



## COVID-19 Phase II Reopening Guide

Published in compliance with the VenuWorks SECURE Return and Reopen Guidelines  
This document is current as of July 9, 2020 and is subject to change at any time.



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## 1. Goals and Mission

Changing Expectations: At this early moment, there is as much resistance to face coverings and social distancing as there was to bag checks and magnetometers in the United States after 9/11. We got used to them, and most people came to accept that they were for our own safety. A cultural change is necessary again. Widespread messaging by our venues can accomplish two essential goals: (a) patrons will learn that the new rules are for their protection, which will eventually lead to greater compliance; and (b) transparently showing new sanitary practices will coax nervous people back into public places.

The concept of explaining rules to patrons is hardly new. The Cedar Rapids venues already have codes of conduct with lists of prohibited items and behavior. Before reopening, VenuWorks will add the new health procedures and expectations contained herein including social distancing and face covering requirements and longer wait times.

Goals: The four entertainment venues owned by the City of Cedar Rapids and managed by VenuWorks of Cedar Rapids LLC operate under the authority of the Linn County Public Health Department. As of June 12th, 2020, the U.S. Cellular Center, the Paramount Theatre, ImOn Ice Arena and McGrath Amphitheatre have been permitted to open for presentation of live entertainment by State of Iowa Proclamation.

Linn County has identified our community to be in Phase II of III in reopening public venues for mass gatherings. Phase II allows for operating entertainment venues with “reasonable measures to ensure 6’ social distancing of employees and customers, increased hygiene practices, and other public health measures to reduce the risk of transmission of COVID-19.” Phase III, which will mark the end of the social distancing requirement, has been defined by the wide availability to the public of a vaccine or treatment for COVID-19.

This *Reopening Guide* is intended to be made available to the City of Cedar Rapids, to clients wishing to rent and operate within these venues, and to the public who want to attend events in these venues. The policies and guidelines are based on guidance from the City of Cedar Rapids, Center for Disease Control (CDC), Iowa Department of Public Health (IDPH), Iowa Department of Inspections and Appeals (IDIA), Iowa Alcoholic Beverages Division, National Restaurant Association, Linn County Public Health (LCPH), the Event Safety Alliance, as well as discussions with event industry professionals who are planning to reopen during the coronavirus disease (COVID-19) pandemic. This document contains new policies and procedures that will be in addition to current VenuWorks operations and precedents, but does not contain “best practices” that will apply evenly everywhere – COVID-19 creates different challenges depending on countless factors including the size of the event, its geographic location, the physical space, and the anticipated attendees, to name just a few. In this plan, VenuWorks has identified reasonably foreseeable health risks and intended options to mitigate them.

In the document, people are referred to as either “patrons” or “workers.” A patron is anyone who pays or presents a credential to attend an event – they can be required to follow health and safety procedures as a condition of entry and attendance. A worker is a paid professional or volunteer providing services – they can be required by their supervisor to follow health and safety procedures as a condition of work.

This document is based on the best information available as of June 30, 2020 and is based on the latest rules set forth in State and County Proclamations. This is considered to be a “living document” and will be updated as these conditions change over time.

There is no guarantee of an illness-free event even if everything in this *Reopening Guide* is followed. It is indisputable, however, that planning, training, and implementing reasonable health and safety measures are the best ways to protect live events and the people who create them, while also inspiring patrons to return to the places where we make magic happen.

## 2. Legal Considerations

This *Reopening Guide* is not intended to address every legal exposure associated with opening venues during the COVID-19 Pandemic, although it is intended to examine potential exposure if someone claims they got sick attending or working at Cedar Rapids venues or events. In order to protect our clients and minimize the liability for all in operating mass gathering events, it becomes important to recognize and manage our “Duty of Care” to our employees and to the public.

By definition<sup>1</sup>, the legal name for a claim of personal injury or wrongful death is a “tort.” In a tort case, the injured party has the burden to prove four elements: (1) they were owed a duty of care by defendants; (2) there was a breach of that duty; (3) that breach was the cause of (4) plaintiff’s damages.

Duty of Care: Taking steps discussed in this *Reopening Guide* to mitigate the risk of illness, and documenting how we arrived at these conclusions and enforced new health policies, will be compelling evidence that we did not breach our duty to provide reasonably healthy and safe premises under these challenging circumstances.

Proximate Cause: Any claim that someone got sick at a particular venue or event will face a significant causation problem. Given all the people with whom we have contact when we leave our homes, all the surfaces we touch, all the aerosols from other people that we unknowingly breathe in, as well as the incubation period for COVID-19, it will be difficult for most victims to isolate one contact as the source of illness while excluding all others as possibilities.

“Business Invitee” and Trespass: A patron attending an event in a public venue is implicitly agreeing to abide by the rules and codes put in place by the venue and promoter for that event. Their “invitation” to attend the event is conditioned upon their compliance with those venue rules and terms. No patron has a “liberty” interest in violating any conditions of their “invitation.” If a patron comes to an event and refuses to wear a mask or comply with social distancing, or stops complying with the rules for the event, they may be “trespassed” off the property.

VenuWorks believes that event workers and patrons all have a duty to behave reasonably under their circumstances. Everyone will be given an environment in which to work together to maintain social distancing and engage in sanitary practices suitable for a pandemic, rather than doing only enough to keep their job or avoid getting ejected. Likewise, even if there is relatively little risk of losing a lawsuit

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<sup>1</sup> The common industry definitions for *Duty of Care*, *Proximate Cause*, *Trespass* and *Business Invitee* have been provided by the video series “Ask Steve” published by Steve Adelman, Adelman Law Group, PLLC; Vice President, Event Safety Alliance. (<https://www.youtube.com/watch?v=l61EGXbATBI>)

based on negligent sanitary practices, event sponsors and we as venue operators should implement robust health and safety measures because they will save lives and help reopen more events.

VenuWorks, as the venue operator for the four buildings, is responsible for monitoring and enforcing the rules set out below. This document has been submitted to local health authorities and has been accepted as a guide to re-opening these facilities by the venue owners and operators.

### **3. Patron Safety and Polices**

For the health and safety of patrons attending events in our venues and for the safety of our staff, the following policies & procedures will be implemented:

Social distancing will be maintained in all areas of the venue including queues for entering the venues, concession and merchandising lines, seating areas, concourses, restrooms and all other controlled areas.

Face coverings will be required to enter any venue by both patrons and staff as required by Phase II operations by Linn County Public Health. If the patron does not have a mask, one will be provided. This must be worn as much as possible during time within the venue. Enforcement of this rule will be provided by event staff as much as possible until the patron reaches their seating area. Once they are in a properly distanced seating area, removal of masks to consume food and beverage will be permitted.

Gloves will not be required for entry, but will be available for patrons upon request.

Good hygiene: Patrons will be encouraged through signage and staff reinforcement to practice good hygiene, including washing hands/hand sanitizing and practicing proper cough/sneeze etiquette.

Temperature Checks: The venue will NOT be performing mass temperature checks of patrons at the entrances unless there are visible signs of fever, coughing or other known indicators for COVID-19. Patrons will be discouraged through signage, marketing campaigns and with staff reinforcement from attending events at any venue if they are exhibiting symptoms of being ill OR if they have been directly exposed to someone with a confirmed case of COVID-19. Patrons will also be encouraged, through social media campaigns and direct email messaging, to conduct self-temperature checks prior to arriving at venue. If their temperature is 100.1 or higher, they will be advised to NOT attend the event.

It is common practice in the events industry for security and ticket takers at entrances to visually monitor and inspect patrons as they enter the venue to scan for banned or restricted items. The additional requirement will now be imposed for staff to scan for individuals exhibiting obvious signs of coughing and or fever, with those patrons being asked to step aside for a temp check and interview by a Supervisor and possibly being denied entrance to the event.

Bag & Security Checks: To limit contact between venue staff and patrons, and for large events that bag restrictions and searches are required, traditional bag checks will no longer be conducted. Instead, only clear/transparent bags that are no larger than 5"x 8"x 1" will be permitted into the venues. Small, clear bags will allow venue staff to see the contents of the bag without touching it. Medical bags and diaper bags will still be permitted entry through a separately marked entrance with staff wearing enhanced PPE.

Metal Detectors: For events requiring metal detectors, walk-through magnetometers will no longer be used and hand-held wands will be used exclusively. Pat-downs at security check points will be eliminated. Patrons will be advised to remove items that may set off magnetometers and hold them in their hands away from their bodies. Trays will not be provided for patrons to place items in prior to proceeding through magnetometers. Patrons will be denied entry if security is unable to identify a metallic object through use of handheld wands.

Coat Checks: To limit contact between venue staff and patrons, coat/bag check will not be available.

**IF A PATRON BECOMES ILL AT THE VENUE:**

- Patron will be separated immediately from others into an identified and partitioned bio-hazard area within the venue.
- Patron will be required to put a clean, disposable mask on immediately.
- A standard incident report will be completed by a Supervisor detailing the incident, which entrance the patron entered through and the seating area the patron was in.
- Medical EMT staff hired for the event will be summoned to evaluate the patron and follow the protocols established by their ambulance company for treating and reporting.

**4. Employee Health and Hygiene**

Because COVID-19 is a highly contagious virus with insufficient testing and no vaccine, workers and volunteers must diligently address the health risks of working in the close confines of many event spaces. VenuWorks staff will be taught and trained, through repeated communication and supervision, to adhere to the following CDC guidelines to stay healthy at work and home:

- Stay home if they are sick, except to get medical care, and to learn what to do if they are sick.
- Inform their supervisor if they have a sick family member at home with COVID-19 and to learn what to do if someone in their home is sick.
- Wash their hands often with soap and water for at least 20 seconds or to use hand sanitizer with at least 60% alcohol if soap and water are not available. Inform staff that if their hands are visibly dirty, they should use soap and water over hand sanitizer. Key times for employees to clean their hands include:
  - After putting on, touching, or removing cloth face coverings
  - Before and after work shifts
  - Before and after work breaks
  - After blowing their nose, coughing, or sneezing
  - After using the restroom
  - Before eating or preparing food
- Avoid touching their eyes, nose, and mouth with unwashed hands.
- Cover their mouth and nose with the inside of their elbow you cough or sneeze.
- Throw used tissues into no-touch trash cans and immediately wash hands with soap and water for at least 20 seconds.
- Practice routine cleaning and disinfection in personal areas of frequently touched objects and surfaces such as workstations, keyboards, telephones, handrails, and doorknobs. Dirty surfaces can be cleaned with soap and water prior to disinfection.
- Avoid using other staff's phones, desks, offices, or other work tools and equipment, when possible. Clean and disinfect them before and after use.

- Practice physical distancing by avoiding large gatherings and maintaining 6’ distance from others when possible.

### **EMPLOYEE CHECK-IN**

All employees, volunteers and contractors will be required to wear a face mask upon entry to any venue. If they do not have a face covering, one will be provided by VenuWorks.

Certain staff positions that require prolonged face to face exposure with patrons, including but not limited to housekeeping, kitchen staff, security wanding and ticket taking, may require advanced PPE precautions including face shields, gloves and aprons. This PPE will be issued to the employees by VenuWorks after check-in.

Upon entering the venue, the employee, volunteer and/or contractor will be directed as follows:

- Staff shall arrive through an identified entrance and check in at a central location
- A Supervisor at the check in location will conduct a brief Health Check interview with the following questions:
  - Do you have a sore throat?
  - Do you have a dry, persistent cough?
  - Do you have shortness of breath or difficulty breathing?
  - Do you have, or have you had, a temperature greater than 100.4F in the last 24 hours?
    - If the answer to any of these questions is YES, employee will be directed to leave immediately and seek medical evaluation from their primary care physician.
- Temperatures will be checked with an infrared touch-free thermometer.
  - If an employee registers a temperature above 100.4 using a touch-free thermometer, the Supervisor will wait two minutes in an air-conditioned space. The supervisor will perform the retest. If two results are above 100.4, employee shall be directed to leave immediately and seek medical evaluation from their primary care physician.

### **DURING SHIFT**

- All staff will be provided small bottles of hand sanitizer and will receive more frequent staggered breaks in order to wash with soap and water.
- Shared tools and equipment including but not limited to ticket scanners, cleaning equipment, handheld security wands, etc. will be wiped down regularly with appropriate disinfecting products in location after each use.
- High traffic and high touch areas surrounding the staff posts will be frequently cleaned by the staff working in that area.
- Training. All event staff will be provided new enhanced training on new policies/procedures.

### **Risk Exposure Levels for Event Staff Tasks and Activities.<sup>2</sup>**

In the COVID-19 context, OSHA has classified jobs into four risk categories. VenuWorks jobs and tasks at the managed City venues fall into a medium exposure risk category defined as:

*“Medium exposure risk jobs include those that require frequent and/or close contact with people who may be infected with SARS-CoV-2, but who are not known or suspected COVID-19 patients. In areas without ongoing community transmission, workers in this risk group may have frequent*

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<sup>2</sup> Information in this section largely derived and based on data used from “Guide to Reopening Theatrical Venues; 2<sup>nd</sup> Edition May 15, 2020” published by the Performing Arts Center Consortium Advisory Committee on Reopening.



*contact with travelers who may return from international locations with widespread COVID-19 transmission. In areas where there is ongoing community transmission, workers in this category may have contact with the general public (e.g., schools, high population-density work environments, some high-volume retail settings)."*

Under OSHA Guidelines, mitigation measures for workers in medium risk category jobs will vary based on work task. Accordingly, PPE ensembles for workers will vary depending on the types of exposures workers will encounter in each role. In order to classify these relative risk levels, VenuWorks has developed the following categories based on the effectiveness of primary mitigations measures for certain tasks and activities:

	Defined	Job Types	PPE Requirement
LEVEL 1	Social distancing measures can be maintained or controlled.	Office admin staff, ticket Sellers, F&B runners, house set-up post-event cleaners, Zamboni drivers and ice technicians	Face Covering Plexiglass shields to be installed where possible
	Physical exchange of contaminated material is minimal and can be limited or controlled through safe handling		
LEVEL 2	Social distancing measures can be suggested, but potentially not controlled	Back-of-house stagehands, event custodial staff, cooks, concession stand cashiers and runners, bartenders, ushers, Usher Supervisors, security at access points, Information Desk Attendant, skate guards	Face Covering, gloves Plexiglass shields to be installed where possible
	Physical exchange of potentially contaminated material can be limited or controlled through safe handling		
	Person to person contact can largely be avoided		
LEVEL 3	Social distancing measures CANNOT be adhered to	Entry security screeners and ticket takers, security working stage/pit positions and security roamers dealing with unruly guests.	Face covering, gloves, face shields
	OR		
	Physical exchange of potentially contaminated material CANNOT be limited or controlled through safe handling practices		
	OR		
	Mitigation controls are untenable		

**IF AN EMPLOYEE BECOMES ILL AT THE VENUE:**

Should an employee exhibit symptom of acute respiratory illness upon arrival to work, or becomes sick during the event, their supervisor will separate them from other workers and patrons and send them home or to a designated isolation area immediately.

VenuWorks Employee Illness Guidance and Policy:

**COVID-19 EXPOSURE ACTION ITEMS AND SCENARIOS (Per CDC Guidelines)**

**Employees with COVID-19 or its symptoms who:**

- Are recovering at home (or other non-hospital setting), **AND**
- It is medically determined that they will not be tested to determine if they are contagious

**Can return to work when:**

- They have had no fever for at least 72 hours (three full days of no fever) without the use of medicine that reduces fevers, **AND**
- Other symptoms have improved (i.e. cough or shortness of breath have improved), **AND**
- At least 10 days have passed since their symptoms first appeared.

**Employees with COVID-19 or its symptoms who:**

- Are recovering at home (or other non-hospital setting), **AND**
- It is medically determined that they will be tested to determine if they are no longer contagious

**Can return to work when:**

- They no longer have a fever (without the use of medicine that reduces fevers), **AND**
- Other symptoms have improved (i.e. cough or shortness of breath have improved), **AND**
- They received two negative tests in a row, 24 hours apart

**Employees who DID NOT have COVID-19 symptoms, but tested positive who:**

- Are self-isolating at home (or other non-hospital related setting)

**Can return to work when:**

- At least 10 days have passed since the date of the first positive, **AND**
- They continue to have no symptoms (cough or shortness of breath) since the test.

**The following scenarios illustrate what steps should be taken by staff according to the type of exposure an employee encounters.**

**SCENARIO A - Employee that reports direct exposure to a confirmed COVID-19 Case:**

- Employee should be advised that they should stay home and self-quarantine for a minimum of 10 days.
- The local HR Coordinator and Executive Director should be notified. HR should immediately notify VenuWorks' Corporate Human Resources Department.
- Employee should be advised that they need to notify local Human Resources if they become symptomatic and should seek immediate medical treatment.

If the Employee does become symptomatic and their doctor DOES NOT send them for a test or they DO send them, but the test comes back negative they need to immediately notify local Human Resources.

- The employee cannot return to work until the 10 day quarantine period has exhausted, **AND**
- They have had no fever for at least 72 hours (that is three full days of no fever) without the use of medicine that reduces fevers, **AND**
- Other symptoms have improved (cough or shortness of breath have improved), **AND**
- At least 10 days have passed since their symptoms first appeared

If the Employee does become symptomatic and their medical professional DOES send them for testing and they come back positive they need to immediately notify local Human Resources.

- The employee cannot return to work until the 10 day quarantine period has exhausted, **AND**
- They follow the detailed CDC Guidelines outlined above based upon their specific circumstances.

**SCENARIO B - Employee Reports exposure to an unconfirmed case of COVID-19:**

- Employee should be advised that they should stay home.
- The local HR Coordinator and Executive Manager should be notified. HR should immediately notify VenuWorks' Corporate Human Resources Department.
- Ask Employee to self-quarantine until test results are received on the unconfirmed case.
- If the unconfirmed case tests positive, follow SCENARIO A guidelines.
- If the unconfirmed case tests negative, Employee may be placed back on work schedule.

**SCENARIO C - Employee with a confirmed diagnosis of COVID-19:**

- Employee should be advised that they should stay home and seek medical treatment
- The local HR Coordinator and Executive Director should be notified. HR should immediately notify VenuWorks' Corporate Human Resources Department.
- Employee cannot return to work until the 10 day quarantine period has exhausted, **AND**
- They follow the detailed CDC Guidelines outlined above based upon their specific circumstances.

Summary of answers from Oasis PEO:

**An employee of ours has tested positive for COVID-19. What should we do?**

The infected employee should be sent home until released by their medical provider or local health provider. You should send home all employees who worked closely with that employee to ensure the

infection does not spread. Before the infected employee departs, ask them to identify all individuals who worked in close proximity (within six feet) for a prolonged period of time (10 minutes or more to 30 minutes or more) with them during the 48-hour period before the onset of symptoms to ensure you have a full list of those who should be sent home. When sending the employees home, do not identify by name the infected employee or you could risk a violation of confidentiality laws. If you work in a shared office building or area, you should inform building management so they can take whatever precautions they deem necessary. The CDC provides that the employees who worked closely to the infected worker should be instructed to proceed based on the CDC [Public Health Recommendations for Community-Related Exposure](#). This includes staying home until 14 days after last exposure, maintaining social distance from others, and self-monitoring for [symptoms](#) (i.e., fever, cough, or shortness of breath).

How long should the employees who worked near the employee stay at home? Those employees should first consult and follow the advice of their healthcare providers or public health department regarding the length of time to stay at home. The CDC recommends that those who have had close contact for a prolonged period of time with an infected person should remain at home for 14 days after last exposure. If they develop symptoms, they should remain home for at least seven days from the initial onset of the symptoms, three days without a fever (achieved without medication), and improvement in respiratory symptoms (e.g., cough, shortness of breath).

***How can we distinguish between a “suspected but unconfirmed” case of COVID-19 and a typical illness?***

There is no easy way for you to make this determination, but you should let logic guide your thinking. The kinds of indicators that will lead you to conclude an illness could be a suspected but unconfirmed case of COVID-19 include whether that employee has a suspected or confirmed COVID-19 case in their household or similar facts.

The [EEOC has confirmed](#) that you can inquire into an employee’s symptoms, even if such questions are disability-related, as you would be considered to have a “reasonable belief based on objective evidence that the severe form of pandemic influenza poses a direct threat.” Inquiries into an employee’s symptoms should attempt to [distinguish the symptoms of COVID-19 from the common cold and the seasonal flu](#). This should include inquiries into whether an employee is experiencing:

- Fever
- Fatigue
- Cough
- Sneezing
- Aches and pains
- Runny or stuffy nose
- Sore throat
- Diarrhea
- Headaches
- Shortness of breath

It is important to remember that you must maintain all information about employee illness as a confidential medical record in compliance with the ADA.

***One of our employees self-reported that they came into contact with someone who had a presumptive positive case of COVID-19. What should we do?***

Take the same precautions as noted above. Treat the situation as if the suspected case is a confirmed case for purposes of sending home potentially infected employees. Communicate with your affected workers to let them know that the employee is asymptomatic for the virus but you are acting out of an abundance of caution.

## **5. Cleaning and Sanitizing the Venues**

VenuWorks is committed to providing clean and sanitized facilities to our patrons in order to alleviate public concerns about returning to our venues. The following enhanced procedures have been put in place:

- Cleaning removes dirt and impurities from surfaces and objects and may lower germ counts by removing but not necessarily killing them. Surfaces will continue to be cleaned according to VenuWorks standards.
- Disinfecting reduces and kills germs on surfaces and objects. Because disinfecting does not necessarily clean the surface, cleaning and disinfecting are both essential. High-touch areas will be disinfected using materials effective against COVID-19. To quickly disinfect a seating area between events, electrostatic cleaning is a means of spraying a fine mist of positively charged disinfectant particles that adhere to surfaces and objects. The City of Cedar Rapids has purchased both back-pack and handheld Victory electrostatic sprayers that will be using the product Bioesque Botanical Disinfectant Solution (readily biodegradable OECD 301E). The sprayers will be deployed for all surfaces in between events according to the manufacturer's suggested usage.
  - Following the Manufacturer's Instructions. In all instances, including technical and production equipment such as microphones and headphones, cleaning procedures will follow the manufacturer's instructions. This will increase the likelihood of a thorough cleaning while not damaging the equipment or voiding a warranty.
- Disposal. Gloves and other disposable items used for cleaning and disinfecting will be placed in a bag that can be tied before disposing of them with other waste.
- Frequency. The frequency of cleaning high-touch areas should be determined based on the surface or object and how it is used, applying guidance from local health authorities.
- Documentation. Documenting that health and safety practices were followed at the correct intervals can help a business show that it behaved reasonably under its circumstances, which would be a key issue in a lawsuit. A supervisor will ensure that cleaning logs are carefully entered and preserved for reference.

### **Preparing the Venues**

Each of our venues are cleaned and detailed following every event. Enhanced cleaning and disinfecting shall be performed following guidelines from the EPA, CDC and Iowa Public Health, with the following changes:

- Intentional Messaging will be posted in restrooms, dressing rooms and other private areas to indicate the last cleaning of a space.
- Sealed private spaces including dressing rooms, tour offices and locker rooms will be sealed with ribbon or tape with a date and time to indicate that the rooms have not been used since being cleaned.
- Drinking Fountains: All public drinking fountains will be closed to the public. Complimentary water in small disposable cups will be made available in concession stands to the public upon request.
- Urinals and Sinks: Alternating urinals and sinks in locker rooms and public restrooms will be closed and blocked for use to allow for social distancing.
- Hand Dryers: All hand drying blowers located in these spaces shall also be turned off and be replaced with disposable paper towels.

- High Touch Door Handles: Doors that can be legally propped open in staffed areas shall be kept open to prevent patrons touching common handles and push plates.
- Hand Sanitizers: Additional hand sanitizer stations and portable hand washing stations will be installed throughout public and private areas with clear signage indicating how to wash hands. Stations with either soap and water or sanitizer containing at least 60% ethanol or 70% isopropanol will be provided at all points of ingress and other well-marked and illuminated locations throughout the venue. These stations will allow no-touch activation if possible. Supervisors will regularly confirm there are adequate supplies throughout the course of each event.
  - Supplies throughout the Nation are limited, and while VenuWorks has several stations available at this time, more have been ordered and will be installed as retailers fulfill our orders and purchased equipment is delivered to our venues. Initially, hand sanitizer stations will be concentrated especially around entrances, concession stands and restrooms as well as eventually throughout the concourses and entrances to seating areas.
- Touchless Garbage Receptacles: All garbage receptacles will be marked and made touchless to patrons to eliminate cross-contamination.

### **During the Events**

Sanitation Coordinator: Each of the Cedar Rapids venues shall appoint an event staff member as the dedicated “Sanitation Coordinator” who shall be focused on cleaning and disinfecting and providing supplies to other staff to complete the increased requirements.

Event staff throughout the venues shall all perform aggressive and visible cleaning/disinfecting of surfaces and objects that are touched frequently. These areas include (but are not limited to):

- Public Areas (lobby, hallways, dining and food service areas)
  - Door handles, handrails, push plates
  - Bike rack or other barricades the public may touch
  - Handrails for stairs, ramps, and escalators
  - Elevator buttons – inside and out
  - Reception desks and ticket counters
  - Telephones, Point of Sale terminals, and other keypads
  - Tables and chairs
  - Trash receptacle touch points
- Restrooms (front and back of house as well as portable units)
  - Door handles and push plates
  - Sink faucets and counters, and toilet handles
  - Lids of containers for disposal of women’s sanitary products
  - Soap dispensers and towel dispenser handles
  - Baby changing stations
  - Trash receptacle touch points
- Back of House Offices, Dressing Areas, Green Rooms, Production Areas
  - Individual office and other room furniture
  - Dressing Rooms
  - Door handles, push plates, doorways, railings
  - Light switches and thermostats

- Cabinet handles
- Telephones, computers, other keypads, mouse
- Microphones
- Backstage and technical equipment
- Trash receptacle touch points
- Kitchen and Food Preparation Areas
  - Handles of all kitchen equipment doors, cabinets, push pads
  - Counter surfaces
  - Light switches
  - Beverage stations, water fountains, vending and ice machines
  - Handles of beverage and towel dispensers
  - Handles of sinks, including handwashing sink and mop sink
  - Cleaning tools and buckets
  - Trash receptacle touch points

## 6. Physical Plant Operations

VenuWorks will work with the City of Cedar Rapids and any contractors hired to operate and maintain the physical plant in our venues to achieve the following goals:

- Increase regular HVAC maintenance and use a higher standard of air filter where possible
- Increase HVAC exhaust and infusion of outside air into the venues during events
- During low- or no-occupancy periods operate water systems weekly including toilets, faucets, floor drains to prevent microfilm buildup.
- Update SDS with sheets for hand sanitizer and electrostatic sprayer solutions

## 7. Operations / Crowd Management

Patrons entering our venues and using the retail services need to follow the guidelines imposed by State and Local mandates. A number of new policies will be implemented in order to offer patrons adequate social distancing and hygiene safety:

### Staggered Arrival Times

The U.S. Cellular Center, McGrath Amphitheatre and ImOn Ice Arena are all Ticketmaster venues. Ticketmaster has a feature called “Managed Entry” which will be used to communicate with ticket purchasers a specific time window and which gate to enter the event through. This is intended to allow for smaller socially distanced queues waiting to enter through metal detector operations. (Dependent upon availability.)

### Ingress

- Venue perimeters: Taking advantage of the warmer weather, venue entrance perimeters are being expanded to allow for larger/longer queues into the building. These lines will be directed and marked by venue staff to allow for longer waits with proper social distancing.
- Expanded pre-event spaces: Anticipating longer lines to enter through enhanced screening procedures, event planners will be requesting from tours the ability to start processing ticketed patrons through entrances earlier than was previously custom. These patrons that are admitted

to the venue will be given access to concessions and merch areas in a pre-event space that has no access to the performance area.

- Clearly marked social distancing: In every situation where a line forms, and especially in the entrance lines, concession and merch lines, bathroom lines, floor signage will be installed using the Disney example of marking spaces not to stand in order to allow for social distancing between each group.
- Bag Searches: to ensure the safety of venue security staff, traditional bag checks/searches will no longer be conducted. For events requiring metal detectors and/or bag searches, only clear/transparent bags measuring no larger than 5"x8"x1" will be allowed inside the venue. Security must be able to view all of the contents of the bag from the outside. For diaper bags and medical exceptions, a specially trained Supervisor will be called over to perform a special search before allowing the bag in. Event staff conducting physical bag checks will wear proper PPE including gloves, apron, mask and face shield.
- Metal Detectors and Magnetometers: Physical pat-downs at security check points will be eliminated for the safety of our security staff. Magnetometers will not be used during Phase II operations because they require putting metal objects in common/shared bowls. For events that require metal detection, security personnel will instruct patrons to open their coats, keep their metal objects in their hands, and to submit for a hand-held wand search. Patrons will be denied entry if security is unable to identify a metallic object through use of handheld wands and visual search.
- Elevators will be limited to use by those in the same party. If patrons from multiple parties wish to use the elevator, capacity will be limited to 4 and patrons will be encouraged to stand in the elevators four corners.
- Concourses and stairwells will be one-way during high-traffic times. (Typically prior to the event starting, during intermissions and immediately following the event.) One-way designations will be clearly marked. "No standing" signage will be displayed throughout the concourses and walkways to discourage prolonged face to face contact with other guests walking through the areas.
- Restrooms: Maximum occupancy will be reduced and clearly marked on the door of each restroom and monitored by event staff when available. When possible, doors to restrooms will be propped open so patrons do not have to touch them when entering or exiting. Hand dryers will be disabled, and paper towels will be provided for patron & staff use. Every other urinal and sink will be disabled and covered to allow increase distance between patrons washing their hands. Reduced capacity in restrooms will likely create lines and queues outside entrances, which will be delineated with bike rack or stanchions and marked for social distancing between groups. Additional messaging will also be published to alert patrons to longer than usual lines for concession services and access to restrooms.

Egress: At the conclusion of the show, as much as possible, ushers and other staff will coordinate for rows/sections to be dismissed in an orderly fashion and directed to a specific exit. Exits will be restricted and monitored by event staff so that there is no opposite traffic creating face to face interaction.

Intermission: Intermission presents the same social distancing challenges as ingress and egress, with the distinction that some patrons will remain seated. For everyone who chooses to get up, they will have to be led out from back to front, and patrons will not be allowed to congregate inside or outside restrooms or near lobby concession stands. Even with fewer people attending events during the early phase of



reopening, intermission may have to be longer than before to allow time for socially distanced patron movement. Given these issues, including how to let some people out of a row while others remain seated, the path of least resistance may simply be shorter shows with no intermission but that is solely at the discretion of each individual artist.

Bodily Fluid Event: According to the CDC, if a customer or employee vomits or has diarrhea in any area of the venue, it is recommended that operations follow the same protocols be used that are currently in place for Norovirus.

Parking Areas: The U.S. Cellular Center and Paramount Theatre do not control any parking areas or structures. Needs and concerns will be communicated with Park CR prior and during event operations. The McGrath Amphitheatre and ImOn Ice Arena each have parking areas controlled by VenuWorks during events. These areas will be evaluated for one-way ingress and egress for patrons walking to and from their vehicles.

ADA: New health screening measures will require new accommodations for persons with disabilities. For example, deaf patrons who read lips may require screening from a worker wearing a clear face covering or one with a see-through window over their mouth. An event space that reduces points of ingress or egress must ensure continued accessibility. Venues with reduced capacity will confirm that enough accessible seating is still offered, including companion seats, to comply with disability laws. Patrons whose disability makes them unable to wait in a long line will receive a more expedited access procedure.

Emergency Action Plan – Egress / Shelter: The need for social distancing creates significant challenges when planning to evacuate a crowd during an emergency. Where patrons might be told to take refuge, such as at an outdoor event due to a forecast of severe storms, the area of refuge must be able to accommodate the crowd while maintaining social distancing between unrelated groups. Likewise, if patrons will be instructed to return to their vehicles in an emergency, workers will need training to manage the exiting crowd to avoid the risk of contagion while they flee from some other hazard. These may not be significant obstacles for the smaller crowds that will initially return to events, but event organizers will have to coordinate with all stakeholders, including public health and public safety officials, to reevaluate their emergency plans as larger crowds gradually return.

Note: The goal of maintaining social distancing between people would become a distant secondary consideration if there is a clear and imminent danger requiring an emergency evacuation. Even during this pandemic, emergency egress plans should reflect that moving patrons away from the most urgent hazard is the first order of business.

## **8. Guest Services**

The following new practices will be used by event staff working in these specific areas and duties:

PPE at the Entry Points: Security workers and ticket takers will be required to wear face coverings, face shields and gloves whenever they are working amongst patrons, both for their own health and to model safe practices. Because contaminated gloves spread coronavirus the same as contaminated hands, workers should avoid touching tickets or patrons unless their task requires it. If touching does become necessary, the worker should immediately discard the gloves, wash their hands, and put on fresh gloves before resuming work.



High Impact Security Roles: T-shirt security serving in roles including wandng patrons, working in barricades and in crisis response roles will be required to wear face coverings, safety glasses, gloves and disposable aprons in anticipation of working in close contact with patrons. Staff members will be trained in proper cleaning and disposal of PPE in between patron interactions.

Ushers: Event staff that have casual interaction with patrons including directing from a socially distant position and educating patrons about social distancing will be required to wear face coverings and gloves only.

Information Desk: Staff working in this position are able to have socially distanced interactions with patrons and will only be required to wear face coverings. All information, brochures and flyers will be given to patrons for review and dispose of.

Unruly Guest Procedure: Patrons that have been given every opportunity to comply with house policies and procedures will be trespassed off the venue premises. Event Staff and Supervisors working in these roles will be trained for safe interactions with patrons, interacting with Police and EMT's hired to work the events, and proper cleaning and disposal of PPE after patron interactions.

## **9. Ticket Office**

Ticket Selling Stations at the U.S. Cellular Center and the Paramount Theatre are already isolated from the public by permanent glass. Sellers will continue to communicate with customers using the microphones built into the permanent glass with the following additional procedures:

- The current windows are spaced less than 6' apart. Partitions shall be installed to allow for every window to continue to be used, but will physically separate customers.
- Partitions will also be installed inside the Ticket Offices to separate side-by-side selling stations that are less than 6' apart.
- Highly visible signage shall be installed at each window to discourage patrons from touching the glass, counters or side partitions and to stand back from the windows.
- Single use printed venue maps shall be made available for patrons to have and dispose of as needed.
- Hand sanitizer will be available at each ticket window for customer use. Signs will be posted encouraging customers to use hand sanitizer after their transaction is completed.
- Ticket sellers will be required to wear masks, but not face shields since permanent glass protects them from face to face encounters with patrons.
- Ticket sellers will be required to wear gloves, and will be trained not to touch their face or masks while wearing the gloves.
- Customers will be encouraged to use credit cards as much as possible, and sanitizer will be made available to each seller to wipe the cards before swiping. If cash is the only option, staff will wash/sanitize hands after each cash-handling encounter.
- Disposable pens will be used for customers to sign receipts as needed. Used pens will either be discarded or wiped down with the same solution being used for the credit cards.
- The aluminum counters, glass and partitions will be sanitized regularly by Ticket Office staff.
- Each station will be disinfected following each shift including chair, counter space, computer and microphone.

The ticket booth at the McGrath Amphitheatre is a pop-up tent in a grass field. The following procedures will be put in place in this location:

- Sellers will be separated in the pop-up tent to work from all 4 sides of the tent and not side by side.
- Sellers will be required to wear face coverings and gloves while dealing with patrons purchasing tickets or picking up Will Call.
- A plexiglass barrier will be hung down from the pop-up cross beams that will shield the seller from the patrons purchasing tickets.
- Highly visible signage shall be installed at each window to discourage patrons from touching the glass or table and to stand back from the glass.
- Single use printed venue maps shall be made available for patrons to have and dispose of as needed.
- Hand sanitizer will be available at each seller point of sale for customer use. Signs will be posted encouraging customers to use hand sanitizer after their transaction is completed.
- Customers will be encouraged to use credit cards as much as possible, and sanitizer will be made available to each seller to wipe the cards before swiping. If cash is the only option, staff will wash/sanitize hands after each cash-handling encounter.
- Disposable pens will be used for customers to sign receipts as needed. Used pens will either be discarded or wiped down with the same solution being used for the credit cards.
- Each station will be disinfected following each shift including chair, counter space, and computer.

Ticket Policies are generally set by the community group, promoter or artist. The venues will continue to follow current ticket policies unless otherwise dictated by these groups. Refunds have never in the past been made available to patrons that do not attend for health or availability reasons, and future operations shall continue to follow this precedent.

Social Distancing: All venues will be utilizing the available Ticketmaster features that will allow for selling groups or pods of seats that are socially distanced from each other. At the Paramount Theatre we will either be manually identifying seats to keep groups distanced or the Tessiture software may come out with a solution to do it automatically by the time we are operating again.

## **10. Materials Handling**

Production equipment and cargo will be unloaded at the venue using the following guidelines:

- In addition to mandatory face coverings, workers will be required to wear gloves when handling equipment and cargo to prevent surface contamination.
- Social distancing will be encouraged as much as is feasible for production crew working in confined spaces, including working inside trailers. Workers will be required to always wear face coverings and gloves when those do not interfere with essential work functions, particularly when they cannot maintain social distance. The general need for distancing should not cause other unsafe working conditions for technical and construction crew. For example, if a piece of equipment takes four people to lift, then each worker should protect themselves from infection to the best of their ability while lifting the load together.
- High-touch equipment such as motor controllers, microphones, mic stands, presentation remotes, and audio/video cable should be sanitized frequently, and equipment will be dedicated to individual users where possible.

- Heavy equipment such as forklifts, boom lifts, and scissor lifts should minimize the number of operators of each piece of equipment where feasible.

Deliveries: In addition to adhering to the Materials Handling guidance above, delivery truck drivers should not leave their cab during offloading unless they receive the same screening and follow the same health procedures as other workers. To the extent possible, deliveries should be scheduled in shifts to minimize the time workers load or unload close together. Workers unloading deliveries should change their gloves and wash their hands between each delivery.

## 11. Runners

Driver Health. When drivers report for duty, they will undergo the same screening for temperature or infection symptoms as other workers.

Vehicle Capacity. As in all other public areas, social distancing should be enforced in buses, vans, and other ground transportation to the extent possible. For example, nine passengers plus a driver could fill a fifteen-passenger van in order to allow more space between riders. This may require adjustment of existing plans to provide additional vehicles or multiple trips.

Passenger Hygiene. Passengers should wear face coverings and gloves while riding, and wash hands or use hand sanitizer after leaving the vehicle.

Vehicle Cleaning. Transportation providers should disinfect the passenger compartment after every trip, including all hard surfaces, seats, headrests, seatbelts, seatbelt buckles, and armrests. Nothing should be left in the rear of the vehicle that could be touched by more than one person, such as papers, water bottles, or coffee cups. All vehicle operators should be trained regarding the surface's passengers are likely to touch and the cleaners, disinfectants, and PPE needed to clean and disinfect them. Additional time between trips must be reserved for this process.

## 12. Food and Beverage/Merchandise Services

Safe service of food and beverages presents many operational challenges, but many are within the ability of even our smallest events and venues. The following policy and procedure changes shall be implemented in Cedar Rapids at all venues serving concession style food and beverage operations:

Ordering: Menus will be posted electronically or printed on single-use paper to avoid transmitting germs on reusable plastic menus. Electronic ordering can be encouraged using QR codes for each menu item.

Point of Sale Terminals: Strict staff separation between cash handling and drink pouring/food delivery. POS terminals will be assigned to one worker whenever possible, and they will be sanitized between each user and before and after each shift. If multiple servers are assigned to a terminal, then servers should sanitize their hands after each use. Workers who handle money will wear gloves and will not also serve food or beverages. When a point of sale system requires a signature or entry of a PIN, a disposable wooden stylus or similar tool will be provided to allow a touchless transaction.

Upgraded point of sale systems: The U.S. Cellular Center recently completed the capital project that upgraded all concession stand points of sale to the 'Appetize' POS system. It was immediately apparent

using the new system that per-cap spending actually increased incrementally through faster speed of service. This same company also offers the ability for patrons to order and pay for their concession items through an app on their personal cell phones, with an assigned time and pick-up area communicated back to the customer. Pricing to upgrade the existing system at the U.S. Cellular Center has been included in the last chapter of this document, as well as to fully replace the 20-year-old computer system at ImOn Ice and to supplement the systems at the Paramount Theatre and McGrath Amphitheatre.

Protections to be put in place in all concession stands including:

- Clear plastic partitions shall be installed in front of POS stations and registers.
- Designated “pick-up” zones will be identified for patrons to get their food and drink, and as much as possible a “No touch” service will be provided by counter staff by leaving items on counters or serving on trays.
- The number of counter staff will be limited consistent with social distancing.
- Menus will be updated so that all food and beverages being sold are served pre-wrapped or in closed lid containers (clamshells) or bags.
- New cups and lids will be ordered in order to serve all fountain drinks and draft beer in covered containers.
- All common-use garnish and condiment stands will be removed and replaced with individual packets.
- All common-use utensil and straw dispensers will be replaced with pre-wrapped and sealed packets.

Bar Hygiene: Bartenders will model safe behavior by wearing a face covering and gloves when they are behind the bar. Garnishes will be eliminated entirely. Patrons will be required to hold their own identification for bartender inspection. If a worker must handle a patron’s ID, the worker will then dispose of their gloves and wash their hands before resuming service.

Hawking: Hawking, or the practice of sellers walking through the crowds selling beverages and snack items to patrons in their seats, shall be discontinued until the operations enter Phase III protocols.

ServSafe Re-training: Prior to return to service, all full and part time staff will review ServSafe Food Handler protocols and will re-train in enhanced cleaning procedures for food/prep, bars, serving counters, cash register areas and other aspects.

Cleaning: All counters, prep areas, equipment will be cleaned regularly. Smallwares and specialty items will receive more frequent sanitization including:

Bottle and can openers	Pots and pans
Cutting boards	Pour spouts
Grill scrapers	Serving spoons
Ice buckets	Spatulas
Ice scoops	Squeeze bottles
Knives	Tabletops
Ladles	Tongs
Measuring cups and spoons	Wine openers/keys

Vending Machines with common touch areas (menus, ice dispensers) shall not be used at events.

Separate Entry and Exit Points. When possible, patrons will be queued away from the food and beverage area in a different direction than the way they entered.

Queuing. Distancing graphics will be used to mark the floor and clear delineation of where the lines are to queue will be made with barricade or rope and stanchion. Queues will be patrolled by guest services workers to provide information and enforce social distancing.

Merchandise Retail sales: All transactions to remain “touchless” as much as is feasible. Patrons will not be permitted to try on merchandise. Only workers may touch items for sale. All items will be marked “Final Sale.” No returns or exchanges. All sales are final.

Concourse spacing. All booths and merchandise sellers will be spaced far enough from each other so patrons can wait in line while maintaining social distance and not block access for pedestrians passing by.

### **13. Communication with Event Sponsors, Promoters, Agents and Producers**

The State of Iowa has opened up all entertainment buildings for live performances with the condition that the venue operators continue to maintain 6’ social distancing between groups/individuals. The following policy changes have been implemented into our communication with tours and community groups that will be using our venues from now until the restrictions are lifted:

VenuWorks recognizes some one of the challenges in reopening our venues safely involves a negotiated trust with each performer and tour. The artist and tour want to know the venue is clean, and the venue want to know the tour will not bring unreasonable risk into their premises. Both parties have a vested and mutual interest in agreeing to the kinds of measures discussed here. The following policies are being communicated with tours so that everyone will be aware of the expectations prior to hosting a live performance.

- All venue maps are in the process of being updated with larger entrance perimeters, detailed one-way entry and egress plans, and larger lobby and pre-function spaces to allow for patrons that have passed through security to wait in an area with amenities until the full house is open.
- All venue maps have been changed to reflect 6’ distancing in the seating areas and new maximum capacities.
- Each venue has purchased advanced equipment including electrostatic sprayers that are used at the conclusion of every event (or more frequently if needed).
- All backstage spaces occupied by the tour will have been detailed cleaned after the last event, disinfected with the electrostatic sprayers, and where possible the rooms have been sealed with tape to prevent anyone from using the room again prior to tour arrival.
- Dressing rooms and locker rooms will be evaluated to more thoroughly clean any furniture, equipment or amenities that may have been touched by previous occupants (i.e.: television remotes, soap dispensers and shower curtains, refrigerator handles).
- All venue personnel will be subject to temperature checks and will be given PPE appropriate for their job responsibilities. Social distancing will not be guaranteed in every instance of loading in and out of equipment but will be adhered to when possible and practical.

- Tour personnel entering the building will be required to wear face coverings but will not be subjected to temperature checks by the venue unless specifically requested by the promoter or tour.
- Backstage Entrance Procedures: Separate entrance lines will be created for touring and local crews, with social distancing guidelines in place. No entrance will be allowed through the loading dock. A designated exit will be created, separate from the screening area. If touring personnel or stagehands exit the area, a re-screening should take place prior to re-entering the secured backstage area.
- Sound Check: All non-essential local crew will leave the secured area after load-in. Sound check will be closed to any nonessential tour and venue personnel.
- Self-serve buffets will be eliminated and replaced with box meals/buyouts as much as is feasible. When a buffet is required, a food service staff member will be available to serve people in line while observing social distancing as much as possible. The interest is to eliminate any situations where tour personnel are using common serving spoons in a chafar or taking food/beverage out of tubs that may have been touched by someone else. Hand sanitizer stations will be installed at the entry to all catering areas. Coffee and drink areas will be separated from catering to allow access to all day refreshments.
- Backstage Guests: Backstage guests will be strongly discouraged. If a limited number of guests is requested by the tour or promoter, the guests must follow all tour procedures and can be asked to leave the backstage premises at any time if they are deemed a health or safety risk. Guests will be asked to apply hand sanitizer before entering backstage.
- Meet and Greets: In person meet and greets and after-show guests will be strongly discouraged. If meet and greets are requested by the tour or promoter, the venue will request that they will be limited to small groups of no more than four. Meet and greet guests must follow all venue health and safety measures in addition to social distancing guidelines while backstage. If required by the tour, guests can be given a secondary health screening and temperature check prior to entering any backstage area. Guests will be asked to apply hand sanitizer before entering backstage.
- Post-show venue settlement will be requested to be done electronically with a reduction in use of paper, although signature pages will still be required by the venue.
- Post Show: Artists and Performers are encouraged to exit the venue shortly after the conclusion of their set, unless departing from the event by buses. If an Artist or guest plans to return to the dressing room area after the show, the rooms will be locked upon exiting, and unlocked upon their return.
- Load Out: For load out, touring crew are encouraged to use masks. Fresh replacement masks will be made available by the venue throughout the day. Masks for local crew will be provided as well. No guests or venue will be allowed in the bus area.

Regarding intermissions. There has been some discussion in the industry about the need to eliminate intermissions to prevent additional patron face to face contact, and for artists to play straight through. As capacities have been lowered in each venue, and the cost of sales for food and beverage has increased with additional packaging, the need to sell food and beverage by the venues has become critical to survival. VenuWorks will always support an artists' desire to play through, but requests that additional time be given during entry and prior to performance to make up for reduced sales in these instances.

Site visits and venue tours for marketing and booking should be replaced by virtual tours to the extent feasible. Companies seeking to book a space should prepare to submit a health and safety plan consistent with these guidelines regarding the risks particular to their event.

Social Distancing Musicians. The authoritative guidance requiring not less than six feet of social distance may have to be expanded for singers and musical instrument players. Musicians often breathe deeply and expel aerosols further than people engaged in non-physical activities. Their performance space, including on stage and in orchestra pits, should be arranged to maximize social distancing while allowing at least some of them to perform together.

#### **14. Transition to State Phase III Operations**

At the beginning of this document it was discussed about instituting cultural change in order to protect our patrons and staff and to build confidence in the public to return to our venues. As Linn County enters Phase III of the reopening and the need for social distancing is either reduced or eliminated, not all of our new policies will be changed back to the way they were prior to the COVID-19 pandemic. At this moment in time, we foresee the following to continue or change in Phase III:

- Face Coverings will become optional for patrons. Employees will also have the option to provide their own face coverings, but gloves and face shields will be discontinued unless required by other standards.
- Good patron and employee hygiene will be continued to be communicated through various social marketing and physical signage.
- The clear bag policy will be continued from this point forward. This is in place in most stadiums and many arenas and is sensible to continue for the safety of our patrons and employees.
- Metal detectors will be reinstated when possible to share the bowls used to place metal objects in.
- Coat checks services in the venues where it offered will be reinstated.
- Employee safety and check-in will be continued; however temperature checks and employee interviews will be discontinued. Employees have always been encouraged to stay home when sick and this will continue to be communicated to staff.
- Detailed cleaning and disinfecting with electrostatic sprayers will be continued.
- All drinking fountains, urinals, sinks, hand dryers and other furnishings will again be opened as social distancing requirements are eased.
- Hand sanitizer stations installed throughout the venues will be left in place and continue to be stocked.
- The new ordering service through cell phones for food and beverage will be continued and expanded if possible.

Other practices may prove to be advantageous to our patrons and employees as we begin to explore new ways of providing social distanced environments. VenuWorks will continue to evaluate and try new things and other practices may be continued after our venues enter Phase III as well.