy Guidance

[Reopening Guidance for Cleaning and Disinfecting Public Spaces, Workplaces, Businesses, Schools, and Homes](#) - CDC (5/21/20)

[Guidance for Preparing Workplaces for COVID-19](#) - The Department of Health and Human Services' (HHS) and Occupational Safety and Health and Administration (OSHA) (5/21/20)

[COVID-19 Re-Opening Occupancy Guidance](#) – DLI (7/29/20)

[COVID-19 Information](#) – EPA (8/20/20)

Crisis Communications Planning

[Communicating with Teams, Stakeholders, and Communities During COVID-19 \(McKinsey & Co.\)](#) (5/21/20)

[New Normal? The Most Effective Ways to Communicate Change to Your Employees](#) – US Chamber of Commerce (9/8/20)

Diversity, Equity, & Inclusion (DEI) Resources

[Centering Diversity, Equity, Accessibility, & Inclusion](#) – American Alliance of Museums (6/1/20)

[Diversity, Equity, Inclusion, and Justice](#) – PA Land Trust (6/22/20)

[Hope for the best, plan for the worst: Addressing the aftermath of the COVID-19 pandemic in America's Struggling Neighborhoods](#) – Center for Community Progress (6/1/20)

[Reopening? D&I Considerations and Insights](#) – Diversity Best Practices (6/1/20)

[Tips for Creating an Inclusive Virtual Space](#) – Aspen Institute (6/1/20)

[COVID-19 - Racial Equity & Social Justice Resources](#) – Racial Equity Tools (6/1/20)

[How to Be an Inclusive Leader Through a Crisis](#) – Harvard Business Review (6/1/20)

[Adapt Your DEI Efforts to the Reality of the Crisis](#) – Harvard Business Review (7/28/20)

[Inclusive Language Guide w/Resources](#) – National Assembly of State Arts Agencies (NASAA) (8/3/20)

Event Planning:

[Event Planning and COVID-19: Questions & Answers](#) – CDC (8/6/20)

Indoor Air Quality & HVAC

[FAQ](#) - American Society of Heating, Refrigerating, and Air Conditioning Engineers (ASHRAE) (7/22/20)

[What You Should Know About COVID-19, Air Conditioning, and Indoor Air Quality](#) – WBUR (7/22/20)

[COVID-19 Response Resources](#) – ASHRAE (7/28/20)

[Video - COVID-19 on HVAC Design and Important Considerations for Any System](#) – Precise Engineering (8/20/20)

[Recommendations Regarding Ventilation to Reduce COVID-19 Risk in Buildings](#) – Dept. of Public Health, City of Philadelphia (8/21/20)

Information Posters and Infographics

[No Mask No Service Poster](#) (07/3/20)

[What You Should Know About COVID-19](#) (5/21/20)

[COVID-19 Safety Procedures for Businesses Flyer](#) (English – 5/21/20)

[COVID-19 Safety Procedures for Businesses Flyer](#) (Spanish – 5/21/20)

[DOH - Infographics & Posters for Social Media \(English and Spanish\)](#) (5/21/20)

[CDC - Face Covering Do's and Don'ts](#) (5/21/20)

[Free Safety Posters](#) – AIHA (8/5/20)

Mental Health

[Pennsylvania Help and Referral Helpline](#) (7/14/20)

[Mental Health Association in Pennsylvania](#) (7/14/20)

[Mental Health Recourses](#) – PA Department of Human Services (7/14/20)

[Coping with Stress](#) – CDC (7/14/20)

[Employer Resources](#) – Center for Workplace Mental Health, American Psychiatric Association Foundation (7/14/20)

[Mental Health and COVID-19: Information and Resources](#) – Mental Health America (7/14/20)

[Mental Health Resources for Artists Weathering COVID-19](#) – Fractured Atlas (7/14/20)

[COVID-19 and Your Mental Health](#) – Mayo Clinic (7/14/20)

[PA Mental Health Resources Guide](#) – Commonwealth of PA (8/27/20)

Older Adults

[Guidance for Older Adults](#) – CDC (6/1/20)

[Age-Friendly Responses to COVID-19](#) – AARP (6/1/20)

PPE & Cleaning Supply Sources

[DCED - Business 2 Business Directory](#) (updated regularly)

[Supply PHL Directory](#) – Philadelphia Chamber of Commerce (updated regularly)

Performing Arts Aerosol & Risk Studies

[CSU Aerosol Emissions Study](#) – Colorado State University (7/22/20)

[Preliminary Recommendations from International Performing Arts Aerosol Study](#) – National Federation of State High School Associations (7/22/20)

[Wind Musicians' Risk Assessment in the Time of COVID-19](#) – University of Iowa Health Care (7/22/20)

[COVID-19 Transmission Risks from Singing and Playing Wind Instruments – What We Know So Far](#) – Public Health Ontario, Canada (7/22/20)

[Socially Distance Onstage Works 2020](#) – Association of CA Symphony Orchestras (7/22/20)

[COVID-19 Risks & Precautions for Choirs](#) - National Collaborating Centre for Environmental Health – Canada (7/22/20)

[COVID-19 Response Committee Report \(June 15, 2020\)](#) -American Choral Directors Association (7/22/20)

[International Coalition of Performing Arts Aerosol Study Round 2](#) (8/13/20)

[Performing Arts Aerosol Study Resources and Infographics](#) – National Federation of State High School Associations (NFHS) (8/21/20)

Risk Assessment

[Risk assessment and mitigation checklist for mass gatherings in the context of COVID-19](#) – World Health Organization (WHO) (7/22/20)

[Risk Management Plan for Face-to-Face Music & Theatre Instruction for Fall 2020](#) – SmartMusic Blog (7/22/20)

Scenario & Readiness Planning

[Making Sense of Uncertainty: Nonprofit Scenario Planning in the COVID-19 Pandemic](#) – The Bridgespan Group (9/14/20)

[Scenario Planning Toolkit](#) – The Bridgespan Group (9/14/20)

[Pocket Response Resource \(PRR\)](#) – ArtsReady and Performing Arts Readiness (9/14/20)

[Loss Calculator](#) – Performing Arts Readiness (PAR) (9/14/20)

[Sample Emergency Plans](#) – PAR (9/14/20)

[How Nonprofits Can Keep Looking Ahead and Plan in Uncertain Times](#) – Forbes (9/14/20)

[Navigating Uncertain Times: A Scenario Planning Toolkit for the Arts and Culture Sector](#) – The Wallace Foundation (10/22/20)

Testing Sites

[Pennsylvania COVID-19 Viral Testing Sites](#) – DOH (8/27/20)

Training Resources - Protecting Staff, Volunteers, Vendors, Artists, & Patrons

[COVID-19 Hazard Recognition](#) (6/9/20)

[Cleaning Vs. Disinfecting – Michigan State University](#) (6/9/20)

[COVID-19 Contact Trace Course – Johns Hopkins University](#) (free course- 6/9/20)

Updating Personnel Policies & Procedures

[Blue Avocado - Navigating the New Families First Coronavirus Response Act](#) (5/21/20)

[BoardSource - How Nonprofits and Board Members Can Respond to COVID-19](#) (5/21/20)

[How to Adapt Your Nonprofit's Sick Leave Policy During COVID-19](#) – The Chronicle of Philanthropy (5/21/20)