

COVID-19 Guidelines for Reopening NYC Museums

Prepared by the NYC Museums Reopening Task Force

INTRODUCTION

New York City's museums, at their core, are neighborhood institutions whose missions are to engage and support the emotional and intellectual health and growth of our City's residents. Situated within short reach of nearly every community, accessible to the majority of New Yorkers around the five boroughs, our museums help define the essential character of New York City. It is paramount to the morale of New York City residents and New York's messaging to the world that we are resilient and able to take safe steps toward restoration of daily life.

Most of New York City's museums are well positioned and operationally able to implement conditions for safe visits. Museums already have highly trained and professional security staff in place whose jobs have always been to facilitate safe and orderly visitor flows and keep staff and visitors safe and secure. Most museums can flex up and down building occupancy levels and have carefully designed floor plans that allow for adherence to social-distancing guidelines.

New York City's museums employ thousands of people across all five boroughs and from diverse backgrounds and professions: from electricians to security guards, building engineers to educators, curators to conservators, all of whom serve our missions. Our museums are committed to returning staff to our workplaces in a thoughtful, careful, and rigorously planned way that prioritizes the health and safety of our employees.

CLOSING OUR MUSEUMS IN MARCH 2020

Informed by guidance from public health experts, and in acknowledgement of the state of emergency issued by leaders in New York State and New York City government, on March 13, 2020, NYC museums proactively made the decision to close our doors to the public and implement immediate plans for our non-essential staff to telecommute. These steps were taken to help support public health and safety guidance and do our part to reduce the spread of the novel coronavirus that causes COVID-19.

NYC MUSEUMS REOPENING TASK FORCE

While closed to the public, the New York City museums sector has worked in close collaboration to recalibrate a visitor experience that centers staff and visitor safety, following medical and public health guidance and government directives. Comprising the Chief Operating Officers and reopening teams from twenty-five of New York City's major museums from across the five boroughs, the NYC Museums Reopening Task Force has developed common guidelines to help inform a safe reopening of NYC museums to the public. Recognizing that each museum is different, the guidelines aim to address changes to common aspects of museum activity that may be required to safely reopen our doors once government restrictions are lifted, including but not limited to staff and visitor health and safety, staff return to work plans, and visitor operations plans.

DOCUMENT CONTENTS

This document contains four components:

- Guidelines for Safely Reopening Museums
- Guidelines for Safely Returning Museum Staff to the Workplace
- Reopening Readiness "Punch List"

- Resources

HOW TO USE THIS DOCUMENT

This document is meant to offer guidance for reopening NYC museums. It is not a “one-size-fits-all” approach, and each organization will have myriad challenges that are intrinsic and specific to their operations.

This document is intended to supplement, but not to modify, specific Federal, State, and City guidance (the “Governmental Guidance”). In the event of any conflict between this document and any Governmental Guidance, please follow the Governmental Guidance.

On June 23, 2020, New York State issued interim guidance specific to low-risk indoor arts and entertainment, including indoor museums:

<https://www.governor.ny.gov/sites/governor.ny.gov/files/atoms/files/Lowriskindoorartsandentertainment-MasterGuidance.pdf>

This document should not be construed as legal advice regarding reopening planning, and each organization is encouraged to seek their own counsel. This document may be updated as new information is available.

For the most updated guidelines document, please check:

New York City Department of Cultural Affairs website.

<https://www1.nyc.gov/site/dcla/resources/coronavirus-dcla.page>

For the most updated Governmental Guidance for New York State museums, please check:

New York State Phase Four Guidance:

<https://forward.ny.gov/phase-four-industries>

New York State Guidance for Low Risk Indoor Arts & Entertainment

<https://www.governor.ny.gov/sites/governor.ny.gov/files/atoms/files/Lowriskindoorartsandentertainment-MasterGuidance.pdf>

<https://www.governor.ny.gov/sites/governor.ny.gov/files/atoms/files/LowRiskIndoorArtsEntertainmentSummary.pdf>

GUIDELINES FOR SAFELY REOPENING NYC MUSEUMS

Executive Summary

NYC museums are committed to the safety of our staff and visitors at all times. This commitment has been heightened in our response to the COVID-19 pandemic. A task force of NYC museums has assembled to develop and oversee the implementation of common guidelines for reopening our museums safely. The museums will undertake the following measures on reopening, together with such other measures as may be required by Centers for Disease Control and Prevention (CDC) and Federal, State, and City guidance (the “Governmental Guidance”):

- Limit initial reopening occupancy to 25% of maximum occupancy, per State regulation.
- Perform capacity and floorplan analyses to ensure 6 ft of spacing between individuals, as recommended by the CDC.
- Stagger visitor arrivals by using advance or timed ticketing or other methods to smooth out peaks in visitor periods.
- Develop travel routes and/or one-way systems within buildings, galleries, and exhibits, wherever possible, to ensure social distancing can be achieved.
- Post social-distancing markers using tape or signs that denote 6 ft of spacing and clearly indicate travel routes and one-way systems.
- Ensure visitor-facing staff and visitors wear face coverings at all times.
- Ensure staff are prepared, engaged, and informed.
- Train staff on new protocols and frequently communicate safety guidelines. Train staff to manage situations that arise from the ongoing changes to day-to-day operations.
- Consider health screenings for visitors on arrival. Encourage visitors not to visit if they feel unwell, have COVID-19 symptoms, or have had a positive test result for COVID-19 in the last 14 days.
- Encourage visitors to provide contact information so that they can be logged and contacted for contact tracing, if necessary.
- Modify point-of-sale (POS) stations to protect staff and visitors. Limit sharing of objects (e.g., registers) and discourage contact with shared surfaces; or, when in contact with shared objects or frequently touched areas, wear gloves (trade-appropriate or medical); or, sanitize or wash hands before and after contact.
- Provide and encourage employees to use cleaning/disinfecting supplies before and after use of shared and frequently touched surfaces, followed by hand hygiene.
- Encourage visitors to use contactless payment options or purchase tickets in advance of visit.
- Provide alcohol-based hand sanitizer containing at least 60% alcohol, throughout museums.
- Remove, reduce, or redesign all high-contact interpretative resources such as audio guides, shared headphones, interactive exhibits, and touchscreens.
- Adhere to hygiene and sanitation requirements from the CDC and State and NYC Departments of Health (DOH).
- Use social media, museum websites, verbal communication, and signage posted inside and outside of museum to remind visitors to adhere to proper hygiene, social-distancing rules, use of face coverings, etc.

- Use ticket-booking processes, museum websites, and social media to communicate operational adjustments.
- Provide all employees with acceptable face coverings at no cost, and have an adequate supply of coverings in case replacement is required. Issue staff with other Personal Protective Equipment (PPE) suitable to their role, and in accordance with CDC, Occupational Safety and Health Administration (OSHA) or other guidance.
- Implement mandatory health screening assessment before employees begin work each day, asking about: (1) COVID-19 symptoms in past 14 days, (2) positive COVID-19 test in past 14 days, and/or (3) close contact with confirmed or suspected COVID-19 case in past 14 days. Review and document assessment responses daily.

The following provides more detailed guidelines that NYC museums can follow during the first phases of reopening to public audiences. Museums should continually review and update their operating plans in accordance with Governmental Guidance.

Capacity Management

Capacity at reopening should be set at no more than 25% of maximum occupancy. Museums should perform square-footage calculations and floor-plan analyses to ensure capacity levels maintain the necessary 6-feet of social distance between individuals recommended by the CDC. Following reopening, museums may raise occupancy levels in accordance with Governmental Guidance.

Opening Hours

Opening hours should be adjusted to minimize risk to staff in travel-to-work arrangements. Museums should use data based on past experience and adjust hours and days accordingly to reduce density, while also accounting for visitor demand and expectations. Hours dedicated to Members should be set aside when possible.

Ticketing Strategy

Admissions should be strictly limited to adhere to capacity limitations as outlined above, ensure social distancing, and prevent risk of overcrowding. Museums should calculate average dwell time and open as many galleries as possible to spread visitors across all areas.

Advance or timed tickets

Visitors should be encouraged when possible to purchase advance tickets. If possible, timed tickets should be introduced in predetermined increments to prevent the build-up of lines and also to manage a steady flow of arrivals.

Ticket kiosks and self-service stations

Ticket kiosks and self-service stations, if any, should be cleaned after every use.

Transactions

Contactless payment should be encouraged when possible, while cash should be discouraged.

Group sales

Museums should suspend group sales.

Visitor Risk Acknowledgement

Museums may require visitors to acknowledge an assumption of risk or agree to a liability waiver prior to admission.

Arrival Arrangements for Visitors

Greeting

Staff should be present to greet visitors, answer questions, and ensure safety requirements are understood prior to entry. 6-foot floor markers should indicate where staff and visitors should stand while handling any enquiries.

Signage

Clear signage should support and communicate arrival protocols. 6-foot floor markers should be used to ensure safe distances are maintained between people waiting to gain entry, both outside and inside our buildings.

Health screening

Museums may encourage health-screening for arriving visitors, such as a questionnaire or other method for assessing COVID-19 symptoms. Museums should develop policies and protocols for addressing visitors who fail health screenings, which may include refusing admission, following CDC, State, and local government guidelines.

Face covering

Visitors should be expected to bring their own mask or appropriate face covering and should be required to wear it at all times. Visitors may be refused entry or asked to leave should they decline to wear a mask or appropriate face covering. Some visitors (e.g. those under 2 or those with a medical condition) may be unable to wear face coverings, and museums should accommodate these requests in accordance with applicable law.

Desk modifications

Admissions, membership, and other retail or customer-service desks and counters should be adapted to include plexiglass shields or other protective barriers, in accordance with applicable Governmental Guidance.

Shared equipment

Limit the sharing of objects (e.g., registers) and discourage touching of shared surfaces; or, when in contact with shared objects or frequently touched areas, wear gloves (trade-appropriate or medical); or, sanitize or wash hands before and after contact. Provide and encourage employees to use cleaning/disinfecting supplies before and after use of shared and frequently touched surfaces, followed by hand hygiene.

Coat check

Coat-check facilities should be suspended, limited, or redesigned where possible. Visitors with large bags can be refused admission. On wet days, umbrella bags should be distributed. All modifications to coat-check policies should be clearly conveyed to visitors in advance.

Audio guides

Audio guide distribution should be suspended.

Assistive equipment

Visitors should be encouraged to bring their own assistive equipment, when possible. Museum-provided wheelchairs should be sanitized before and after usage.

Contact Tracing

Museums should encourage, but not require, visitors to provide contact information so that they can be logged and contacted for contact tracing. This may require the collection of customers' email addresses and phone numbers. Museums should adhere to State guidelines regarding secure data collection, storage, and deletion provisions.

If an employee or visitor was in close contact with others at the museum and is known to test positive for COVID-19, the museum should immediately notify State and local health departments and cooperate with contact-tracing efforts, which may include notification of potential contacts, such as employees or visitors (if known) who had close contact with the individual, while maintaining confidentiality required by State and federal law and regulations.

In-museum Visit Management

Circulation

All circulation routes should be carefully planned, with one-way systems deployed when possible where escalators, passageways, or staircases are too narrow to allow for social distancing. Elevator access should be carefully managed, to ensure social distancing.

Signage should clearly indicate required direction of travel.

Interpretative resources

Interpretive resources, such as touchscreens, interactive exhibits, paper collateral, or shared headphones, should be covered, removed, or otherwise made inaccessible; reduced; or redesigned wherever possible.

Popular galleries

Museums may need to deploy additional in-gallery measures to limit access to particularly popular rooms or exhibits.

Guided tours

All guided tours should be suspended.

Facilities Maintenance and Cleaning

Museums should conduct regular cleaning and disinfection at least after every shift, daily, or more frequently as needed, and more frequent cleaning and disinfection of shared objects (e.g., registers) and services, as well as high-transit areas, such as payment devices, restrooms, and common areas. Equipment or objects that are shared between employees and/or patrons/visitors (e.g. radios) are cleaned after every use.

All cleaning routines and procedures should meet CDC guidelines.

Hand sanitizer

Hand sanitizer should be readily available throughout the museum premises. Museums should conduct analyses of the visitor's "journey" through their facilities to ensure adequate numbers and positions of sanitizer stations.

Air quality and filtration

Air filters should be replaced frequently, HVAC system cleaning should be increased, and fresh air exchange should be maximized, where possible.

Restrooms

Restroom use should be carefully managed, with access limited in order to meet social-distancing requirements. Museums should perform frequent cleaning and disinfection of restrooms.

Retail

Museums should limit the number of customers in their shops at any one time. Shop product ranges should be carefully considered and adapted to minimize risk. Contact should be discouraged. Where contact is unavoidable, shops should use regular cleaning and sanitizing processes, following CDC, State, and local government guidelines for the retail sector.

Restaurants and Cafes

Plans developed by our individual contracted providers should meet all guidelines provided by the CDC, State, and local government.

Communications and Signage

Museums should provide pre-visit information that reflects essential guidelines for visiting the museums and clear expectations of visitor behaviors.

Signage for onsite wayfinding and hygiene protocols should be displayed prominently throughout our museums to guide visitors and keep them vigilant in maintaining social distancing, wearing masks, or other hygiene and health requirements.

Museum websites and social media should be used to communicate operational adjustments and advocate for safe visits.

Staff Training

Comprehensive and rigorous staff training should be conducted prior to reopening to visitors, including a number of training and orientation days onsite. Staff training should include but not be limited to information on the virus that causes COVID-19; symptoms of COVID-19; what to do if a member of staff feels ill at work; general information on PPE, including proper application and wearing; the importance of frequent and thorough hand washing; reinforcement/encouragement to stay home if sick; any changes in employment benefit packages, such as increase in sick days; respiratory etiquette, including covering coughs and sneezes; discouragement of sharing equipment, and de-escalation training.

Visitor-facing Staff Safety

Health screening

Museums should conduct employee health screening prior to or on arrival at the workplace and potentially at other times, to ensure the safety of all staff in the building. For further details about

staff health checks, see the Guidelines for Safely Returning NYC Museum Staff to the Workplace.

Staff who are sick

Staff who are ill should be advised to stay home and follow best practice health guidance clearly communicated by museum human resources departments. For further details about managing staff who are ill, see the Guidelines for Safely Returning NYC Museum Staff to the Workplace.

Personal protective equipment (PPE)

All staff should be issued with a face covering at no cost to the employees, as well as other PPE appropriate for their role, such as gloves or face visors.

Museum staff should be required to enter premises with a mask or appropriate face covering and wear it while in the building when safe social distancing is not possible or when visible to visitors. For further details about PPE requirements for museum staff, see the Guidelines for Safely Returning NYC Museum Staff to the Workplace.

Scheduling

Staff schedules should be managed so that teams work a rotation with the same group of staff to mitigate the risk of exposure. Museums should develop policies and protocols regarding staff exposure and quarantine requirements. For further details about scheduling and exposure policies and protocols, see the Guidelines for Safely Returning NYC Museum Staff to the Workplace.

GUIDELINES FOR SAFELY RETURNING NYC MUSEUM STAFF TO THE WORKPLACE

Executive Summary

In tandem with any reopening planning, museums should develop a strategy, plans, policies, protocols, and processes for safely returning staff to the workplace, taking into consideration a number of critical factors, outlined below. Throughout the COVID-19 public health emergency, CDC, State, and local governmental guidance is constantly being updated, and museums are encouraged to remain informed and incorporate any revised guidance into their planning.

Phased Staff Return to Workplace

Museums should develop a phased plan for returning staff to the workplace. The following provides an indicative plan:

Level 0a/Closed to Public

- State and local restrictions limit this phase to only essential personnel who have been identified as essential. During this period, no other staff should have access to the building or be required to work on the premises.

Level 0b/Closed to Public

- State and local restrictions are eased to ensure that employees who interface with visitors are prepared to safely interact with the public.
 - Minimum number of preliminary staff (to be identified) returns on limited schedule to review physical space, equipment, and workspace requirements; revise or update protocols; and prepare for training for staff who will be interacting directly with the public and supporting the visitor experience.

Level 1/Open to Public

- State and local restrictions are eased to ensure that the visitor experience aligns with our staffing strategy and promotes a safe environment for staff and visitors that supports a public opening.
 - Visitor operations staff return to work and other staff continue to work remotely.
 - Schedules may be varied to accommodate new museum open hours and new social distancing rules.
- Prioritize which roles and business units need to return, including whether all employees or only certain positions within those units need to be on-site. Consider the classification of workers by OSHA exposure risk.
- Determine expectations and a timeline for returning at 100% capacity. Not all employees should return at once; consider returning employees based on functionality and predicted operational needs–based phasing plans. To reduce unnecessary exposure, some staff may continue to work remotely. Analyze the current employee population and determine what additional options besides return to the workplace may be available for a segment of the museum's workforce.
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- Respond to employees who are unable (i.e., those with high medical risk factors) or refuse to return to the museum, in accordance with Americans with Disabilities (ADA)

and other legal requirements.

- Staggered shifts and split teams should be a part of the phased return for staff who cannot safely socially distance while working.

Provide staff with an orientation to assist with adjusting to the new organizational culture. Staff orientation should include training on the proper use of PPE, information on the virus that causes COVID-19; symptoms of COVID-19; what to do if staff feels ill at work; general information on PPE; the importance of frequent and thorough hand washing; reminders to stay home if sick; any changes in employment benefit packages, such as increase in sick days; respiratory etiquette, including covering coughs and sneezes; and discouragement of sharing equipment, if possible.

Staff Health & Workplace Safety

Workplace safety

Ensure individual museum guidelines are informed by State and local government guidance. Work closely with team managers to address office and workspace needs to continue to promote social distancing for staff and adhere strictly to frequent sanitation of all occupied spaces. Advise on accommodation issues that may arise.

- Museums should enact and communicate social-distancing and sanitation guidelines for all common areas where staff congregate. If guidelines are too difficult to enforce, administration should close these areas and provide staff with alternative options to promote social distancing.

Medical/health advisory

Establish a network of internal/external resources to establish appropriate workplace health protocols for staff returning to work and guidelines for working on-site.

Personal protective equipment (PPE)

- Provide an acceptable face covering at no cost to all staff and have an adequate supply of coverings in case replacements are needed. Require face coverings for all staff.
- Acceptable face coverings include but are not limited to cloth (e.g., homemade sewn, quick cut, bandana) and surgical masks, unless the nature of the work requires stricter PPE (e.g., N95 respirator, face shield).
- For staff who have direct contact with visitors or who cannot safely socially distance when working, provide job-appropriate PPE.
- Face coverings must be cleaned or replaced after use or when damaged or soiled, may not be shared, and should be properly stored or discarded.

Social-distancing protocols

- Remote work: Working remotely is the most effective way to maintain physical distancing. Consider extending work from home/telecommuting wherever possible.
- Meetings: Use video conferencing as the preferred method of assembly. In-person sessions should be limited to a defined number of employees. At all times, use best efforts to practice physical distancing. For instance, hold team huddles or meetings

outdoors or in open spaces where people can sit one person per table or spread out. Also, consider removing chairs to reduce the potential for a breakdown in physical distancing.

- Digital communication: Rather than speaking face-to-face, employees should be encouraged where practicable to use unshared work or personal telephones, online conferencing tools, e-mail, or instant messaging to communicate.
- Meals: Encourage employees to bring lunch from home and reserve adequate space for employees to observe social distancing while eating meals.
- Breaks: Limit access to common areas and enforce the staggering of scheduled breaks.
- Signage: Signage should be placed in shared workspaces reminding employees of physical distancing and handwashing expectations, such as washing with soap and warm water for at least 20 seconds or using hand sanitizer when handwashing is not possible. Display updated CDC and OSHA guidelines.
- Capacity: Align staffing with building capacity according to government mandates or recommendations.

Until further notice, museums should refer to Governor Cuomo's regional Guidelines for Reopening New York to ensure the safety of our staff and also adhere to CDC guidance: <https://www.cdc.gov/coronavirus/2019-ncov/prevent-getting-sick/social-distancing.html>

Staff Health Screening

Conduct regular and at least daily health screenings of employees for symptoms (e.g., fever, cough, shortness of breath, loss of sense of taste or smell) using at minimum an affirmative questionnaire. Health screenings should take place prior to or on arrival at the workplace and follow State and local requirements. The goal is to have employees who are not well to stay at home to reduce exposure.

Establish a means of identifying and managing employees with symptoms per CDC guidelines. The screening should be conducted confidentially, be nondiscriminatory, and follow OSHA safety protocols.

Employees exhibiting any COVID-19 related symptoms should be sent home with use of sick time determined in accordance with the individual museum's applicable policy.

Treatment of employees who become ill or exposed

Museums should establish clear guidelines for the treatment of employees who are showing symptoms, are diagnosed with COVID-19, or report that they were (or the museum is aware they were) exposed to someone with COVID-19.

Return to workplace procedures after becoming ill or exposed:

- Follow CDC guidance regarding how long employees should self-isolate if potentially exposed and, if an employee is exhibiting symptoms or is diagnosed with COVID-19, museums should determine how long the employee should self-isolate after symptoms

subsidy based on the local public health authority's orders, which are legal requirements, for employees identified for quarantine or isolation.

- Medical documentation: A physician's release to work should be requested for employees who are confirmed to have COVID-19. A copy of the COVID-19 test report is not necessary. If received, museums should keep the report confidential in accordance with all legal requirements.
- For employees who are suspected of having COVID-19 and do not see a medical provider, at a minimum, museums should follow CDC guidance on when to discontinue home isolation.
- Following a COVID-19 illness Museums should require documentation that the employee is fit to return to work. Due to demands on clinicians during COVID-19, alternate forms of validation can be accepted.

HR departments should determine if there is a need to develop and/or revise a process for reasonable accommodation request documentation requirements in line with federal, State, and local laws to mitigate risk and protect the health and well-being of others and the returning employee. This policy should align with federal Equal Employment Opportunity Commission (EEOC) guidance. Museums should follow the appropriate CDC recommendations for critical essential workers.

Contact tracing is recommended, but the employee's identity must be kept confidential.

Effective Staff Communication

Keep employees abreast of policies and procedures and ensure they are aware of the plan for returning to the workplace.

During the period of phased reopening, establish a plan for transparent strategic staff communication about the factors that are being used to make decisions, the decision-making process, and those stakeholders who were part of the decision-making process to build confidence.

Provide staff with clear and straightforward directives regarding what actions they should take to protect themselves from COVID-19 before and during the return to the museum. Consider an employee checklist to guide the employee return.

Mass/Public Transit

Determine if there are accommodations that can be provided in locations where mass transit is common, including parking subsidy, Uber/Lyft reimbursement, bike racks, etc.

Educate employees to follow general preventive measures to keep themselves safe while commuting to and from the museum

Continue to promote staggered shifts for staff to allow employees to take less crowded subways or buses.

Policies/Processes

The following is a non-exhaustive list of policies museums should consider establishing or updating:

- Technology Use/IT
- Remote Work
- Hygiene
- Staff Uniforms Cleaning
- Quarantine/COVID-19 Exposure
- COVID-19 Leaves of Absence and Accommodation Requests. This policy should address the following:
 - o Sick leave/Medical leave
 - o Absence to care for a sick family member
 - o Absence to care for a child
 - o Medical accommodation
 - o Quarantine order from state or local health authority
 - o Other unique circumstances

Other existing leave policies

Audit existing leave policies, including sick leave and vacation time, and determine if changes should be made going forward. Ensure any changes are in line with applicable federal, state, and local laws.

Adjust policy to include Families First Coronavirus Response Act (FFCRA) provisions for expanded leave. Consider allowing staff to use these hours if needing to stay home due to child-care constraints or caregiving responsibilities during the phased return to the workplace. Museums should consider how employees will be paid if they stay home.

Performance management process

Currently, the COVID-19 pandemic has required managers to ensure the safety of employees, communicate more frequently, and set objectives and deadlines to drive performance. While this does not change the need for employees to perform, this environment should increase the frequency with which managers should communicate with employees regarding performance.

Museums should review the current performance management/appraisal process, documentation, and platform. Annual performance reviews/appraisals may need to be changed to, at minimum, biannual or quarterly frequency.

HR should also retrain managers and supervisors on performance management, especially as it relates to managing virtual teams.

Staff Training Needs

Staff training & support

- PPE & Cleaning guidelines and instructions
- Orientation into the new work environment
- Performance management
- Managing remote teams
- Safety and Health retraining

Employee Well-being Resources

Provide resources for the ongoing emotional and mental health needs and make available the respective resources to support employees, including:

- Preventive or coping measures (stress reduction, mindfulness, resilience, etc.)
- Acute situational measures (hotlines, crisis support, etc.)
- Clinical treatment (access to in-person and/or virtual therapy, medication coverage, etc.)

Provide information about dependent care resources

- Highlight the organizational resources available for staff to take advantage of and assist them with obstacles that may prohibit them from returning to the workplace due to school closures, summer camp closures, and lack of caregiver options for dependents as result of COVID-19.

Organizational Culture

Listen to and "sense" employees' needs, concerns, and sentiment.

- Hold all staff meetings and solicit employee questions ahead of the events.
- Conduct pulse surveys.
- Encourage managers/leaders to meet with their teams and individual team members frequently and provide questions and topics to be covered in these meetings in a timely fashion.

Mitigate issues as related to bias, equity, and other discriminatory acts.

REOPENING READINESS "PUNCH LIST"

PHASE 1: PLANNING

- Assemble a task force(s) to meet on a regular basis and plan for the following:
 - Visitor Operations (visitor return & safety)
 - Human Resources (staff return & safety)
 - Communications Planning (internal & external)
- Determine which governmental laws, orders, and mandates apply to your organization
- Identify a "reopening readiness" date and maintain a phased timeline for reopening planning
- Redesign your facility's floorplan and egress routes to accommodate social-distancing needs
- Research and design a PPE and related health and safety equipment procurement plan for your organization
- Develop a holistic set of protocols and procedures to guide your organization's reopening
- Develop a phased return-to-the-workplace plan for staff
- Document your museum's safety plan, following New York State guidance

PHASE 2: PREPARATION

- Deliver clear, consistent information to staff including but not limited to:
 - Phased return to workplace expectations and instructions
 - Training for all staff on how to adequately put on, take off, clean (as applicable) and discard PPE, including but not limited to appropriate face coverings.
 - Reopening Training (for applicable visitor-facing staff)
 - Updated HR policies and procedures
- Establish a holistic cleaning and sanitization program for your facility
- Conduct appropriate trainings for staff in anticipation of reopening
- Assemble "Rapid Response Team" that can recalibrate operations quickly as needed

PHASE 3: IMPLEMENTATION

- Implement your holistic set of procedures and protocols across your organization
- Deliver holistic external communications to anticipated visitor segments
- Maintain flexibility and composure when troubleshooting
- Meticulously document findings and iterate protocols and procedures each day

Additional Resources:

OSHA Guidance on Preparing Workplaces for COVID-19:

<https://www.osha.gov/Publications/OSHA3990.pdf>

CDC Guidance Interim Guidance for Businesses and Employers Responding to Coronavirus Disease 2019 (COVID-19), May 2020:

<https://www.cdc.gov/coronavirus/2019-ncov/community/guidance-business-response.html>

New York State Reopening New York, Phase Four Industries

<https://forward.ny.gov/phase-four-industries>

<https://www.governor.ny.gov/sites/governor.ny.gov/files/atoms/files/LowRiskIndoorArtsEntertainmentSummary.pdf>

<https://www.governor.ny.gov/sites/governor.ny.gov/files/atoms/files/Lowriskindoorartsandentertainment-MasterGuidance.pdf>

https://www.governor.ny.gov/sites/governor.ny.gov/files/atoms/files/NYS_BusinessReopeningSafetyPlanTemplate.pdf

New York State Reopening New York, Essential and Phase II Retail Business Guidelines for Employers and Employees

<https://www.governor.ny.gov/sites/governor.ny.gov/files/atoms/files/GeneralRetailSummaryGuidance.pdf>

<https://www.governor.ny.gov/sites/governor.ny.gov/files/atoms/files/RetailMasterGuidance.pdf>