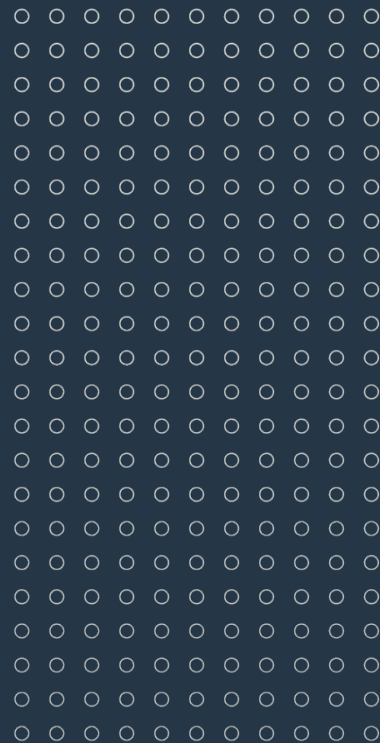# Sports and Entertainment Venue Reopening Playbook

Risk Management Considerations for Venue Owners & Managers During the COVID-19 Pandemic

Updated: July 23, 2020

HUB

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The COVID-19 pandemic challenges all aspects of work. As businesses attempt to return to work, there are many new liability risks and obligations to consider for venue owners and managers. How a venue owner or manager assesses, implements, and communicates new policies and procedures will have a lasting impact on employee, performer, vendor, and attendee safety.

HUB Risk Services developed this playbook to assist clients in developing their risk mitigation strategy and coverage-specific issues related to people, property, and loss prevention. The team is available to help clients navigate the uncharted and uncertain territory ahead.

I. Employee Health, Safety and Compliance

Employee Health and Hygiene

Employees working in close proximity to one another at events must conscientiously analyze the health risks of working within the margins of the venue space. It is highly recommended an appointed individual manages the mitigation and control of COVID-19 during this time to ensure appropriate health and risk management practices are being implemented, and the most up to date Center for Disease Control and Prevention (CDC) guidelines and regulatory requirements are being followed. At this time, there is no vaccine for COVID-19 and it is essential that public health guidelines are followed by the venue and event coordinator.

Managing new environmental health and safety policies and training will be critical to preventing infections in the workplace and venues. Protocols must be in place to help prevent and respond to a COVID-19 outbreak associated with the venue or event. Events should only take place when it is reasonably safe and appropriate mitigation strategies have been introduced.

It is important the venue owner or manager understand that individuals with COVID-19 may include a wide variety of symptoms – ranging from those that are asymptomatic to those with severe illness. Symptoms may appear 2-14 days after exposure to the virus. The following symptoms are commonly associated with COVID-19, as indicated by the CDC website. Note - the CDC list does not include all possible symptoms.

- Fever/Chills
- Fatigue
- Headache
- Sore Throat
- Nausea/Vomiting
- Shortness of Breath / Difficulty Breathing

- Cough
- Muscle/Body Aches
- New Loss of Taste/Smell
- Congestion/Runny Nose
- Diarrhea

OSHA General Duty Clause

The OSHA General Duty Clause states that each employer:

1. shall furnish to each employee, employment and a place of employment which are free from recognized hazards that are causing or are likely to cause death or serious physical harm to his employees;
2. shall comply with occupational safety and health standards promulgated under this Act.

Each employer must comply with occupational safety and health standards pursuant to the General Duty Clause which are applicable to the employee's own actions and conduct. It is important that employers understand their obligations and their rights to mitigate and manage the risk of working in the new COVID-19 environment.

Employer Obligations to Employees

The venue owner or manager has an obligation to keep employees safe – and that includes mitigating exposure to COVID-19. Some tips to help protect employee health and safety are listed below:

1. **Actively encourage sick employees to stay home**. Develop venue policies that encourage sick employees to stay at home without fear of reprisals, and ensure employees are aware and trained on these policies.

2. **Develop other flexible work policies** for creative work scheduling and telework (if feasible) and create leave policies to allow employees to stay home to care for sick family members or care for children if schools and childcare close.

3. **Promote etiquette for coughing and sneezing and handwashing.** Provide tissues, no-touch trash cans, soap and water, and hand sanitizer with at least 60% alcohol.

4. **Perform routine environmental cleaning at the venue.** Routinely clean and disinfect all frequently touched surfaces, such as workstations, countertops, handrails, and doorknobs. Discourage sharing of tools and equipment if feasible.

5. **Provide education and training materials** suchas fact sheets and posters in an easy to understand format, and in the appropriate language and literacy level for all employees.

6. **Have confidential conversations with employees about their concerns**. Some employees, such as older adults and those with chronic medical conditions, may be at higher risk for severe illness.

7. **Talk with companies that provide the venue with contract or temporary employees about their plans**. Discuss the importance of sick employees staying home and encourage them to develop non-punitive "emergency sick leave" policies.

8. **Plan to implement practices to minimize face-to-face contact** between employees if physical distancing is recommended by state or local health department. Actively encourage flexible work arrangements such as teleworking, split teams, staggered shifts or phased staffing.

9. **Consider the need for travel and explore alternatives**. Check CDC's Travelers'

[Health](#) website for the latest guidance and recommendations. Consider using teleconferencing and video conferencing for meetings when possible.

10. **If an employee becomes sick while at work**, they should be separated from other employees, customers, and visitors and sent home immediately. Follow [CDC guidelines](#) for cleaning and disinfecting areas the sick employee visited.

11. **Review employee tasks and exposures** and provide employees with proper Personal Protective Equipment (PPE), where applicable, when working at the venue. Items may include: face coverings, personal hand sanitizers, gloves, etc.

Policies that the venue owner should implement to keep employees safe

Employers should create new policies and standards of conduct for employees in the workplace related to COVID-19. More specifically, employers should set forth clear rules, processes, and expectations for employee behavior. New policies may include:

1. Standards of conduct including handwashing, hand sanitizing, sharing of equipment, dissemination of hard-copy documents, donning and doffing of PPE, physical distancing, and cleaning and disinfecting work areas as well as high touch areas throughout the venue.

2. Details and consequences regarding prohibited conduct and failure to comply with the standards of conduct such as coming to work with COVID-19 symptoms, failure to physically distance in the workplace, failure to wear and utilize PPE, and failure to disinfect/clean working areas within the venue.

3. Rules regarding entering and exiting the venue to ensure physical distancing – for example only two people in an elevator at one time and/or the requirement to wash one's hands periodically.

4. New procedures and policies regarding calling in sick, incentives to remain home when sick rather than coming to work at the venue (even if the employee feels they can work), and what circumstances or symptoms require (or mandate) employees to remain home.

5. Ensure a return-to-work policy is in place for employees showing symptoms of COVID-19, following CDC guidelines.

6. Hold employee meetings virtually, when possible.

Employers should disseminate new policies to employees and require the employees to sign an acknowledgement that includes the obligation to read and comply with the policies. In addition, employers should explain the consequences for failure to comply.

In an effort to limit risk and exposure, employers should consider leveraging their technology to deliver employee communications including new policies. Most HR, payroll and/or learning management systems have functionality to enable electronic distribution and acknowledgement tracking. Consider leveraging these systems to complete this process, which in turn align with new safety protocols.

Venue policies should also be in place for high-risk employee or vulnerable staff (over 65, or with chronic health conditions). The CDC has identified a number of conditions that can potentially put individuals at greater risk if they contract COVID-19. As a threshold matter, employers should not ask employees about any underlying health conditions or if they are in the CDC high-risk categories. However, they may open the door for employees to self-identify. Managers and employees likewise may not single out high-risk

employees and treat them differently than the rest of the employees. For example, managers may not require that all employees over age 65 or immune compromised to work from home. But, if the employee requests a change in his/her working arrangements due to an underlying medical condition outlined by the CDC, the employer is responsible for following the interactive process under ADA to determine if a reasonable accommodation can be made.

The venue owner may conduct daily COVID-19 related pre-screening of employees who are going to the event or work location. The venue owner may also want to consider policies for responding to symptomatic and/or diagnosed COVID-19 employees. Policies should include separating the employee and sending them home, establishing procedures for transportation of sick individuals, close off areas used by sick person until cleaning and disinfecting process takes place, informing individuals who have had contact with the employee, and establishing criteria for sick employee's, per the CDC's guidelines.

II.   Best Practices for the Venue (Premises Liability):

A government directive to allow the reopening of a venue does not necessarily mean a venue is safe to reopen or even should reopen. Carefully crafted, well documented assessments and plans are required to determine the necessary changes that need to be implemented to the venue prior to reopening.

Upon reopening, an evaluation plan should be utilized to determine effectiveness of the implementation and identify any areas for improvement. This process must be continuous with ongoing assessments and planning as more information becomes publicly available.

Organizations need to consider their premises liability exposures when re-opening their venue and take steps to reduce the risks associated with patron and employee interaction. To assist in developing an action plan, below are steps an employer may follow to develop their own premises liability risk mitigation program:

Assessment – Representatives from management, along with employees, should evaluate operations to identify risk mitigation opportunities. Look for conditions on the premises that may contribute to potential exposures that could present adverse risk.

Planning – Management should create guidelines to standardize the practical considerations that arise from the assessment. Managers should specifically identify the measures and steps it must take to remedy the conditions identified in the "Assessment" phase.

Implementation – Management will execute the plan and risk mitigation steps and strategies. Execution includes training on the new policies / procedures and related documentation.

Evaluation – Once the premises liability risk mitigation program is implemented, it is important to establish an ongoing evaluation and review of the program. The company should engage in a continual review of the process, policies, procedures, and outcomes.

Refer to the HUB Back to Work Playbook for an in-depth review of each of the four stages of the premises risk management program.

Prior to patrons entering facility

- Ensure proper physical distancing guidelines are in place for the parking lot areas (both employees and patrons). Consider eliminating parking pay stations. Consider reducing the number of parking spaces to ensure proper physical distancing measures are in place.

- Queuing methodologies must incorporate 6ft / 2m physical distancing
  - This can be achieved with floor markings and roped areas. Take note to allow for patrons to exit the line if required
  - Virtual or staged queuing can allow for smaller line-ups in front of the entrance(s)
  - Consider staging patrons to allow for those closest to the front of the venue to enter first

- Screening processes should be updated
  - Consideration should be given to requiring a health screening questionnaire to be completed by each patron prior to entering the facility. This can be completed in advance of the event with an online app and results presented upon entry
  - Temperature screening at each point of entry may be utilized if deemed appropriate for the venue or required by local regulatory agencies. Anyone displaying a temperature over 100.4 F (38.0 C) should be taken to a private area for secondary screening or denied entry

- Bag checks / security checks must remain a priority but pose issues with contact
  - Consider implementing a clear bag policy, where items within purses/bags do not need to be removed and can be viewed by security without touching
  - Walkthrough and handheld magnetometers are recommended over physical pat downs. However, if a patron repeatedly sets off a device, a pat down may still be required. Anyone performing pat downs or using handheld magnetometers should wear gloves and face coverings

Venue area

- Tickets should be issued electronically where possible. This can be done through the use of several apps. Stationary scanning devices (where the patron places their phone under a scanner) are preferred over a ticket taker scanning the ticket, as this puts the ticket taker within 6 ft. / 2 m of the patron. If the stationary device is not available, the ticket taker should wear gloves and a face covering.

- Arrange seating to ensure physical distancing requirements between spectators. Spectators from the same household may sit close to each other, but others should be spaced appropriately. This is best executed at the time of ticket purchase, and can be automated by the ticket exchange program (e.g. seats can be blocked for purchases)

- Ensure adequate face coverings are available for employees and patrons who did not bring a mask.

- Include Plexiglas barriers to protect employees/patrons where necessary (E.g. food/beverage sales, gift shop cashier stations, ticket sales, will call windows,

ticket takers, food / beverage areas, and other areas where physical distancing is hard to maintain).

- Verify adequate ventilation throughout the venue. Increase ventilation with outside air. Consider installing HEPA filters.

- Operate cashless and only accept credit card and debit card payments.

- Post the maximum occupancy for gift shops, elevators, restaurants, clubs, skyboxes, breakrooms, etc.

- Designate separate entrance/exits to allow for traffic flow and physical distancing.

- Provide economical solutions for automatic or no-touch door-opening devices, use door stops, or consider disposable wipes at doors.

- Designate 'vendor hours' and drop-off protocol for third party vendors.

- Ensure an adequate supply of PPE is on hand.

Restroom facilities

- Evaluate restroom fixtures and mark 'out of service' where feasible to allow for physical distancing, or add barriers between stalls and urinals.

- Modify soap, hand sanitizing stations, water and paper towel dispensers so that they are hands-free throughout the venue.

- Eliminate the use of air hand driers and utilize disposable paper towels for drying hands.

Food service considerations

- Eliminate salad bars and other self-serve areas such as condiment stations.

- Modify food areas if possible, to include pre-packaged items or limited food menu and non-touch items for drink, flat wear and dispensing items.

- Deactivate and close out any water fountains.

- Create menus that are disposable or can be disinfected after each use.

Provide for adequate sanitation and cleaning activities

- Require employees to wash hands as soon as they arrive at the workplace.

- Ensure the venue area has been cleaned and disinfected properly and employees have undergone training on proper cleaning techniques. E.g. Proper chemicals, disposal of cleaning items and gloves, frequency and documentation of cleaning. EPA Approved Disinfectants for COVID-19 Use

- Ensure various areas of the venue have been sanitized properly prior to venue re-opening, during, and after the event. Special consideration should be given to public areas, restrooms, elevators/escalators, back of the house areas (dressing areas, green rooms, production areas), and back of the house kitchen and food prep areas.

- Ensure frequent cleaning schedules are established and adhered to per COVID-

19 guidelines to ensure high touch areas are cleaned more often. Have staff document cleaning activities as the work is performed.

- Confirm handwashing and sanitizing stations are regularly checked and the areas are adequately supplied. Provide adequate trash receptacles, lined with bags for safe disposal.

Provide employee education

- Post COVID-19 notices for employees. Resources are available on the [CDC website](#).
- Post the COVID-19 occupancy limit for the venue and protection measures individuals must follow.
- Train employees on PPE usage and requirements, along with donning and doffing of PPE.
- Re-train employees on proper hand washing procedures to meet CDC guidelines.
- Train employees on cross contamination so they understand when to utilize a new pair of gloves. E.g. Employees using the cash register will need a new pair of gloves when switching to food related tasks.
- Ensure all training activities are well documented and records remain on file.

Update policies and procedures

- Establish rules, guidelines, and repercussions for patrons not following the venue's COVID-19 protocol.
- Verify that the venue's Emergency Response Plans (ERP) has been updated.
- New rules and laws designed to mitigate the risk of spreading COVID-19 may impact the employer's ERP. For example, physical distancing rules may impact an employers' ERP. At a minimum, employers should update the emergency procedures and contact list and train all employees. Egress plans may likewise need to be modified to include distance requirements and new facility layout.
- Emergency egress must be well planned. In event of an emergency, if there is clear and present danger, physical distancing will become a secondary consideration. Plans must be in place to deal with different emergencies, providing clear instructions to patrons on how / where to exit the venue. Once safely outside the venue, patrons should be instructed to return to their vehicles as opposed to congregating near the building.
- Each venue should be familiar with and comply with their local and state COVID-19 regulations, as each region may be different.

Performers and those renting the venue

For venues that are reopening, performers (whether it be sports athletes, musicians, etc.), will have to develop their own protocols and procedures to minimize the threat of spreading COVID-19 to any employees, contractors, or patrons at the facility. This would also be applicable to event production companies, third party vendors, contractors, media, and any other party working in or renting the venue.

There must be a clear division of authority and responsibility between parties. All agreements, including insurance risk transfer agreements, should be formalized and acceptable to each party since all parties have a mutual interest in protecting the venue, their employees, and patrons.

Some performers, such as professional athletes, will not be able to maintain physical distancing while performing. Applicable governmental approvals must be in place to allow for such events to occur. Additional measures must be in place for these instances and could include frequent testing of performers and/or quarantining together when outside of the venue. All measures must be agreed upon in writing, and contingency plans should be developed in case a performer becomes sick with COVID-19.

Note - it is outside the scope of this document to discuss detailed plans for these third parties as these items will have to be handled on a case-by-case basis and will be different for each event or involved party. Please contact your HUB International sports and entertainment insurance experts or HUB Risk Services for specific assistance if required.

III. Patron Responsibilities

It is important to note that there are many changes that will take place in venues and the entire performance experience will differ from the past. Many people will not appreciate the changes that have been implemented. However, it is up to the venue owner or manager to ensure governmental guidelines are followed to provide a safe experience for staff and patrons alike. A cultural change is necessary for anyone wishing to attend events in person. It may take some time for patrons to fully accept the changes that have been implemented, but everyone – from patrons to employees to performers – must do their part to keep each other safe.

The most critical factor in cultural change is communication and education. This involves providing guidance on the new expectations, but also providing the 'why' for the changes. Whenever changes to the overall patron experience are proposed, many people will question whether the changes need to be implemented and may be resistant to these changes. Describing the reasoning behind some of the changes will begin to address some of the common questions that will arise. Transparency on the new protocols, sanitary procedures, and expectations will provide some reassurance to the patrons and eventually lead to greater compliance.

Above all, patrons must be expected to comply with the procedures that have been put in in place. Although some people will be resistant to the change, the venue owner or manager has a duty to provide a safe environment for both staff and patrons. Very clear expectations, consistent enforcement, and standardized consequences will go a long way to improve the transition to the new viewing experience.

Considerations on how to inform patrons of COVID-19 rules and protocols

- Once the patrons purchase their tickets, they should begin receiving consistent communication about patron expectations and the changes to their normal event experience. These communications can be posted on the venue's website, social media pages, ticket purchasing sites, emails, etc.

- Provide very clear instruction on what the protocols are as the patron arrives at the venue. This may include the procedure for health or temperature screenings and face covering requirements. It is important that patrons understand the steps they must follow as they arrive, as ingress to the venue may become a bottleneck area – especially if patrons are not aware of their responsibilities or begin questioning protocols when trying to enter the venue.

- Easy to understand signage and directions should be posted throughout facility. Additional employees should be readily available to assist with questions or concerns as patrons enter and maneuver through the venue.

- Pre-recorded periodic announcements can be played over the sound system when inside the venue.

How to implement these new measures

- In areas where physical distancing is difficult to maintain, consider having employees available to verify that patrons are wearing face coverings and are following proper physical distancing protocols.

- If it is noted that a patron is not wearing, or is improperly wearing, a face covering, employees should instruct them on proper usage. If the patron does not have a face covering, one should be provided to them.

- If a patron is non-compliant, considerations should be given to ask the patron to leave the venue.

- Provide signage and floor markers to guide patrons and create traffic flow throughout the venue.

- Consider installing Plexiglas and seat separation to provide physical distancing.

How to measure, analyze, and improve measures for effectiveness

- Create and review feedback reports or checklists from enforcement personnel. Look for bottlenecks or areas where patrons come in close contact with each other.

Merchandise sales

- Ensure merchant sellers are spaced 6 feet apart so that patrons waiting in line can maintain physical distancing and are not blocking pedestrian flow. Merchandise should not be tried on and only handled by employees.

- Post items for sale on the website or event app to order online or via the app and picked up onsite.

- Establish a system for merchandise returns.

IV. Property Loss Prevention

Reopening a venue during a pandemic requires continuous adjustment. Because the COVID-19 pandemic continues to have an unprecedented impact on daily life, venue owners and managers looking forward to ramping up or re-opening operations face significant challenges. Businesses should consider re-organizing and refreshing their property and operational policies and procedures.

Physical evaluation of the venue

At the earliest, implement change management measures to:

1. Assess the facility for property damages
2. Identify all changes
3. Identify additional required controls

Understand and evaluate the new operating conditions and exposures:

1. **Authorities, state, and local governmental guidance and requirements for property and facility occupation:**
   Review regulatory requirements by local governing bodies (E.g. local health department) and federal or state Occupational Safety and Health Administration (OSHA). These may include physical distancing requirements that will affect the facility operations, workspace layout, and/or redesigning the venue.

2. **Employee shortage:**
   In some cases, employers may be faced with an employee shortage which will invariably impact productivity. Employers will have to rethink and restructure employee workloads ensuring that employees are first assigned to the most critical tasks and projects.

3. **Employee fatigue:**
   Employers should beware of employee burnout. For example, employers experiencing staffing shortages may increase workers' shift and forgo breaks. Loss experience data demonstrates that fatigued workers may result in greater losses and/or losses that may interrupt operations.

4. **Buildings:**
   Employers should conduct a complete walkthrough of the facility including the building and surrounding property to identify risk conditions and/or abnormal conditions. Venue owners or managers should be sure not to compromise inspections despite a reduced staff and/or shifts. Employers should identify conditions that create risk before a loss occurs. Idle HVAC systems should be specifically inspected for mold or the potential for Legionnaire's disease.

5. **Supplies and Inventory:**
   Shortages in the supply chain can compromise an organization's ability to meet event demands. Conversely, increased inventory can create significant fire hazards and/or damages. For example, inventory stored outside the facility but on the premises and too close to the building may create a fire hazard or increase the

potential for theft.

Guidance

Before re-opening, seek the expertise of legal, insurance and other professionals.

1. **Policies and Procedures**
   Prior to re-opening, employers should review current policies and procedures and identify changes responsive to the COVID-19 work environment.   If the employer makes changes to its policies and procedures, they should likewise train its employees.

2. **Housekeeping**
   One of the ways to mitigate risk is to ensure that employers observe stringent housekeeping and waste disposal standards.   Employers should consider increasing the frequency of cleaning to keep pace with increased occupation and/or event needs.   All housekeeping and sanitation activities should be documented.

3. **Hot Work Policy**
   Do not allow hot work to be performed in a permit-required area without following all elements of a hot work permit system.

4. **Maintenance**
   Proper maintenance programs should remain in place.   Annual inspections including thermographic inspections for electrical systems should be conducted. Inspection of the fire protection systems should be in place including the inspection of the sprinkler systems, fire extinguishers, and standpipes.   These inspections should be scheduled and documented according to their required frequencies.

5. **Fire protection and impairment procedures**
   Avoid unnecessary shut down of fire protection systems. However, for those impairments which are necessary, follow all elements of a fire protection impairment program and contact the insurance broker or insurer.

V. Checklists

Sample Employee Health Screening Questionnaire (Note – ensure employee health screening conforms with local regulatory agency requirements.)

Name (Print):	Department:
In-Person (Yes/No):	Telephone Call(Yes/No):
Date:	Time In:

IF YOU OR ANY MEMBERS OF YOUR HOUSEHOLD HAVE TRAVELLED OUTSIDE OF THE COUNTRY WITHIN THE PAST 14 DAYS, YOU ARE NOT PERMITTED TO ENTER THE FACILITY.

Are you experiencing any of the following symptoms with unknown causes?				
Fever	Yes	☐	No	☐
Cough	Yes	☐	No	☐
Shortness of Breath	Yes	☐	No	☐
Difficulty Breathing	Yes	☐	No	☐
Chills	Yes	☐	No	☐
Have you had contact with any person with, or under investigation for, COVID-19 in the last 14 days?	Yes	☐	No	☐

Office Use Only – To Use if "Yes" Was Answered to Any Question Above				
In person, the person being screened was:				
Unfit for work and sent home	Yes	☐	No	☐
Sent back to work	Yes	☐	No	☐
Referred to a doctor or Public Health with benefit forms (if applicable)	Yes	☐	No	☐
On the telephone, the person being screened was:				
Instructed to remain at home	Yes	☐	No	☐
Referred to go see a doctor or Public Health and send benefit forms (if applicable)	Yes	☐	No	☐
Advised they can come to work	Yes	☐	No	☐

Comments:

_____

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_____

IF YOU ARE BEING REFERRED TO PUBLIC HEALTH FROM THIS SCREENING, CONTACT THE PUBLIC HEALTH DEPARTMENT FOR YOUR AREA

Facility Representative or Designate
_____

Date:
_____

Please call Facilities Manager, Health & Safety Manager, or Human Resources for assistance.

Venue Reopening Checklist

Venue:		Assessor's Name:	
Address:		Date & Time:	

Instructions:

HUB International developed this checklist to help sports and entertainment venue owners and managers control the spread of the Coronavirus and provide the safest environment possible for venue activities during the COVID-19 pandemic. This checklist was developed to be used in conjunction with this playbook and the Back to Business Playbook: Compliance and Risk Management Considerations during the COVID-19 Pandemic developed by HUB International.

Every venue is unique and presents its own challenges. It is highly recommended that each facility designate a COVID-19 Compliance Officer who will perform an assessment, help implement safety protocols, train employees, and set expectations for employees, performers and patrons. While this checklist is comprehensive, it is not exhaustive. Additional elements may be required by state, local and county jurisdictions.

Category 1 - COVID-19 Worksite Specific Plan				
Category:	**Elements:**	**Control Measures:**	**(Yes/No/NA)**	**Comments:**
COVID-19 Plan Elements		A worksite specific plan has been developed which includes the following: 1. The person(s) responsible for implementing the plan. 2. A process for conducting a risk assessment and the measures that will be taken to prevent spread of the virus. 3. Training and communication requirements. 4. A process to check for compliance and to document and correct deficiencies. 5. A process to investigate COVID-cases, notify the local health department, and identify and isolate close workplace contacts of infected employees until they are tested.		
	3rd Party Vendors, Contractors, Media, etc.	Worksite specific plans have been developed by 3rd party vendors, contractors, media, etc. and have been provided to the venue owner / manager.		

Category 2 - COVID-19 Compliance Officer				
Category:	**Elements:**	**Control Measures:**	**(Yes/No /NA)**	**Comments:**
Designated COVID-19 Compliance Officer		A COVID-19 Compliance Officer(s) with specialized training and authority for COVID-19 safety compliance and enforcement has been designated to oversee implementation of the COVID-19 safety plan and to address issues as they arise.		

Category 3 - COVID-19 Communication for Employees/Visitors – General Requirements				
Category:	**Elements:**	**Control Measures:**	**(Yes/No /NA)**	**Comments:**
COVID-19 Training Elements		The following elements are covered during training for all employees or by communications to patrons, vendors and performers entering the venue: 1. Information on COVID-19, preventing spread, and who is especially vulnerable. 2. Self-screening at home, including temperature and/or symptom checks using CDC guidelines. 3. COVID-19 testing requirements, if any. 4. The importance of not coming to work or attending the event if the individual has a frequent cough, fever, difficulty breathing, chills, muscle pain, headache, sore throat, recent loss of taste or smell, or if they or someone they live with have been diagnosed with COVID-19. 5. When to seek medical attention. 6. The importance of hand washing. 7. The importance of physical distancing, both at or away from work		

Category 4 - Individual Control Measures and Screening - General Requirements				
Category:	**Elements:**	**Control Measures:**	**(Yes/No /NA)**	**Comments:**
Individual Control Methods and Screening		The following individual control methods and screening are performed: 1. Health screening questionnaires are filled out daily by all employees, vendors, contractors, and patrons. 2. Temperature checks are conducted. 3. Workers who are sick or exhibiting symptoms of COVID-19 are required to stay home. 4. Frequent handwashing and use of hand sanitizer is required. 5. Disposable gloves for workers using cleaners and disinfectants, who serve/prepare food, or employees who		

		have physical contact with patrons (i.e. security) are required and provided. 6. Cloth face covers are required. 7. Physical distancing (6 feet / 2 meters) is practiced.		

Category 5 - Cleaning and Disinfecting Protocols - General Requirements

Category:	Elements:	Control Measures:	(Yes/No/NA)	Comments:
Cleaning and Disinfecting Protocols		The following cleaning and disinfecting protocols are followed: 1. Thorough cleaning in high traffic areas. 2. Frequently disinfect commonly used surfaces and personal work areas. 3. Clean and sanitize shared equipment between each use. 4. Clean touchable surfaces frequently. 5. Equip shared spaces with proper sanitation products, including hand sanitizer and sanitizing wipes and ensure availability. 6. Ensure that sanitary facilities stay operational and stocked at all times. 7. Use products approved for use against COVID-19 by the Environmental Protection Agency (EPA) – approved list and follow product instructions and state safety requirements. 8. Provide time for workers to implement cleaning practices before and after shifts and consider third-party cleaning companies. 9. Install hands-free devices if possible. 10. Consider upgrades to improve air filtration and ventilation.		

Category 6 - Physical Distancing - General Requirements

Category:	Elements:	Control Measures:	(Yes/No/NA)	Comments:
Physical Distancing		The following physical distancing guidelines are in place: 1. Implement measures to physically separate workers and patrons by at least six feet using measures such as physical partitions or visual cues (e.g., floor markings, colored tape, or signs to indicate to where individuals should stand). 2. Reconfigure venue seating and decrease maximum capacity for patrons. 3. Assign times for queuing and allow entry to the venue in a way to minimize patrons in common areas.		

		4. Consider creating longer intermission times and stagger when different sections can leave their seating during the intermission.
		5. Utilize electronic ordering of food and beverages with in-seat service to minimize patrons in common areas.
		6. Reconfigure, restrict, or close common areas and provide alternative where physical distancing can be practiced.
		7. Limit the number of individuals riding in an elevator and ensure the use of face covers.

Category 7 - Engineering Controls

Category:	Elements:	Control Measures:	(Yes/No/NA)	Comments:
	Doors	Automatic / no touch door opening devices are provided for doors. Disposable wipes are provided at doors.		
		"Enter only" and "exit only" points are used to maintain physical distancing (greater than 6 feet / 2 meters) when possible.		
	Lobbies / Waiting Areas	All personnel are able to maintain physical distancing in lobbies and waiting areas. 6ft / 2m spacing is delineated.		
	Physical Barriers	Plexiglas or other physical barriers are installed in areas where physical distancing is difficult to maintain. This can include ticket sales, will call windows, ticket takers, food / beverage areas, etc.		

Category 8 - Administrative Controls

Category:	Elements:	Control Measures:	(Yes/No/NA)	Comments:
	Signage	Appropriate signage is posted addressing physical distancing and PPE requirements. Locations should include: main entrances, restrooms, restaurants, clubs, skyboxes, common alternate entrances, reception area, lobbies, break rooms, etc.		
		Occupancy restrictions per area have been assessed and are posted.		
		Signage is posted at entrances stating no one with a fever or symptoms of COVID-19 is to be permitted on the premises.		
	Vendors / Deliveries	A delivery drop-off point has been designated.		
		Vendors/visitors are restricted from entering the facility without authorization and screening.		
	Elevators	A maximum number of individuals per elevator car has been set.		

Category 9 - Equipment and Specialty Items

Category:	Elements:	Control Measures:	(Yes/No/ NA)	Comments:
Personal Equipment	Tools, headsets, microphones and radios	Equipment is cleaned and disinfected before being issued and then at least once per day.		
	Radios / walkie-talkies	Equipment is issued to a single employee and used exclusively by that employee member for the duration of event.		
	Shared equipment	Equipment is wiped down with disinfectant between use and hand hygiene is performed after handling.		
Vehicles		High-touch surfaces in vehicles (e.g., steering wheels, controls, seatbelts, door handles, arm rests, etc.) are cleaned at least once per day and prior to a change in operator or passenger.		

Category 10 - Food and Beverages

Category:	Elements:	Control Measures:	(Yes/No/ NA)	Comments:
Food and Beverage	Hygiene	Those responsible for preparing and distributing food wash hands with soap and water or hand sanitizer and wear gloves prior to beginning food preparation and/or distribution. Hand washing is performed regularly throughout the shift.		
		Handwashing facilities and/or hand sanitizer is readily accessible at the entrance of any designated eating area and used when entering and leaving the area.		
		Break areas, microwaves, and dishes require regular cleaning. All eating surfaces are cleaned and disinfected before and after use		
		Self-service "buffet style" food service is prohibited. This includes salad bars, condiment stations, or any food service that requires sharing of utensils such as serving spoons or tongs.		
		If a buffet is offered, the buffet is protected by a sneeze guard and food is served by employees wearing gloves and masks.		
		Meals and snacks are served in individually packaged or wrapped portions.		
		Eating utensils are disposable and individually wrapped. Single serve condiments are used.		
		Drinks are individually packaged.		
	Food Delivery	If food is to be delivered to the venue, designated individuals receive the delivery. Appropriate PPE is worn when interacting with the delivery person and hand hygiene performed after handling the delivery.		

Category 11 – Advance Ticket Purchase and Communication				
Category:	**Elements:**	**Control Measures:**	**(Yes/No/ NA)**	**Comments:**
Pre-Event Communication		New policies are posted on all applicable web sites, social media platforms, and prior to purchase of tickets.		
Advance Ticket Sales		Tickets to the event are required to be purchased on-line prior to the event.		

Category 12 – Ingress and Egress				
Category:	**Elements:**	**Control Measures:**	**(Yes/No/ NA)**	**Comments:**
Hand Wash Stations		Provided at all points of ingress and other well-marked and illuminated locations throughout the venue.		
Parking Lots		Parking lot operators have allowed for distancing between vehicles.		
		Tailgating is prohibited or considerations have been taken for physical distancing.		
"Virtual" Queuing for Ingress		Staggered patron arrival times have been scheduled during the ticketing process.		
		A process exists to accommodate late arrivals.		
Will Call and Box Office		A clear protective shield is provided between the employee and patron. Patron distancing can be preserved by opening fewer windows and marking appropriate queuing space.		
Queuing Requirements	Physical Distancing	Physical distancing requirements are posted and marked (6 foot or 2 meter intervals)		
	Queue Location	Pedestrians are separated from vehicle traffic by physical barriers. Pedestrian foot traffic flow is preserved. (In urban areas, coordination has been made with local authorities).		
	Queue	The line waiting to enter is managed using common methods such as lines marked on the ground, rope and stanchions, fencing or bike racks.		
		Additional staff is present who provides information about anticipated wait times and ingress procedure and to enforce physical distancing.		
	Signage	Signage with event's health rules, including physical distancing guidelines and face covering requirements are posted.		
Health Screening	Temperature	Patron temperature screening measures have been considered.		
	Health Screening	Health screening protocols have been considered.		
Bag Check		No bag or clear bag policies are in place to minimize employee / patron interaction.		

Metal Detectors & Pat Downs		Walk-through magnetometers are in place to allow for physical distancing. Hand wands or pat downs are used only as needed by employees wearing face coverings and gloves.		
Ticket Scanning		Tickets are purchased in advance and online only. Electronic tickets are scanned at self-service kiosks or by ticket-takers wearing face coverings and gloves and protected by a physical barrier such as Plexiglas.		
Face Covering Requirements		Patrons are required to wear face coverings at ingress and throughout the event.		
Security and Ticket Takers		Security workers and ticket takers wear face coverings and gloves whenever they interact with patrons. If a pat down is necessary, the worker discards the gloves, washes or sanitizes their hands, and puts on new gloves before resuming work.		

Category 13 – Front of the House				
Category:	**Elements:**	**Control Measures:**	**(Yes/No/NA)**	**Comments:**
Restrooms		Occupancy of restrooms is limited to ensure physical distancing and maximum occupancy is posted.		
		Appropriate space is allowed for physical distancing for patrons waiting for the restroom.		
		Areas in the concourse where the restroom lines form are clearly marked and do not block pedestrian traffic flow.		
Seated Venues		In venues with reserved seating, the number of available seats has been reduced to maintain physical distancing between unrelated patrons.		
Suites	Physical Distancing	Maximum occupancy for each suite has been determined to accommodate for physical distancing.		
	Food & Beverage	Prepackaged food and beverages are served instead of self-service food, beverage and condiment stations.		
General Admission Venues	Physical Distancing	High visibility gaff tape on the floor of an indoor space, spray chalk, survey flags, or cones are used to mark six foot (two meter) separation. Rope barriers and stanchions or bike racks are used to physically separate patrons.		
	Physical Distance Monitoring	Open areas are monitored by guest services employees who provide information and enforce venue policies.		
	Patron Communication	Messaging to patrons is provided before and during the event through electronic messaging, physical signage and PA announcements.		

Intermission		Shorter events with no intermission have been considered.		
		Consideration has been given to increasing intermission time.		
		Patrons are released for intermission from back to front by ushers.		
		Patrons are not allowed to congregate in the concourse or near concession stands.		
Merchandise	Contactless Ordering	Items for sale are posted on a web site or event app that allows for mobile ordering and on-site pickup.		
	Queuing	Merchandise sales lines are marked on the floor, with a barricade, or rope and stanchion and are monitored by guest services workers to provide information and enforce physical distancing.		
	Touchless	Patrons are prohibited from trying on merchandise. Only workers are allowed to touch items for sale.		
	Contactless Payment	Point of sale systems are contactless.		
	Returns	A merchandise return process has been developed and posted.		
	Physical Distancing	Merchandise sellers are spaced far enough from each other so patrons can practice physical distancing.		

Category 14 – Production, Vendors, Contractors				
Category:	Elements:	Control Measures:	(Yes/No/ NA)	Comments:
Division of Authority and Responsibility	COVID-19 Policies	Event producers, contractors, and venue operators have developed their own COVID-19 policies and work procedures and shared between the parties as necessary.		
	Formal Agreements	Division of authority and responsibility agreements have been developed to formalize which party is responsible for various tasks.		
	Back of the House	Third party COVID-19 policies and procedures have been reviewed and include provisions for protecting locker rooms, green rooms, kitchens, practice areas, and other back of the house locations.		
	Insurance	Proper insurance risk transfer vehicles are in place.		
Booking an Event Space		Site visits and venue tours for marketing and booking are conducted virtually when feasible.		
		Companies seeking to book a space are required to submit a health and safety plan consistent with these guidelines regarding the risks particular to their event.		

Resources

- Alliance of Motion Picture and Television Producers (2020). *White Paper - Proposed Health and Safety Guidelines for Motion Picture, Television, and Streaming Productions during the COVID-19 Pandemic* https://pmcdeadline2.files.wordpress.com/2020/06/iwlmsc-task-force-white-paper-6-1-20.pdf
- American Industrial Health Association, *Reopening Small and Medium Sports and Entertainment Venues Guidance Document* https://aiha-assets.sfo2.digitaloceanspaces.com/AIHA/resources/Reopening-Small-and-Medium-Sports-and-Entertainment-Venues_GuidanceDocument.pdf
- Cal/OSHA, California Department of Public Health (2020). *COVID-19 General Checklist* https://covid19.ca.gov/pdf/guidance-office-workspaces.pdf
- DGA, SAG-AFTRA, IATSE AND Teamsters' Committees for COVID-19 Safety Guidelines (2020) *The Safe Way Forward* https://www.sagaftra.org/files/sa_documents/ProductionSafetyGuidelines_June2020.pdf
- Event Safety Alliance, *2020-05-11 Event Safety Alliance Reopening Guide* https://www.eventsafetyalliance.org/esa-reopening-guide
- HUB International (2020), *Back to Business Playbook: Compliance and Risk Management Considerations during the COVID-19 Pandemic.* https://www.hubinternational.com/blog/2020/05/back-to-business-playbook-ebook/

HUB is here to help.

Get the latest information, guidance and resources on Coronavirus (COVID-19) to help you protect what matters most at hubinternational.com/coronavirus. For additional support, please reach out to your local HUB office.