

# Arts & Culture Reopening Guide

Fort Wayne and Allen County, Indiana

Facilitated by Arts United of Greater Fort Wayne, Inc.  
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## A Message to our Patrons and Community

As Allen County arts and culture nonprofits reopen live, in-person programs, your health and safety is our top priority. We are closely following Governor Holcomb's Back on Track Indiana Plan and adhering to guidelines provided by the Centers for Disease Control and Prevention (CDC). We are committed to an ongoing partnership with the Allen County Department of Health to respond to the needs and concerns of our community, and we are grateful to our local healthcare leaders for sharing their expertise and support with us. While an inherent risk of exposure to COVID-19 exists in any public place where people are present, we will strive to provide clean and sanitized venues and thoughtful programming to ensure that you have a comfortable and enjoyable experience.

Now, we need your help.

- **Please stay home if you're sick.**  
Please stay home if you have had a fever, a positive COVID-19 test result, or symptoms associated with COVID-19 such as cough, shortness of breath, sneezing, runny nose, sore throat, muscle aches, or a change in your sense of taste or smell within the last 14 days.
- **Please keep a 6 foot distance from others.**  
When you arrive, you will find directional signage and friendly reminders in lobbies, hallways, and bathrooms. Concert halls like the Embassy Theatre, Arts United Center, and others will provide socially-distanced seating.
- **Please wear a mask or face covering.**  
By wearing a mask, you help reduce the spread of COVID-19 to those around you according to local, state, and federal health experts including the CDC. With your health and safety in mind, our staff and volunteers will be required to wear masks.
- **Please wash your hands.**  
Washing your hands is one of the best ways to reduce the spread of disease. When you arrive at an arts and culture event or venue, hand sanitizing stations will be located at entry and exit points and throughout the space.
- **Please use your smartphone to manage tickets, playbills, brochures, and other paper items.**  
To reduce the number of items that are passed from person to person, we are minimizing items printed on paper. Most arts and culture organizations will make sure that you can access all of this information from your smartphone, tablet, or computer.
- **Please let us know before you arrive if you need a special accommodation.**  
We hope you will join us and are eager to make your experience comfortable and enjoyable.

When we all work together to implement health and safety measures, more people will feel comfortable participating in arts and culture and we can work toward offering additional events and activities.

# How to Use this Guide

## Overview

The Arts & Culture Reopening Guide is a collaborative work by and for arts and culture professionals in Northeast Indiana. When Arts United began to convene discussions among arts and culture nonprofit leaders in March 2020 at the onset of the pandemic in our community, it was apparent that reopening local arts and culture programs and venues in a reasonably safe and healthy way would require us to adapt.

It also became clear that much can be learned by convening peer groups to focus on different elements of local arts and culture programming – venue operations, youth programs, outreach programs, performing arts, box office, museums and galleries, and outdoor events. With this in mind, this document is intended to provide a platform for:

- Dialogue and information exchange among peer arts and culture program administrators;
- Knowledge management and sharing; and
- Review and support from healthcare, risk management, and legal experts;

Because this guide is intended to inform arts and culture professionals in Northeast Indiana – each leading a nonprofit with a different mission and set of programs – we have attempted to provide information that allows users to make reasonable and responsible choices under their own circumstances.

## Commitment to Learn, Adapt, and Update this Guide

The compilation of this guide took place at a point in time and reflects the collective wisdom of arts and culture administrators based on the latest recommendations and guidelines. This guide was reviewed by a panel of legal and healthcare experts. As of the date of developing this guide, there were many unanswered questions, including the following.

- How will COVID-19 continue to spread in our community and how will state and local health departments adjust and enforce Governor Eric Holcomb's Back on Track Indiana plan?
- When and how will schools reopen, and when will they allow visitors and field trips?
- When will healthcare providers and nursing homes lift limits on non-essential visitors?
- What protections will unions for professional performers and backstage technicians put in place, and will it be possible for local organizations to offer a similar level of protection for performers who are volunteers and young people?
- What science-based data will become available as it relates to the safety of singing and playing wind and brass instruments?
- What should independent creatives and artists know about reopening?

Arts United will periodically convene arts and culture administrators and legal and healthcare experts to review and update this guide.

## Primary Sources of Information

This Arts & Culture Reopening Guide addresses issues that are specific to the presentation of arts and cultural programs within arts and cultural venues in Allen County, Indiana and surrounding communities. This guide is not intended to be the definitive “how-to” manual for presenting arts and cultural programs during COVID-19. It is not an exhaustive checklist of everything that should be in place prior to and during an event, nor is it intended to instruct employers on how to implement proper protocols for their employees. Everyone presenting arts and culture programming should abide by County, State, and Federal directives and all recommendations by the Centers for Disease Control and Prevention as the primary sources of information.

### **Fort Wayne and Allen County**

[Allen County Department of Health](#)  
[Roadmap to a Healthy Reopening Webinar Series](#)  
[Parkview Business Connect](#)

### **Indiana**

[Back on Track Indiana](#)  
[Indiana State Department of Health](#)  
[IOSHA](#)

### **Federal**

[The White House Opening Up America Again Guidelines](#)  
[Centers for Disease Control and Prevention](#)

Special attention should be given to the CDC’s [Considerations for Events and Gatherings](#) which provides guidance for promoting healthy behaviors, environments, and operations. According to the CDC, SARS-CoV-2, the virus that causes COVID-19, is spread by respiratory droplets released when people talk, cough, or sneeze. The CDC’s recommended prevention practices include staying home when sick, maintaining a 6-foot distance from others, wearing a mask or face covering, washing hands, and cleaning and disinfecting surfaces.

## Terminology

We will refer to people as either “patrons” or “staff.” Patrons are individuals who attend events and programs. Patrons are expected to follow health and safety procedures as a condition of entry and attendance. Staff are either paid employees, volunteers, and performers who help to present the event or program. Staff are expected to follow health and safety procedures as a condition of work.

We will use the term “programs” to describe events, activities, and services.

We will use the term “venue” to refer to an indoor or outdoor place in which a program occurs.

A “program manager” is the organization or individual who presents a program. The program manager may or may not manage the venue. A “venue manager” is the organization or individual who manages the venue. The venue manager may or may not manage the program. For example, a symphony rents a concert hall to present a musical performance to an audience. The symphony is the program manager, and the concert hall is the venue manager.

## We’re in this Together

A new social contract between arts and culture organizations, venues, staff, and patrons is needed to reopen arts and culture programming in the safest and healthiest way possible. Everyone has a duty to behave responsibly and reasonably. There is no guarantee of an illness-free arts and culture event, even if all best practices are followed. However, a commitment to planning, training, implementing, reviewing, and updating health and safety procedures is the best way to protect patrons and staff involved in arts and culture programs. Implementing health and safety plans consistently and broadly will create a sense of trust and security, particularly for staff and patrons who are concerned about returning to arts and culture programs and venues. A strong, unified commitment to health and safety standards by organizations and venues will result in greater support and compliance with new rules and recommendations that are in place for their protection.

## Division of Roles and Responsibilities

ORGANIZATIONS OR STAFF WHO MANAGE VENUES	ORGANIZATIONS OR STAFF WHO MANAGE PROGRAMS	PATRONS AND STAFF
<p><b>1. Venue Management</b></p> <ul style="list-style-type: none"> <li>- Maximum occupancy</li> <li>- Space set-up for crowd flow</li> <li>- Cleaning and disinfecting protocols</li> <li>- HVAC and mechanical management</li> <li>- Rules for common spaces</li> <li>- Security protocols</li> </ul> <p><b>2. Communication of Health and Safety Standards for the Venue</b></p> <ul style="list-style-type: none"> <li>- Signage</li> <li>- Website</li> <li>- Social Media</li> <li>- Pre-event announcements</li> </ul> <p><b>3. Crowd Control</b></p> <ul style="list-style-type: none"> <li>- Elimination of situations that cause bottlenecking and congregating (i.e. intermissions, surge exits, etc.)</li> <li>- Manage lines and queues</li> <li>- Entry and dismissal procedures</li> </ul> <p><b>4. Entry/Admission/Box Office</b></p> <ul style="list-style-type: none"> <li>- Arrival</li> <li>- Seating configuration</li> <li>- Virtual ticketing</li> <li>- Liability waivers and disclaimers</li> </ul> <p><b>5. Training of Staff</b></p> <ul style="list-style-type: none"> <li>- PPE requirements and use</li> <li>- Social distancing standards</li> <li>- Personal hygiene</li> <li>- Disinfection of common-touch surfaces</li> <li>- Safety protocols</li> </ul>	<p><b>1. Program Management</b></p> <ul style="list-style-type: none"> <li>- Evaluate the risk and reward of the activity or event</li> <li>- Adjust programming to conform with social distancing guidelines</li> <li>- Determine how to engage vulnerable populations and those with limited access</li> <li>- Consider situations that cause individuals to congregate in common spaces (parent pick up/drop off, intermission, etc.) and work with the venue to coordinate crowd control</li> <li>- Elimination or sanitation of hand-held items (props, educational materials, etc.)</li> <li>- Eliminate paper and use electronic/digital programs, brochures, etc.</li> </ul> <p><b>2. Communication of Health and Safety Standards to all Participants for Program</b></p> <ul style="list-style-type: none"> <li>- Patrons</li> <li>- Participants (including Volunteers and Artists)</li> <li>- Staff</li> </ul> <p><b>3. Training of Staff</b></p> <ul style="list-style-type: none"> <li>- PPE requirements and use</li> <li>- Social distancing standards</li> <li>- Personal hygiene</li> <li>- Disinfection of common-touch surfaces</li> <li>- Safety protocols</li> </ul> <p><b>4. Risk Management</b></p> <ul style="list-style-type: none"> <li>- Notification in the case of an illness</li> <li>- Liability waivers and disclaimers</li> </ul>	<p><b>1. Please stay home if you're sick.</b> If you have had a fever, symptoms associated with COVID-19 such as cough or shortness of breath, or a positive COVID-19 test result within the last 14 days, please do not enter our facility or participate in programming.</p> <p><b>2. Please keep a 6ft distance from others.</b> Please pay attention to directional signage and don't congregate in lobbies, hallways, or bathrooms.</p> <p><b>3. Please wear a mask or face covering.</b> By wearing a mask, you can help reduce the spread of COVID-19 to others according to health experts.</p> <p><b>4. Please wash your hands.</b> Washing your hands is one of the best ways to reduce the spread of disease.</p> <p><b>5. Please use your smartphone for managing tickets, playbills, and brochures.</b> To reduce the number of items that are passed from person-to-person, we are minimizing printed paper items. You can access most information from your smartphone, tablet, or computer.</p> <p><b>6. Please let us know before you arrive if you need a special accommodation.</b> We hope you will join us. Let us know how we can make your experience comfortable and enjoyable.</p>

# Information for Arts and Culture Administrators

## Legal Issues: Duty of Care and Proximate Cause

Every organization should consult with its attorney and insurance provider to address legal exposure in the event that someone claims they contracted COVID-19 by attending or working at their program or venue. The act of presenting a program, event, or attraction means that the organizer is in part responsible for the comfort and safety of the individuals who attend. Without insurance coverage, the cost to defend against a claim of personal injury or wrongful death could be financially detrimental to a nonprofit organization. However, depending on the circumstances, the risk of losing a lawsuit may be low. Such claims require a plaintiff to prove that they were owed a “duty of care” by the organization or venue, that there was a breach of that duty, and that the breach was the cause of the plaintiff’s injury or death. In many cases, it may be difficult for a plaintiff to prove that their illness, injury, or death from COVID-19 was caused by their participation in a specific program or attendance at a particular venue if they have also been in contact with other individuals or left their homes to purchase groceries, shop, pump gas, dine out, or visit friends or loved ones. To mitigate the risks associated with defending a claim, arts and culture organizations and venues should be prepared to demonstrate clear evidence that they have planned, implemented, and documented a reasonable health and safety plan.

## More on Liability

Once again, every organization should consult with its attorney and insurance provider to address legal exposure in the event that someone claims they contracted COVID-19 by attending or working at their program or venue. This includes weighing the value of liability waivers, ticket stub language, and health screening procedures that are specific to COVID-19. Depending on the circumstances, these actions may offer little legal protection other than to serve as a form of formal notice or warning to patrons that there is a risk present. Most entertainment venues are posting a COVID-19 disclaimer statement on their website, at entry and exit points, and in other locations where patrons are made aware of their risk.

**Disney World:** We have taken enhanced health and safety measures—for you, our other Guests, and Cast Members. You must follow all posted instructions while visiting Walt Disney World Resort. An inherent risk of exposure to COVID-19 exists in any public place where people are present. COVID-19 is an extremely contagious disease that can lead to severe illness and death. According to the Centers for Disease Control and Prevention, senior citizens and guests with underlying medical conditions are especially vulnerable. By visiting Walt Disney World Resort you voluntarily assume all risks related to exposure to COVID-19. Help keep each other healthy. <https://disneyworld.disney.go.com/experience-updates/>

**Holiday World:** We’re the Cleanest Park in the World, and we have been for two decades. We’re enhancing our safety and cleaning procedures to keep it that way. We’re doing our best to minimize your risk when you visit Holiday World & Splashin’ Safari, but there’s inherent risk in entering the park today, just as there are inherent risks in going to a restaurant, visiting a shop, or visiting an attraction. Please understand that we cannot



guarantee you will not be exposed to COVID-19 when you visit our parks. <https://www.holidayworld.com/covid-19/>

**Indiana State Museum:** An inherent risk of exposure to COVID-19 exists in any public place where people are present. The Indiana State Museum and Historic Sites is making efforts to ensure a reasonably safe environment by following government safety guidelines, however the safety of visitors cannot be guaranteed due to the nature of the pandemic and the nature of our sites. By visiting any of our 12 locations, you voluntarily assume all risks related to COVID-19. <https://www.indianamuseum.org/welcome-back>

**Arts United:** An inherent risk of exposure to COVID-19 exists in any place where people are present. Arts United is implementing robust health and safety measures as recommended by the Centers for Disease Control and Prevention; however, there is never a guarantee of an illness-free arts and culture event or activity. By visiting any facility operated by Arts United, you voluntarily assume all risks related to COVID-19. <http://artsunited.org/covid-19>

## What Happens if Someone Gets Sick?

### Monitoring for Symptoms of COVID-19

The Allen County Department of Health advises that staff, patrons, and all other participants should be excluded from events and venues if they have tested positive for COVID-19 or exhibited one or more of the following symptoms in the last 14 days:

- Fever of 100.4° or greater
- Cough
- Shortness of breath/difficulty breathing
- Chills
- Repeated shaking with chills
- Muscle pain
- Headache
- Sore throat
- New loss of taste or smell

Furthermore, the Department of Health recommends that individuals not participate in arts and cultural activities if:

- They have been in close contact with anyone who has exhibited symptoms of COVID-19 within the past 14 days;
- They have been in contact with anyone who has tested positive or presumptively positive for COVID-19 within the past 14 days; or
- Someone in their household has tested positive for COVID-19 or has been declared presumptively positive for COVID-19 by the health department or their medical provider in the past 14 days.

## Screening Staff and Patrons for Symptoms

Staff and volunteers should self-monitor for symptoms of COVID-19 and shall not report to work if they are exhibiting symptoms. Patrons should be frequently reminded to stay home if they are ill. Venue and program managers should allow flexibility in cancellation, attendance, refund, and ticket exchange policies to encourage these patrons to stay home.

The Allen County Department of Health does not discourage temperature screening but advises that venues and arts and culture program providers understand the limited efficacy of temperature screening of patrons and patrons. Asymptomatic or pre-symptomatic carriers may not show fever as a symptom. Temperature screening also involves another point of close contact between staff and patrons. Therefore, this screening is generally not recommended unless the venue has the staffing, resources, and structure to ensure that screening can be conducted consistently, properly, and with the proper plans and procedures implemented to minimize the risk of spread due to close contact. Some venues may choose to provide the service at the request of the renter or presenting organization.

## What to do When Someone Reports Symptoms of or Exposure to COVID-19

- **Designate a Point Person**

It is a best practice to designate a point person for issues related to the pandemic and reopening. The point person should be on site whenever patrons or participants are participating in arts and cultural programs. The point person should be empowered to make decisions to encourage the health and safety of all staff and patrons. Venue managers may require program managers who rent their space to designate a point person to assist patrons and participants.

- **Isolate the Individual**

If someone develops COVID-like symptoms while at work or participating in an event, they should immediately go home. If they are unable to immediately go home, they should be immediately separated from other staff and patrons. A space should be designated as an isolation area to separate anyone who has COVID-like symptoms. If they do not have a face mask, provide them with a clean, disposable face mask to wear, if available. Ill individuals should go home or to a healthcare facility depending on the severity of their symptoms. If symptoms are severe and an ambulance is needed, the point person should notify dispatch of potential COVID-19 symptoms. Public transportation, shared rides, and taxis should be avoided for sick persons.

- **Close Off and Clean the Area**

The venue manager should close off areas used by the affected individual. If possible, open outside doors and windows and use ventilating fans to increase air circulation to the area. Wait 24 hours before cleaning and disinfecting the closed off areas. Do not use the space until after cleaning and disinfecting has been completed.

- **Prepare and Implement a Communication Plan**

- **Plan Ahead** - In many cases, arts and cultural programs are presented by organizations within a rented venue or space. Prior to the event or activity, a clear communication plan should be put in place between the venue manager and the program manager. The plan should specify in

writing the venue manager and program manager's responsibilities with respect to communicating with each other and other parties.

- **Gather Information** - The chief executive or designated point person should request the following information from the affected individual in a confidential conversation, preferably by phone, after the individual has been isolated.
  - Area(s) in the venue where the individual has been and how long they were there
  - Individual(s) with whom the individual has been in close contact
  - Exact symptoms being experienced
  - Date of the onset of symptoms
  - Contact information
- **Notify the Allen County Department of Health** - The chief executive or their designee should notify the Allen County Department of Health and follow their directives. The health department will provide direction to the individual on the amount of time the individual needs to be isolated from others and will work with the venue to discuss any other needed measures such as cleaning or contact tracing. The health department will verify the case which includes the onset date and will advise the venue/program manager(s) and the affected individual on their release from isolation. In cases in which there is both a venue manager and a program manager, the party responsible for the affected individual should be the primary contact with the health department and inform the other party. For example, a ballet company with an ill dancer should be the primary contact with the health department. The venue in which the dance studio or performance is located is a secondary contact and may also need to play a role in communication.
- **Notify Staff** - The chief executive or designated point person should notify staff and volunteers who have been in close contact with the ill individual. Those who have been in close contact with the individual should be advised to stay home, self-monitor for symptoms, and call their healthcare provider if symptoms develop. Employers must maintain the confidentiality of an affected staff member's identity and health information in accordance with Indiana's medical confidentiality laws and any other applicable laws and regulations. Review the [Americans with Disabilities Act](#) for guidance and work with an attorney to develop a notification procedure.
- **Notify Patrons** - The chief executive or designated point person should notify patrons and participants if they have been exposed to COVID-19. In some cases, the Allen County Department of Health may assist with this (or provide a template letter). Many organizations collect information about each patron or participant who attends performances, events, or activities. This contact information may be used in order to contact patrons and participants if they have been exposed to COVID-19. In cases in which there is both a venue manager and a program manager, it is the program manager's responsibility to contact their patrons or participants. For example, if a symphony is renting a concert hall for a performance during which there is exposure to COVID-19, it is the symphony's responsibility to determine how and when to contact ticket-buyers and other attendees. It is the venue's responsibility to contact venue staff, volunteers, vendors, contracted workers, and others who are not ticket-buyers or patrons.

# Arts and Culture Program Recommendations

The following recommendations were compiled by seven cohorts of peer arts and culture administrators in May and June 2020 based on guidance from the Centers for Disease Control and Prevention, other local, state and federal guidance, and industry-specific resources.

## Venue Management and Operation

### Overview

Arts, culture, and quality of life organizations rely on venues as workspaces for their staff and locations to host events for the public. Infection with SARS-CoV-2, the virus that causes COVID-19, is believed to spread mainly through close contact of individuals over a period of time. Because the length of the typical workday and that of events, staff, patrons, performers, and volunteers will be in contact with others for an extended period possibly in confined spaces. It is vital that venues prepare to mitigate the risk of infection among the constituencies they serve in order to reopen as safely as possible.

### Recommended Practices

- **Staff Workspace Social Distancing**

Whenever possible employee workspaces should be at least 6' apart or have physical barriers such as doors or shields to prevent transmission. When staff are in common areas or meeting in person, the use of face coverings is recommended. When possible, staff should work from home and meetings should be held via phone or online platform. Staggered work schedules are also recommended to reduce the number of staff in offices at a given time.

- **Sanitizing the Venue**

Venues should review and closely abide by sanitation procedures as recommended by the CDC. Beyond the standard cleaning processes of the venue, surfaces and objects that are touched frequently, such as door handles, elevator buttons, etc., should be regularly disinfected using products approved by the applicable health authority following the manufacturer's instructions. Where possible, efforts to mitigate the necessity for touching surfaces, including propping doors, contactless payment etc., are recommended. The frequency of cleaning high-touch areas should be increased and, if needed, additional staff may be required during events. Some front of house staff may be given additional responsibilities in cleaning as well. Documentation of the current procedures should be kept and provided to patrons or volunteers who have questions.

- **Handwashing and Sanitizing**

Frequent hand washing with soap is vital to help combat the spread of any virus. When a sink is available, workers should wash their hands for twenty seconds at least every 60 minutes, and dry thoroughly with a disposable towel or dryer. As a backup, workers may use sanitizer containing at least 60% ethanol or 70% isopropanol when a sink is not available. Workers should also wash their hands at the beginning and end of each shift and break, after using the restroom, sneezing, touching their face,

blowing their nose, cleaning, sweeping, mopping, smoking, eating, or drinking. Patrons should be reminded through signage or other means about handwashing and hand sanitizer dispensers are recommended throughout the common areas of the venue.

- **Face Coverings and Barriers**

Because of the closeness required during events, masks or face coverings should be worn by staff and patrons. Areas where staff interact closely with patrons, such as concessions, box office, and ticket scanning, should be equipped with clear barriers or face shields where constructed barriers are not possible. Security staff who conduct pat-downs and/or bag checks should be fitted for and wear N95 respirators and gloves.

- **Staff, Volunteers, and Patrons who are Ill or Exhibiting Symptoms**

Staff and volunteers should be encouraged to self-monitor themselves for symptoms of COVID-19 and must not report to work if they are exhibiting symptoms. Patrons should be reminded that they must not attend events if they are ill and presenting organizations should allow flexibility in refund and exchange policies to encourage these patrons to stay home. Because one can carry COVID-19 with no symptoms at all, anyone who has been in close contact with a person known to have had the virus, or whose family or friends show signs of exposure, should behave as if they are infected, isolate themselves, and contact their physician. Venues may decide their return to work policies, but the Indiana Health Department generally recommends that an employee not be permitted to return to work until at least 3 days (72 hours) have passed since recovery defined as resolution of fever without the use of fever-reducing medications **and** improvement in respiratory symptoms (e.g., cough, shortness of breath); **and**, at least 10 days have passed since symptoms first appeared.

- **Temperature Screening**

The Allen County Health Department does not discourage against temperature screening but wishes to ensure an understanding regarding the efficacy of temperature scanning of patrons because of asymptomatic or pre-symptomatic carriers may not show fever as a symptom. This process also involves another point of close contact between staff and patrons. Therefore, this scanning is not generally recommended. Some venues may choose to provide the service at the request of the renter or presenting organization.

- **Ingress, Egress, and High Traffic Areas**

Certain areas of the venue, particularly those of ingress and egress as well as restrooms, will inevitably create close contact situations for patrons. Venues should encourage separate entrances and exits for staff and patrons. Floor markings and additional signage to remind patrons of social distancing are recommended. When possible, a venue may consider opening the lobby and house earlier than normal or scheduling arrival times for patrons based on their seating location as well as dismissing by rows or sections to control egress bottlenecks. If applicable, a plan for social distancing during intermission of the event should be developed and enforced, or intermissions should be omitted from the production. Additional staff may be needed to help enforce restroom capacity limits before and after performances and during intermissions.

- **Seating**

In order to maintain social distancing of 6' between household groups within an auditorium during an

event, seating capacity will be greatly reduced – some venues are reporting 20-25% capacity would be available. Consideration should be given to routing patrons to their seats and where staff should be assigned to assist with these routes. Seating rows that are unused should be marked as such and may be used by patrons for crossing to an access nearer their assigned seats. Some thought may be given to marking or restricting access to seats that are not being sold to discourage patrons from moving to different seats than those they are assigned.

- **Communication and Liability**

Communication is key to implementing new policies and procedures particularly to patrons who may not attend regularly. It is important that patrons are provided with information about what to expect when they come to an event – through the venue’s website or social media, advance emails to ticketholders, signage in the venue, and possibly preshow announcements. It is also important to communicate the potential for transmission and the venue’s mitigation efforts so patrons can decide if they feel comfortable attending an event. General liability statements typically found on tickets may not be enough of a disclaimer in this situation and COVID-specific language is recommended. Staff should be trained on positive language to help enforce policies and potentially deescalate any situations that may arise from a patron’s negative response to any policy.

- **Concessions and Catering**

The venue should review the current guidelines from the Allen County Department of Health and other health organizations for food and beverage safety with caterers or concessionaires. This includes wearing gloves when handling food and training to safely remove them. Many caterers have suspended buffet style service for meals during this time.

- **Private Events**

For non-public events with invited patrons, venues will make decisions about the enforcement of policies on a case-by-case basis.

- **Health and Safety Coordinator**

Venues should have a staff member who will serve as the point person on issues related to the pandemic and reopening. Venues may ask presenters to provide a contact person to help assist with patron issues if there is potential for upsetting a donor, board member, or other person important to the presenting organization.

## Resources

- Performing Arts Center Consortium, Guide to Reopening Theatrical Venues, <https://www.apap365.org/Portals/1/PDFs/Advocacy/PACC%20Reopening%20Advisory%20%20Draft%20%20%20%20%20%20Ver%204.0.pdf>
- Event Safety Alliance, Event Safety Alliance Reopening Guide, <https://www.eventsafetyalliance.org/esa-reopening-guide>
- International Association of Venue Managers, <https://www.iavm.org/covid-19-outbreak-resources>

## Youth Programs

### Overview

Youth programs are hosted or managed by an arts and cultural organization, such as dance, theatre, choir, music, or visual art classes and camps. Youth program providers rarely own or control their own venue. The delivery of youth programs in schools, on university campus, within cultural venues, or in other locations, will depend on strong partnerships with the venue managers. Children are a difficult variable to control, which is why youth program providers are prioritizing communication with parents and participating youth so they are informed of requirements and expectations before returning to class.

### Recommended Practices

- **Virtual Programs**

Most youth program providers are incorporating technology to deliver programs online and via social media to keep participants engaged at home. Although in-person programs are preferred for many activities such as choir practice and dance instruction, other programs can be effectively provided at home, such as music or dance theory. Allen County based youth program providers are demonstrating that a variety of programs can be effectively offered online, such as monologue slams, mask-making, and accent lessons. Online and social media platforms are also being used to provide students a way to stay connected and to deliver character building and coaching programs. Most organizations are considering “hybrid” programs that allow children to participate in person or online using a program like Zoom.

- **Designated “Social Distancing” Manager**

It is considered a best practice to designate a single point of information for COVID-19. This individual should be an individual on-staff, and available when the organization working with children and/or interacting with members of the public.

- **Face Masks or Coverings**

Masks should be worn in common spaces. Youth program providers will request that all participants bring their own face mask to enter and exit venues. Once in a classroom setting, the youth program provider will need to make a reasonable decision about the use of face masks, weighing a variety of factors including the age and health of participants. For example, singing or dancing while wearing a mask may create other health and safety concerns.

- **Temperature Screening**

Local health officials have regarded temperature checks as ineffective for the mitigation of COVID-19, and may present a hazard to the staff member who administers them.

- **Arrive Dressed and Ready and Limit Bags**

It is recommended that youth program providers limit the items that are brought in and stored on-site. The fewer items in a classroom, the more space there is for programming in a socially-distanced way. Fewer items from various locations also creates a lower risk for surface infection.

- **Preparing the Classroom**  
Classroom capacity should be determined to accommodate social distancing. To determine capacity, consideration should be given to the type of program being offered and whether participants are static (such as a choir rehearsal) or moving around the room (such as theater rehearsal). Markings in the classroom and surrounding areas such as hallways should be used to encourage social distancing among youth program patrons. Hard surfaces should be disinfected between programs.
- **Entry/Exit from a Classroom**  
Children should be asked to “scrub in” and “scrub out” of the classroom using hand sanitizer. Teachers can manage this process by offering a squirt of hand sanitizer as children enter the classroom.
- **Pick-up/Drop-off and Parent Waiting**  
The number of parents who wait on-site may be limited as venues establish new capacities for waiting areas and hallways for the purposes of social distancing. Additionally, some venues may have designated “entry” and “exit” doors and one-way markers for staircases. Youth program providers should work closely with the venue manager to organize safe and efficient parent pick-up and drop-off, and designate a location where parents should wait if they choose to stay in their car on site. For young children, staff should stay with children to ensure that they are safely picked up. One recommendation is that staff use walkie-talkies to communicate between staff positioned inside the building and staff coordinating the parent pickup line.
- **Consider the Age of Participating Children**  
Many youth program providers are reconsidering the suspension of programs for very young children who will require more “hands-on” support from staff and/or are not able to understand or abide by social distancing rules.
- **Performances and Recitals**  
Youth program providers are planning smaller performances of smaller ensembles, which meets the realities of social distancing within a rehearsal hall or classroom as well as social distancing in a concert or performance venue.

## Resources

- American Choral Directors Association, <https://acda.org/>
- Chorus America, <https://www.chorusamerica.org/>
- National Association for Music Education, <https://nafme.org/>
- National Association of Teachers of Singing, <https://www.nats.org/>
- DanceUSA, <https://www.danceusa.org/>



## Outreach Programs

### Overview

Outreach programs encompass a wide variety of arts and cultural programs in facilities that are not traditional arts and cultural venues such as nursing homes, healthcare facilities, community centers, social services agencies, libraries, and schools. At the time of compiling these practices, it was unknown if these facilities would reopen and/or allow visitors and field trips in coming months. It was difficult to develop comprehensive recommendations because much is currently not known. Overall, outreach program providers should adapt to and abide by the rules and regulations of the venue manager. The following recommendations are intended to focus on the steps that outreach program providers can take on their own to mitigate risk to staff and patrons.

### Recommended Practices

- **Health and Safety Plan**  
The plan should outline practices and protocols that are specific to the program and venues in which the program is offered. Communication between the outreach program provider and the venue is essential. The health and safety plan should be available for review and revision by the venue manager and visiting staff prior to the program date. Each venue will also have its own health and safety plan which should be carefully reviewed and considered by the outreach program provider.
- **Expect a very high standard for health and safety by visiting artists and staff**  
Visiting staff will need to be trained on new health and safety practices. This standard should include wearing face masks, “scrubbing-in” and “scrubbing-out” of the venue with hand sanitizer, and self-monitoring for symptoms including fever. It is recommended that the outreach program provider establish a health screening questionnaire to encourage staff, volunteers, and artists to self-evaluate their health prior to visiting a potentially at-risk population.
- **Expect a very high standard for health and safety by the school or facility**  
This includes protocols for sanitizing the venue and performance space, requiring patrons to wear masks, socially distanced patron seating, and the spacing of artists at least 6 feet away from patrons. The venue should provide hand sanitizer and masks to patrons and visitors. It is likely that the venue manager will require a health screening questionnaire and may require a temperature check upon entry to the facility.
- **Communication Plan**  
In the event that an individual is suspected of or diagnosed with COVID-19, it is strongly recommended that outreach program provider’s Health and Safety Plan includes protocols for communicating with all facilities and other organizations that the staff member has been in contact with. It is expected that the venue manager maintains a log of all visitors entering and leaving the facility and will have the ability to manage communications with visitors who may have been affected.

## Performing Arts

### Overview

Performing arts programs include theater, dance, music, and other coordinated productions that typically happen on stage for an audience. This set of recommendations focuses on the activities taking place on-stage, backstage, and in rehearsal settings. Generally, these activities involve paid and volunteer staff and performers.

### Recommended Practices

- **General**
  - Because people work in close proximity to each other in many back-stage settings, face masks should be worn by everyone whenever possible.
  - Frequently disinfect and/or reduce multi-touch objects.
    - Avoid shared items like microphones, props, backstage headsets, etc.
    - Water fountains are for bottle fill only.
    - Assign PPE to individuals when possible. When not possible, clean and disinfect PPE between uses, and purchase multiple sets to alternate and disinfect.
    - Eliminate paper and shared forms. Create an online or digital version so the user can complete on their own device.
  - Post signage and floor markings where possible to remind participants to follow all guidelines and encourage social distancing.
  - Carefully evaluate the risk and reward of the performance or rehearsal and make modifications when possible.
  - Prepare for a new, smaller capacity for performance, rehearsal, and backstage areas, and reduce the number of participants when possible. This may result in smaller casts and scheduling rehearsals in shifts.
  - Staff should train, reinforce, and model all guidelines for younger participants and volunteers of all ages.
  
- **Arrival**
  - When a participant arrives, they should “scrub in.” Wash hands or use hand sanitizer when hand washing is not available.
  - Create a one-way traffic path in the building to reduce participants crossing paths. Enter one door and exit another when possible.
  - For younger participants, only one parent or guardian may accompany the child inside. Parents, guardians, or friends may not wait in the building unless necessary.
  
- **Rehearsals**
  - Rehearsals should happen remotely when possible.
  - Masks should be worn whenever possible. A presenting organization should designate instances in which it is advised that performers take a mask off, such as singing, playing a musical instrument, choreography, or dancing. The presenting organization should be prepared to have other methods to mitigate the risk of spreading COVID-19 when masks are not worn.

- Social distancing applies.
    - Marking places on the floor to stand and wait before and during a rehearsal or class.
    - Adapt stage blocking and choreography to encourage social distancing and avoid physical contact between performers.
    - Staff will enforce recommended social distancing rules, but participants should feel free to ask those around them to create more space when needed.
    - Respect the work areas of others and limit time spent in those areas.
  - Disinfect rehearsal and performance areas after each event. Hand-held classroom items should be limited to single use when able and cleaned after use.
  - Hand sanitizer should be available in all rehearsal and performance areas.
  - Encourage participants to not bring their personal belongings into the building, and what they do bring, should not be left in a common area. Participants should, however, bring their own water bottles to avoid the use of multi-touch drinking fountains.
- **Vocalists, Wind Instrumentalists, and Brass Instrumentalists**
    - At the time of developing these recommendations, scientific studies were beginning to take place to better understand the spread of COVID-19 by vocalists and choral groups, brass players and wind instrumentalists, Until more data is known, these activities should be given special consideration with regard to the health and safety of performing artists. Ideas include using outdoor spaces and positioning choral or musical ensembles to face away from each other.
    - In a smaller voice or music studio, limit the number of individuals who enter and use the studio to comply with social distancing guidelines. Use a medical grade air filter/purifier that runs continuously, 24/7. Singing or blowing should take place behind a Plexiglas shield that is disinfected between each lesson and student.
- **Set Design and Construction**
    - Design sets that require fewer crew members to move set pieces around on stage and encourage social distancing by performers.
    - Reduce the number of staff and volunteers at strike.
    - Spread the strike out over a longer time. It may need to happen over multiple days.
    - Disinfect all used tools at the end of each shift.
- **Performances**
    - Reduce time spent in dressing rooms and encourage social distancing in backstage hallways and green rooms.
      - Stagger call times of performers to reduce the number of people in backstage spaces.
      - Create larger holding spaces for performers backstage and encourage social distancing.
      - Costumes should be sent home when possible so the participant arrives in costume. Actors should arrive with makeup on and show ready when possible.
    - Eliminate “meet and greet” sessions after shows and potluck and buffet style meals and refreshments for cast and crew.
    - Eliminate, minimize, and/or disinfect shared and commonly touched objects.
      - Do not share backstage items such as headsets, lanyards, gloves, etc.
      - When costumes are shared between dancers in different casts, use a disinfecting cleaner if possible.

- Task performers with disinfecting their own props before and after each use.
- Minimize the sharing of microphones. Disinfect microphones between uses with a disinfecting spray. Use washable foam windscreens when possible. Take windscreens off and wash between each use.
- Check with manufacturers on cleaning and disinfecting electronic devices. Large technology items such as audio and lighting consoles may be damaged by disinfecting supplies. For these cases, a “scrub in” and “scrub out” process should be put in place.
- Eliminate shared paper wherever possible. Post playbills, paperwork, and other information online.

## Resources

- Performing Arts Consortium Reopening Guide, [https://www.artsready.org/home/public\\_article/1032](https://www.artsready.org/home/public_article/1032)
- Event Safety Alliance Reopening Guide, <https://www.eventsafetyalliance.org/esa-reopening-guide>
- Chorus America, Chorus and COVID-19, <https://www.showtix4u.com/#streaming>
- American Federation of Musicians, Guidelines for Small Venues, Studios & Rehearsal Spaces, <https://www.afm.org/returning-to-work-safely/>
- Unprecedented International Coalition led by Performing Arts Organizations to Commission COVID-19 Study, <https://www.nfhs.org/articles/unprecedented-international-coalition-led-by-performing-arts-organizations-to-commission-covid-19-study?ArtId=398963>
- American Theatre, Survey Shows Audiences’ Reluctance to Return to the Theatre, <https://www.americantheatre.org/2020/04/14/survey-shows-audiences-reluctance-to-return-to-the-theatre/>
- Shugoll Research, Coronavirus Theater Survey, <http://www.shugollresearch.com/marketing-research-consulting/featured-studies/coronavirus-theatre-survey>
- Goby Labs Microphone Sanitizer, [https://www.amazon.com/Goby-Labs-GLS-104-Microphone-Sanitizer/dp/B0042Y57U8/ref=cm\\_cr\\_ar\\_p\\_d\\_product\\_top?ie=UTF8](https://www.amazon.com/Goby-Labs-GLS-104-Microphone-Sanitizer/dp/B0042Y57U8/ref=cm_cr_ar_p_d_product_top?ie=UTF8)
- Janitor Supply Co. Hand Sanitizer, <https://store.janitorssupplyco.com/Product.aspx?i=01J11QS4>
- [https://www.zverse.com/our-products/?fbclid=IwAR3SaNmJ6-dddAE8luepg\\_gUKPFSeVfg6VKfc68QP1V\\_bbRbsODSQpy5YM](https://www.zverse.com/our-products/?fbclid=IwAR3SaNmJ6-dddAE8luepg_gUKPFSeVfg6VKfc68QP1V_bbRbsODSQpy5YM)
- ZVerse Face Shield, <https://www.indianastamp.com/category/face-shields/>

## Box Office

### Overview

Ticketing for the purpose of admission to arts and culture is often the first point of contact many patrons have with the venue. The Box Office also intersects with many different points within the venue as an operation as well.

### Recommended Practices

- **Social Distancing**
  - Assigned seating is a more practical method than general admission.
  - When designing a seating map, there should be 6 feet between parties on all sides. This will likely require skipping rows and seats in a fixed-seat theatre.
  - While it is not ideal, it is recommended that patrons not be allowed to select their own seats when purchasing online. This allows for greater social distancing and can help to maximize available seating by eliminating gaps.
  - Patrons can make the choice to sit with anyone attending the performance within their group. If tickets are purchased as a group, they can be seated together as a party.
  - A plan to deal with events already on sale in a venue with a reduced capacity due to social distancing should be determined. This may require contacting patrons to see if they plan to use their seats or issue refund based on which patrons purchased tickets last.
  
- **Timed Arrival/Departure**
  - Encourage patrons to arrive early.
  - Some venues should consider timed arrival based on anticipated crowd size to eliminate bottlenecks at the door or in the lobby, and long lines outside of the venue.
  - If applicable, a plan for social distancing during intermission of the event should be developed and enforced, or intermissions should be omitted from the production. Additional staff may be needed to help enforce restroom capacity limits before and after performances and during intermissions.
  - It is also recommended to develop a plan for patron departure at the end of the performance. This might include dismissal by row or section again to avoid bottlenecks.
  
- **Masks or Face Coverings**
  - All employees, including Box Office personnel, should wear masks within the venue.
  - Patrons should wear masks when they arrive at the venue and when moving around within the venue. Venues should also clearly state when it is okay for a patron to remove their mask. Box Office personnel should be informed about this policy so they can communicate it with patrons.
  
- **Ticket Delivery**
  - Encourage patrons to use digital ticketing when possible including receiving tickets via email to be printed at home or shown on a mobile device.

- For patrons who walk in to the box office to buy tickets the night of the performance, it is recommended to have a clearly defined traffic route and a plan for patrons to maintain social distance.
  - Box office employees should be given appropriate PPE for engaging with patrons. In addition to masks and face shields, PPE may also include alterations to the point of sale (box office window, desk, or stand) such as the installation of Plexiglas barriers. Box office employees should wear gloves when handling tickets, merchandise, or other items that are passed between people and be trained on how to safely remove them.
- **Communication to Patrons**
    - In advance of the performance, communicate plans for social distancing and mask-wearing recommendation/requirement. Signage posted at the venue can help give them comfort.
    - Review and update disclaimer language posted at the venue and online wherever tickets are sold. Some organizations are including a confirmation box when purchasing tickets online to make sure that a patron has read the COV ID-19 disclaimer statements.

## Museums and Galleries

### Overview

In general, museums and galleries are perhaps best equipped among all art forms to accommodate social distancing measures during COVID-19 because many exhibits can be experienced passively without crowd control. However, programs that generate revenue for museums and galleries are often event-based such as private rentals, school field trips, summer camps and classes, tours, lectures, artist talk backs, fundraisers and galas, and more.

### Recommended Practices

- **Gallery Capacity**

It is recommended that museums and galleries consult with local authorities to determine capacity for galleries and spaces for daily activities and surge periods. In some cases, museums and galleries who have sought this determination found their capacity to be lower than they expected which caused them to rethink events and programs that draw crowds of people. Timed entry and scheduled visits may help manage capacity during surge periods, however day-to-day foot traffic rarely warrants enforcement of social distancing protocols or capacity concerns.

- **Protocol to disinfect public spaces and commonly touched items**

It is recommended that museums and galleries implement a schedule to disinfect spaces and commonly touched items (such as door handles, permanently installed “hands-on” exhibits, and manipulatives) throughout each day. Some museums and galleries are removing manipulatives, swapping clean sets throughout the day, or closing “high-touch” sections of the museum or gallery that are difficult to regularly sanitize.

- **Masks and Face Coverings**

Staff will be required to wear masks. Masks should be made available to patrons for free or for purchase.

- **Education Programs**

Summer camps are cancelled for 2020 and school field trips are unlikely during the 2020-21 school year, but educational programs can continue. While museums and galleries do not expect visiting students, they do plan to provide virtual programming and participate in distance learning and e-learning. There is a concern that students will experience virtual burnout. With this in mind, several museums and galleries are considering:

- After-school arts education programs;
- Take-home kits for schools and students; and
- Web-based instructional classes.

- **Virtual Programming**

Some patrons will be unable or uncomfortable to visit the museum or gallery due to age or health concerns. Museums and galleries are utilizing their websites and social media to present artist conversations, lectures, tours, and exhibits as an alternative to touring the museum or gallery in person.

“Behind the scenes” virtual tours may provide content that most visitors rarely or never see and may be opportunities to expand audience, reengage patrons, and serve individuals who have difficulty visiting the museum. Virtual programming may continue beyond COVID-19 to improve the public’s access to the museum or gallery.

- **Feasibility of Hosting or Presenting Events**

It is recommended that the governing body of the museum or gallery and other advisors are involved in evaluating risk and reward of presenting events which draw groups of people together for an extended period of time. If the rewards of the event (i.e. achievement of mission, service to community, revenue generation) are not sufficient and the risks are not easily mitigated, it is not recommended to proceed with the event as planned. Most museums and galleries are limiting exhibition receptions, artist talks, and lectures to smaller, more intimate groups, or moving to virtual formats.

- **Private Rentals and Events**

It is recommended that museums and galleries evaluate private rentals and be prepared to provide a health and safety plan that highlights venue rules and regulations. The health and safety plan should clarify the museum or gallery’s policies on capacity, social distancing, hygiene, masks, health screenings, food and bar service, and other matters to mitigate patrons’ exposure to COVID-19. All vendors should also be required to provide a health and safety plan to the museum or gallery.

## Resources

- American Alliance of Museums, <https://www.aam-us.org/>
- Event Safety Alliance Reopening Guide, <https://www.eventsafetyalliance.org/esa-reopening-guide>



## Outdoor Events, Festivals, and Tours

### Overview

Outdoor programs, events, festivals, and tours are a broad category. Each has a unique set of industry standards and practices, which should be followed as a primary source.

### Recommended Practices

- **Feasibility of Holding the Event**

It is recommended that the governing body of the program organizer and other advisors are involved in evaluating risk and reward of presenting the event. This includes reviewing the Back on Track Indiana plan and guidelines from the Allen County Department of Health. If the rewards of the event (i.e. achievement of mission, service to community, revenue generation) are not sufficient and the risks are not easily mitigated, it is not recommended to proceed with the event as planned.

- **Clear and Consistent Communication**

Patrons should hear early and often the health and safety measures that will be taken by event organizers and their responsibility to abide by them. Recommendations include:

- Patron expectations should be communicated before tickets are available for purchase or in early advertising for non-ticketed events.
- Include patron expectations (social distancing, masks, don't come if you are sick) in every communication.
- Entry signage should inform patrons that they voluntarily assume all risks related to exposure to COVID-19.
- Positive reinforcement of patron expectations should be placed throughout the event, such as on signage and sandwich boards.
- Utilize public broadcast systems, announcements from the stage, or volunteers with bullhorns to provide friendly reminders to patrons during the event.
- Train staff and volunteer workers to support and reinforce patron expectations, answer questions, and demonstrate appropriate behavior.

- **Adapt the Program and/or Space to Accommodate Social Distancing and Hand Hygiene**

Event organizers should make adaptations to accommodate for social distancing and reasonable crowd capacity. Recommendations include:

- Determine social distancing capacity inside the designated event boundary.
- Free-flowing/free access events should have a clear boundary and entry points at which staff can tally the number of patrons entering the event. Tracking attendance is an industry best practice because it is important information for emergencies and security.
- Consider crowd management and traffic patterns throughout the event. Some event organizers have created one-way traffic flow.
- Place hand sanitizing stations throughout the event boundary and at entry and exit points.
- Most outdoor event organizers encourage patrons to follow recommendations posted in the Governor's Back on Track Indiana plan with regard to wearing masks in public places.
- Hosting the event in a dual way (both in person and virtual) is recommended. This allows those who do not feel comfortable attending in person to participate.

- **Create a Risk Mitigation Plan**

Recommendations include:

- Prepare a written set of protocols for use during the event to minimize risks for employees, volunteers, and patrons.
- Staff training should incorporate positive messaging to encourage patrons to follow social distancing and hygiene practices.
- Publicly shareable plans are recommended to help patrons determine their comfort level.
- Prepare a communication plan for ticketed events if a participant later tests positive for COVID-19.
- Sponsors may request risk mitigation plans from events as they consider their liability as a sponsor of an event that is proceeding.

- **Require a Risk Mitigation Plan from Vendors, Contractors, and Performers**

Recommendations include:

- The event organization should share its risk mitigation plans with all vendors, contractors, and performers.
- Review all plans for consistency of practices and adjust or adapt where there are discrepancies.
- Collect liability waivers from renters.

- **Review by an Attorney**

Legal review of all plans, protocols, waivers, contractual language, signage, and public communications is strongly recommended.

## Resources

- International Festivals and Events Association, <https://www.ifea.com/>
- Event Safety Alliance Reopening Guide, <https://www.eventsafetyalliance.org/esa-reopening-guide>

# Resources

## Fort Wayne and Allen County

- Allen County Department of Health  
<https://www.allencountyhealth.com/get-informed/covid-19/>
- Greater Fort Wayne, Inc., Roadmap to a Healthy Reopening Webinar Series  
<https://www.greaterfortwayneinc.com/chamber/covid-19-response-center/lets-get-ready-to-reopen-safely/>
- Parkview Return to Work Guidelines  
[https://totalhealth.parkview.com/media/file/POHC%20COVID%20RTW%20Guidelines%205-7%20\(003\).pdf](https://totalhealth.parkview.com/media/file/POHC%20COVID%20RTW%20Guidelines%205-7%20(003).pdf)
- Parkview Business Connect  
<https://totalhealth.parkview.com/totalhealth/covid-19-resources/reopening-the-workplace>

## Indiana

- Back on Track Indiana  
<https://backontrack.in.gov/>
- Indiana State Department of Health  
<https://www.in.gov/isdh/>
- IOSHA  
<https://www.in.gov/dol/iosha.htm>
- Indiana Arts Commission Arts Resource Guide to COVID-19  
<https://www.in.gov/arts/3263.htm>
- Sara Peterson Consulting Arts & Culture Restart Kit  
<https://www.sarapetersonconsulting.com/toolkit>

## Federal

- The White House Opening Up America Again  
<https://www.whitehouse.gov/openingamerica/>
- Centers for Disease Control and Prevention  
<https://www.cdc.gov/>
- Centers for Disease Control Considerations for Events and Gatherings  
<https://www.cdc.gov/coronavirus/2019-ncov/community/large-events/considerations-for-events-gatherings.html>
- National Endowment for the Arts, The Road Forward: Best Practices Tip Sheet for Arts Organizations  
<https://www.arts.gov/sites/default/files/COVID-The-Road-Forward-6.25.20.pdf>

## Venue Management and Operation

- Performing Arts Center Consortium, Guide to Reopening Theatrical Venues  
<https://www.apap365.org/Portals/1/PDFs/Advocacy/PACC%20Reopening%20Advisory%20%20Draft%20%20%20%20%20%20Ver%204.0.pdf>

- Event Safety Alliance, Event Safety Alliance Reopening Guide  
<https://www.eventsafetyalliance.org/esa-reopening-guide>
- International Association of Venue Managers  
<https://www.iavm.org/covid-19-outbreak-resources>

### Youth Programs

- American Choral Directors Association  
<https://acda.org/>
- Chorus America  
<https://www.chorusamerica.org/>
- National Association for Music Education  
<https://nafme.org/>
- National Association of Teachers of Singing  
<https://www.nats.org/>
- DanceUSA  
<https://www.danceusa.org/>

### Performing Arts

- Performing Arts Consortium Reopening Guide  
[https://www.artsready.org/home/public\\_article/1032](https://www.artsready.org/home/public_article/1032)
- Event Safety Alliance Reopening Guide  
<https://www.eventsafetyalliance.org/esa-reopening-guide>
- Chorus America, Choruses and COVID-19  
<https://www.showtix4u.com/#streaming>
- American Federation of Musicians, Guidelines for Small Venues, Studios & Rehearsal Spaces  
<https://www.afm.org/returning-to-work-safely/>
- International Coalition led by Performing Arts Organizations to Commission COVID-19 Study  
<https://www.nfhs.org/articles/unprecedented-international-coalition-led-by-performing-arts-organizations-to-commission-covid-19-study?ArtId=398963>
- American Theatre, Survey Shows Audiences' Reluctance to Return to the Theatre  
<https://www.americantheatre.org/2020/04/14/survey-shows-audiences-reluctance-to-return-to-the-theatre/>
- Shugoll Research, Coronavirus Theater Survey  
<http://www.shugollresearch.com/marketing-research-consulting/featured-studies/coronavirus-theatre-survey>
- Goby Labs Microphone Sanitizer  
[https://www.amazon.com/Goby-Labs-GLS-104-Microphone-Sanitizer/dp/B0042Y57U8/ref=cm\\_cr\\_arp\\_d\\_product\\_top?ie=UTF8](https://www.amazon.com/Goby-Labs-GLS-104-Microphone-Sanitizer/dp/B0042Y57U8/ref=cm_cr_arp_d_product_top?ie=UTF8)
- Janitor Supply Co. Hand Sanitizer  
<https://store.janitorssupplyco.com/Product.aspx?i=01J11QS4>
- [https://www.zverse.com/our-products/?fbclid=IwAR3SaNmJ6-dddAE8luepg\\_gUKPFSeVfg6VKfc68QP1V\\_bbRbsODSQpy5YM](https://www.zverse.com/our-products/?fbclid=IwAR3SaNmJ6-dddAE8luepg_gUKPFSeVfg6VKfc68QP1V_bbRbsODSQpy5YM)

- ZVerse Face Shield  
<https://www.indianastamp.com/category/face-shields/>

### **Museums and Galleries**

- American Alliance of Museums  
<https://www.aam-us.org/>

### **Outdoor Festivals and Events**

- International Festivals and Events Association  
<https://www.ifea.com/>
- Event Safety Alliance Reopening Guide  
<https://www.eventsafetyalliance.org/esa-reopening-guide>

### **Audience & Public Opinion Research**

- Wolf & Brown  
[Audience Outlook Monitor](#)
- Pew Research  
[Public Opinions](#)

### **Economic & Jobs Impacts**

- Americans for the Arts  
[Economic Impact of Coronavirus on the Arts and Cultural Sector](#)
- Performing Arts Readiness  
[Loss of Income Calculator](#)

### **Legal, Labor, Human Resources, and Risk Management**

- Adelman on Venues – YouTube Video Series
  - Episode 1: [Trespass](#)
  - Episode 2: [Liability](#)
  - Episode 3: [Waivers of Liability](#)
- EEOC  
[ADA, the Rehabilitation Act, and other EEO Laws](#)
- EEOC  
[Pandemic Preparedness in the Workplace and the ADA](#)
- SHRM  
[COVID-19 Back-to-Work Checklist](#)
- OSHA  
[COVID-19](#)
- Indiana Department of Labor  
[Coronavirus Updates for Indiana](#)
- USI Steer  
[Risk Management in Public Health Emergencies](#)

## Acknowledgements and Contributors

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Kevin Boughton, Embassy Theatre  
Sara Williams, Clyde Theatre

### **Performing Arts Cohort**

Leslie Beauchamp – **Chair**  
Luke Holliger, Arts United – **Scribe**  
Ashley Benninghoff, Fort Wayne Dance Collective  
Corey Lee, Fort Wayne Civic Theatre  
Lauren Nichols, all for One Productions  
Lorenzo Kleine, Fort Wayne Philharmonic  
Marcia Hetrick., Fort Wayne Ballet  
Mindy Cox, Summit City Music Theatre  
Nathan Ochoa, Embassy Theatre  
Robert Shoquist, Purdue Fort Wayne  
Thom Hofectcr, First Presbyterian Theatre  
Tracy Tritz, Fort Wayne Ballet

### **Museums and Galleries Cohort**

Amanda Shepard, Fort Wayne Museum of Art – **Chair**  
Carolyn Bean, Arts United – **Scribe**  
Alyssa Dumire, Fort Wayne Museum of Art  
John O'Connell, Purdue Fort Wayne  
Kristen Pelfrey, Science Central  
Lynette Scott, Artlink  
Scott Tarr, Fort Wayne Museum of Art  
Todd Pelfrey, The History Center  
Walter Fisher, Auburn Cord Duesenberg Automobile Museum

### **Outdoor Program Cohort**

Megan McClellan, Fort Wayne Trails – **Chair**  
Miriam Morgan, Arts United – **Scribe**  
Ashley Adams-Wagner, YLNI Barr Street Market  
Chuck Reddinger, Fort Wayne Parks & Recreation  
Connie Haas Zuber, ARCH  
Jack Hammer, Three Rivers Festival  
Norm Compton, Allen County Public Library  
Rick Zolman, Downtown Improvement District