



***VENUESHIELD
REACTIVATION GUIDE
OVERVIEW***

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INTRODUCTION

As the over 300 ASM Global-managed venues around the world begin to reopen in a COVID-19 environment, venues must provide the highest level of health and safety protection to inspire consumer confidence. ASM Global created VenueShield to help ensure that venues have the information they need to follow health and safety best practices when reopening to the public.

About VenueShield

ASM Global subject matter experts have partnered with technical experts, health officials, and industry leaders in developing all facets of VenueShield.

VenueShield is designed to provide an evolving approach to support the unique aspects of ASM Global-managed venues and is guided by input from the company's venue experts around the world, representing every venue type.

The worldwide VenueShield Task Force will continue to refine and develop VenueShield by collecting and monitoring data, researching new technology and products, and updating best practices.

Topics in this Guide

- ✓ Protecting the Health and Safety of the Workforce and Guests
- ✓ Preparing to Reactivate Your Venue
- ✓ Public Awareness
- ✓ Environmental Hygiene
- ✓ Customer Journey and Event Operations
- ✓ Food and Beverage Service
- ✓ Workforce Safety
- ✓ Technology and Equipment
- ✓ How to Create a Venue-Specific Reactivation Plan



*We realize that each one of our venues across the globe is an **economic engine** for its community, representing local tax revenues, travel revenues and jobs. **We look forward to reopening** these local and regional economic foundations, stimulating local economies, and again delivering the **entertainment experience** that has defined us for decades."*

*- Bob Newman,
President and CEO ASM Global.*

About the VenueShield Reactivation Guide

The culmination of VenueShield is this *VenueShield Reactivation Guide* (Guide). The Guide will help venue managers implement VenueShield operational best practices during the COVID-19 environment. The best practices recommended in the Guide are and will continue to be informed by organizations such as the Centers for Disease Control and Prevention (CDC), National Health Service (NHS), and World Health Organization (WHO). This Guide will be updated as necessary.

All venues are required to comply with all applicable laws, local orders, and regulations, which take precedence if there is a conflict with the best practices in the Guide. The Guide was created to be consistent with the recommended CDC guidelines for social distancing, which is 6 feet or 2 meters. Venues should always defer to their local governmental guidelines relative to social distancing requirements.



The Guide provides direction to venue management on how to implement health and safety best practices and operate events in ASM Global's primary venue types (arenas, convention centers, stadiums, and theaters). The health and safety best practices in the Guide are divided into six components that support key operations for venue events and activities:

- Public Awareness
- Environmental Hygiene
- Customer Journey and Event Operations
- Food and Beverage Service
- Workforce Safety
- Technology and Equipment

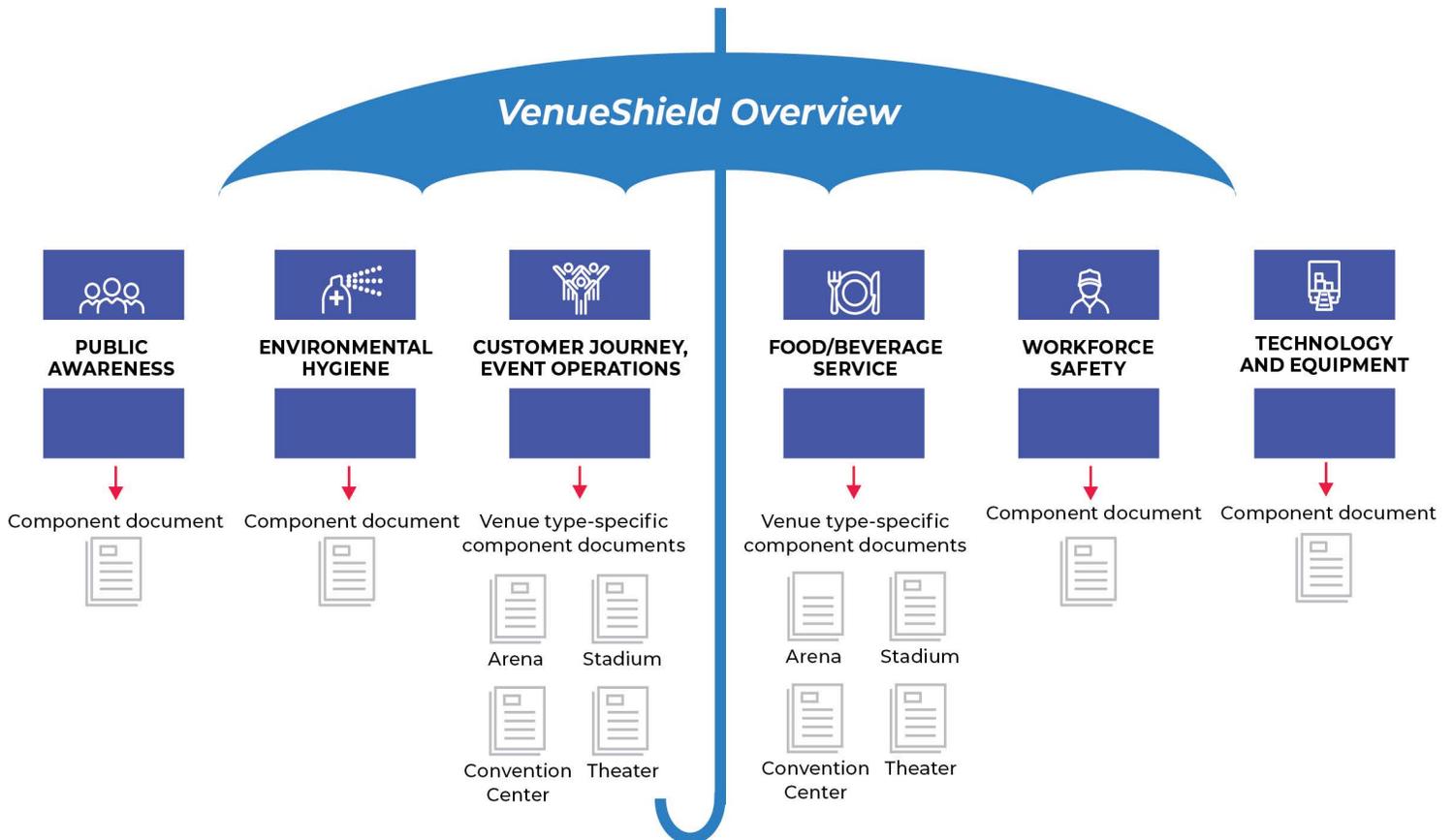
The best practices presented in this Guide are approved by ASM Global. If a venue needs to adapt a best practice to fit a unique circumstance or location, venue managers should contact senior leadership within their respective operating division.

How to Use This Guide

The Guide is designed to be highly interactive and flexible, allowing venue management to tailor the contents for their specific needs as they reopen.

Each of the six components is summarized in this Overview and also further supported by more detailed documentation, best practices, and information, as described below and illustrated in the figure:

- The public awareness, environmental hygiene, workforce safety, and technology and equipment components are generally similar across all venue types and are supported with in-depth documents for each component.
- The customer journey and event operations component and food and beverage service component are complex and vary substantially depending on the venue type. These two components are linked to documents that are specific to the four ASM Global venue types:
 - Arena
 - Convention Center
 - Stadium
 - Theater





PROTECTING THE HEALTH & SAFETY OF THE WORKFORCE & GUESTS

Health and safety best practices must be integrated into every procedure to ensure the health and safety of the workforce and guests.

About COVID-19

COVID-19 is an infectious disease caused by a coronavirus strain called severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2). Coronaviruses are a family of viruses that can infect humans and animals. The SARS-CoV-2 strain was not known to occur in humans before 2019. As of this writing, there is no vaccine or cure for COVID-19.

How does it spread? SARS-CoV-2 is thought to spread primarily in two ways. The first is person-to-person through droplets from the mouth or nose that are produced when breathing, speaking, singing, coughing, sneezing, or laughing. The droplets can land in the mouth or nose of a nearby person or be inhaled into the lungs. Spread is more likely if the two people are closer than 6 feet (2 meters) to each other.

The second way is by contacting surfaces or objects that contain the virus and then touching the face, mouth, or nose. According to the CDC, this method of spread is thought to be less common than person-to-person.

What are the symptoms? COVID-19 symptoms include fever, cough, shortness of breath, muscle or body aches, headache, fatigue, sore throat, runny nose, nausea or vomiting, and diarrhea (CDC, 2020). The disease may exacerbate underlying medical conditions (e.g., pulmonary or cardiac disease), lead to pneumonia, or occur as part of a coinfection with other viral or bacterial

pathogens. The elderly and those with chronic medical conditions may be impacted more severely.

Individuals who are infected with SARS-CoV-2 may not exhibit symptoms of COVID-19 until 14 days after being exposed to the virus. It is thought that infected individuals who do not have symptoms can still spread the virus.

What actions prevent transmission? The primary methods of preventing the spread of SARS-CoV-2 are staying at home, physical (social) distancing, using face coverings and gloves, maintaining good hand hygiene, and disinfecting surfaces. For more information, see the table titled, How to Prevent the Spread of COVID-19 in Public Venues, below. See Section 5, Environmental Hygiene, for additional information on cleaning and disinfecting.

Health and Safety Regulations

Argentina. Work legislation in Argentina is established by the “Ministry of Labor, Employment and Social Security of the Nation” under the [law 20.744](#) (Employment Contract Law). The law 20.774 establishes the responsibilities, rights, and obligations of both parties (employer and employee), including all related to health and safety regulations, in order to guarantee and promote safe and healthy workplaces and work conditions.

Australia. The Commonwealth of Australia, four of the six states, and both territories have enacted work health and safety [legislation](#). Under these laws, businesses must ensure the health and safety of their workers.

Brazil – Sao Paulo. The different states have the autonomy to receive and approve protocols from each sector (education, industry, tourism, entertainment, etc.) so there is no general protocol established or published that applies nationwide. Sao Paulo, has established [measures](#) to be taken by employees and customers to guarantee a safe work environment, once the requirements of gradual reopening are reached (number of new cases, contaminated people, hospital occupation, etc.)

Canada. Workers are covered by the health and safety legislation of the province in which they work. The [Canadian Centre for Occupational Health and Safety](#), is mandated to promote safe and healthy workplaces to help prevent work-related injuries and illnesses.

European Union. The European Framework Directive ([1989/391/EEC](#)) establishes general principles for managing safety and health, such as responsibility of the employer, rights/duties of workers, using risk assessments to continuously improve company processes, and workplace health and safety representation.

Hong Kong. Occupational Safety and Health Ordinance ([CAP 509](#)) regulates safety and health at work. The legislation imposes a general duty of care on employers and occupiers of premises and employees; its requirements cover working environment and workplace hygiene.

United States. Employees must comply with [Federal and State Occupational Safety and Health Administrations](#) or equivalent state program on exposure to biological and chemical hazards. Compliance includes the following standards:

- Hazard Communication ([29 CFR § 1910.1200](#))
- Bloodborne Pathogens ([29 CFR § 1910.1030](#))
- Respiratory Protection ([29 CFR § 1910.134](#))
- Personal Protection Equipment ([29 CFR § 1910.132](#))

Uruguay: The main authorities directly involved in COVID control are the Health Ministry, Secretary for National Emergency and Crises, and the Ministry of Work and Social Security. Recently, the Decree No. 406/988. Recently the [Decree No. 406/988](#) related to Industry, Commerce, and Services established the regulatory provisions and protocols on labor safety, hygiene, and health. The Health Ministry website has pages dedicated to inform and train workers in the contingency plans.

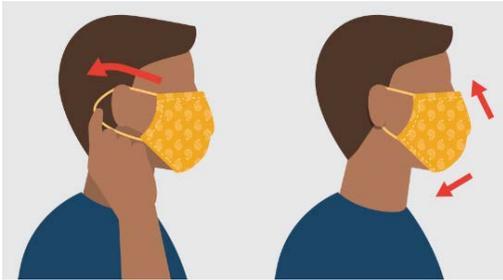
HOW TO PREVENT THE SPREAD OF COVID-19 IN PUBLIC VENUES

Action	Key Points
<p>Stay home if you have symptoms or have been exposed</p> <p>Staying at home and avoiding contact with others is crucial to slowing the spread of COVID 19.</p>	<ul style="list-style-type: none"> • Stay at home and isolate yourself from others to the extent possible if you have symptoms of COVID-19. • If you have been exposed to someone with COVID-19, stay at home for 14 days after the exposure, check your temperature twice a day, and watch for symptoms of COVID-19.
<p>Practice social distancing</p> <p>Social distancing, also called “physical distancing,” means maintaining space between yourself and other people. According to the CDC, spreading the virus is more likely if two people are closer than 6 feet (2 meters) to each other.</p>	<ul style="list-style-type: none"> • Stay at least 6 feet (2 meters) from other people, including when standing in line. Note: The recommended social distancing metric may change with time and may vary depending on location. • Avoid all non-essential social interactions. • Protect yourself and others by wearing a face covering in situations in which social distancing is not possible. • Don’t allow social distancing to take precedence over safe working conditions.



Action**Wear face coverings**

According to the CDC, face coverings have been shown to be effective in reducing the spread of COVID-19, especially in close environments. The CDC recommends wearing cloth or disposable face coverings in public settings in which social distancing is difficult to maintain.

**Key Points**

- Before putting your face covering on, wash your hands and make sure the covering is clean.
- Make sure your mouth and nose are fully covered and that the covering fits snugly against the sides of your face so there are no gaps.
- Change your face covering if it becomes unclean, after sneezing or coughing, and at the end of a work shift.
- Be careful not to touch your eyes, nose, and mouth when removing your face covering.
- Wash your hands immediately after taking it off.
- Wash your cloth face covering after each use in the washing machine or by hand using a bleach solution, and allow it to dry completely.
- Click [here](#) for more information on how to properly wear, take off, and clean a cloth mask.

Practice good hand hygiene

Washing your hands with soap and water mechanically removes pathogens. If you don't have access to soap and water, use an alcohol-based hand rub.

Hand hygiene is the responsibility of all employees and guests.

[Click here for tips on washing your hands](#)

- Wash your hands with soap and water for 20 seconds:
 - When your hands are visibly soiled
 - Before eating
 - Before putting on gloves
 - Between changing gloves
 - After using the restroom
- Be sure to dry your hands thoroughly.
- If soap and water are not available, use an alcohol-based sanitizer with greater than 60% ethanol or 70% isopropanol.

Wear gloves

The CDC recommends wearing gloves only when cleaning and disinfecting surfaces and when caring for someone who is sick. Wearing gloves is otherwise not recommended because of the risk of spreading the virus if the gloves are contaminated

- Wash your hands before putting gloves on.
- Change your gloves if they are damaged or torn and after sneezing, coughing, or blowing your nose.
- Wash your hands after taking off your gloves and before putting on new ones.

Clean and disinfect surfaces

Hard, non-porous surfaces can harbor SARS-CoV-2 for more than 3 days.

Cleaning refers to the removal of the virus from surfaces; it does not inactivate the virus. Disinfecting refers to using chemicals that inactivate the virus on surfaces.

- Wear disposable gloves to clean and disinfect.
- Clean surfaces using soap and water and then disinfect them using an EPA-approved disinfectant.
- Disinfect high-use surfaces and objects frequently.

Returning to Work After COVID-19

Per [CDC](#) guidance, people who have had COVID-19 or its symptoms can return to work when they meet the following criteria:

- No fever for at least 72 hours (3 full days with no fever) without the use of medication, AND
- Other symptoms have improved, AND
- At least 7 days have passed since their symptoms first appeared, AND
- Two negative test results in a row, 24 hours apart.

All venues should check with local health authorities for more specific local guidance.

Accessibility

Accommodating persons with disabilities in a COVID-19 environment may include taking the following steps:

- Wearing a face covering with a see-through window so employees and guests who are hearing impaired can read lips
- Ensuring that the points of ingress or egress are accessible, particularly in venues that have reduced the points of ingress or egress
- Ensuring that accessible seating is available in venues that have temporarily reduced capacity
- Providing an expedited procedure for guests who are unable to wait in long lines
- Consulting with a local advocate for persons with disabilities

Where to Get More Information and Guidance

The Centers for Disease Control and Prevention

(CDC). The CDC has an [information hub](#) that includes guidance on operating in a COVID-19 environment. ASM Global recommends that General Managers familiarize themselves with CDC guidance and review the information regularly because it changes often.

Learn more about the helpful CDC guidance by clicking on these links:

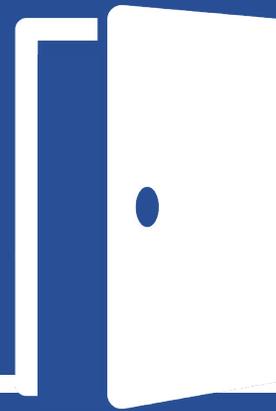
- [People who need to take extra precautions](#)
- [People who are at higher risk for severe illness](#)
- [How to protect yourself and others](#)
- [COVID-19 symptoms](#)
- [What to do if you are sick](#)

The World Health Organization (WHO).

The WHO has published a COVID-19 risk assessment and mitigation checklist for use by mass gathering organizations. Specifically, it includes a tool for sports federations and event organizers. [Mass Gathering Sports Addendum Risk Assessment tools](#) in the context of COVID-19, which can be a helpful guide in mitigating risks.

Local health authorities. All venues should be in regular communication with local public health authorities on current guidelines and applicable restrictions and should request that those authorities review the Venue-specific Reactivation Plan (described herein) to ensure alignment.





PREPARING TO REACTIVATE YOUR VENUE

Create a Local VenueShield Team

To effectively implement VenueShield, each venue should create and maintain a Local VenueShield Team. The Team will be key in developing, managing, and executing the Venue-specific Reactivation Plan and will coordinate with ASM Global on VenueShield updates.

The Local VenueShield Team should comprise:

- Venue's General Manager
- Assistant General Manager
- Department leaders in Guest Services, Operations, Food and Beverage Service, Human Resources, Public Safety, and Sales and Marketing

Identify Requirements

Mandated. Municipalities, counties, and states have developed requirements, executive orders, and regulations for mass gatherings that must be followed. It is the responsibility of each individual venue to ensure compliance.

Municipal owners. Each venue must work in partnership with their Contract Administrator and municipal ownership to ensure that the Venue-specific Reactivation Plan is in accordance with the direction of their municipal partner.

Tenants/major users. Each venue will need to work closely with their tenants /major users to understand how new guidelines and requirements might affect their event operations. In the case of stadiums and arenas, sports leagues will likely establish operating policies for the tenant to follow. As local guidelines and requirements are shared with the tenant/ major users, it will be important to keep an open dialog with all relevant personnel to ensure alignment with the venue's guidelines.

Essential Steps in Preparing to Reactivate Your Venue

- ✓ Create a Local VenueShield Team for the venue
- ✓ Identify local requirements or restrictions
- ✓ Use this *VenueShield Reactivation Guide* to develop a customized detailed Venue-specific Reactivation Plan and an associated stakeholder summary
- ✓ Train the workforce on requirements
- ✓ Gain approval from local officials to reopen
- ✓ Inform the public of the venue's reopening safety measures.

Event organizers. Event organizers will likely establish their own set of requirements and guidelines for guests attending their event. It is important to continue conversations with promoters and event organizers to stay up-to-date on specific event needs.

Develop a Venue-specific Reactivation Plan

The Local VenueShield Team will develop a Venue-specific Reactivation Plan that is based on this Guide and customized to meet venue-specific challenges. The plan should be a comprehensive document that the Local VenueShield Team can use to set policies, procedures, and guidelines for the venue's reopening.

Contents of the Venue-Specific Reactivation Plan.

The Venue-specific Reactivation Plan should include best practices set forth under the six components described in this Guide. A summary of the best practices for each of the components is provided in this Overview and detailed information related to each is provided in associated VenueShield documents linked to this Overview.

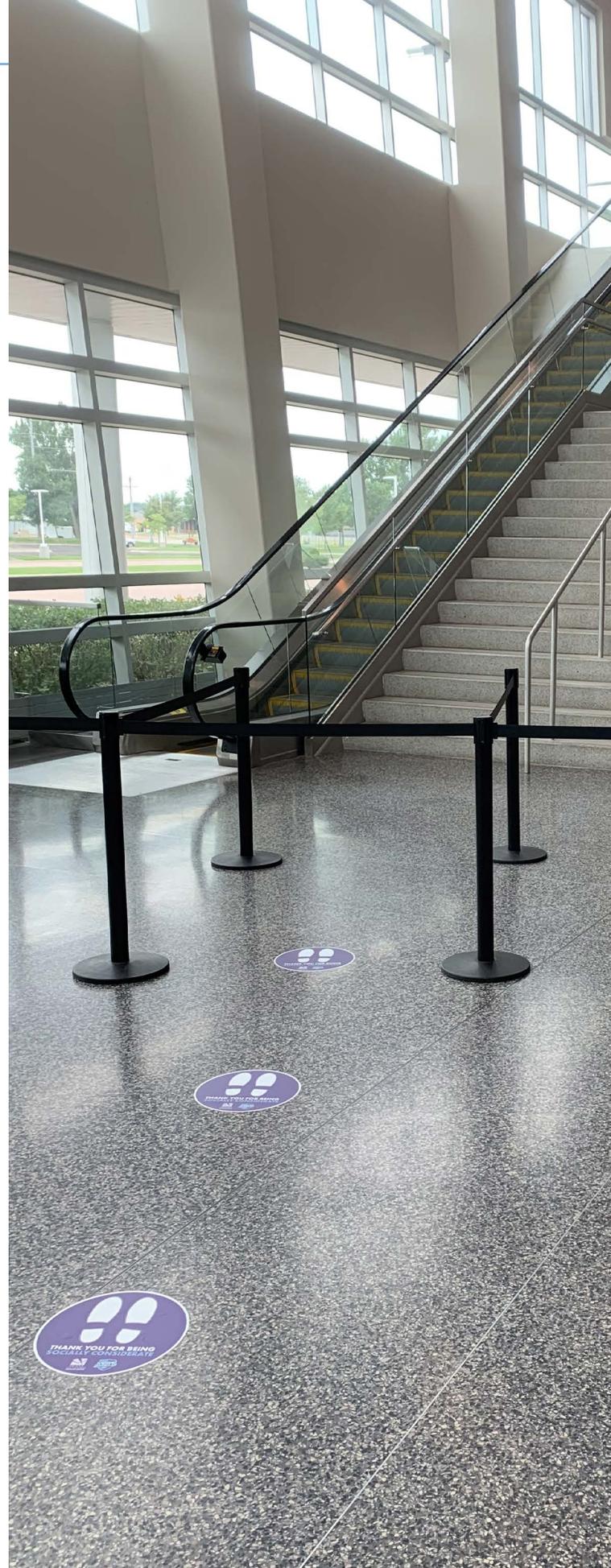
The Venue-specific Reactivation Plan should be tailored to address the venue's unique circumstances. In particular, the Local VenueShield Team should consider these topics:

- **Technology and equipment**
Each venue will need to consider what technology, equipment, and cleaning items are necessary to safely reactivate and operate their venue. If the venue has a tenant, consideration should be given to their requirements.
- **Capital and operating expenses**
Venues will need to be mindful of the appropriate level of capital and operating expenses that can be allocated for VenueShield purchases.
- **Scheduling**
Each venue will have different timelines for reactivating depending on clearance from governmental bodies and when events return to the venue. Based on the specific situation, an implementation schedule should be created to include:
 - Staff training, as described in the venue-specific Team Member training plan
 - Public awareness messaging, as described in the public awareness component document
 - Capital and operational expenditures to cover desired items based on the needs outlined in the Venue-specific Reactivation Plan

For more information on how to build your own Venue-specific Reactivation Plan, see Section 10, Creating Your Venue-Specific Reactivation Plan, of this Overview.

Prepare a stakeholder summary. Venues should prepare a stakeholder summary of the Venue-specific Reactivation Plan that stands alone and is intended for sharing with venue owners, tenants, and local, city, and state government officials.

Updates to the Venue-specific Reactivation Plan. As information related to COVID-19 and how it affects facility operations continues to develop, the Local VenueShield Team will be responsible for updating the venue's plan. The Team will play a crucial role by monitoring local government regulation changes to ensure that their plan continues to follow pertinent guidelines. ASM Global will provide VenueShield updates as COVID-19 strategies and best practices advance.





Train the Workforce: Our Talent

VenueShield operational practices, guidelines, and strategies will need to be shared with ASM Global full-time staff and part-time staff. Local venue leaders will be responsible for training their staff on the new processes and procedures. It is recommended that local venue leaders in each department present the information to their full-time staff and discuss in detail the logistics of the new processes. VenueShield guidelines should be added to future event-day staff and volunteer training sessions so they will understand the general changes to the venue's operation.

For more information on these procedures, see Section 8, Workforce Safety.

Gain Approval from Local Government Officials to Reactivate Your Venue

Venue leaders will need to establish and maintain contact with local government officials to inform them of the venue plan to reactivate and operate events safely. It is important that each venue obtain specific direction and authorization from local officials to operate events. Getting this approval from officials is a crucial part of the reactivation process. VenueShield is intended to support that effort.

The stakeholder summary of the Venue-specific Reactivation Plan can be shared with local officials to communicate the new operational plans and help reassure them that venue leaders are doing everything possible to reopen safely.

Implement Public Awareness Plan

One of the most important steps in reactivating a venue is making sure that the public understands that it is safe to come back to the venue. Informing the community of the proactive VenueShield measures being taken by the venue will help reassure guests and encourage them to attend an event. It is important to allocate adequate resources and time toward implementing the venue-specific Public Awareness Plan, as described in Section 5, Public Awareness.

COVID-19 Event Rules

Each venue should create a set of event rules ("house rules") that apply to event organizers and tenants for all events occurring during the COVID-19 pandemic. The event rules should be developed by the Local VenueShield Team and should outline the venue's COVID-19-related operational policies. The event rules will articulate the requirements that apply to all event organizers and tenants for events conducted during the COVID-19 pandemic. Requirements that should be included are: capacity limits, social distancing measures, insurance coverages, COVID-19 event waivers, and a summary of the overarching operational procedures. Venues should request that local government officials review and approve of the venue's event rules.



PUBLIC AWARENESS

An important aspect of successful reactivation is making the public aware of the safety steps that will be taken by the venue to protect guests, employees, vendors, exhibitors, artists, and others attending events. VenueShield was created to provide information on best practices and new technologies, as provided in this Guide, for just this purpose: to enhance the safety of all associated with ASM Global venues. VenueShield is designed to be the core element of the venue's Public Awareness Plan.

This section contains a summary list of actions and items that venues can use as they prepare a Public Awareness Plan to communicate reactivation information to the public. Additional details are provided in the Public Awareness component document.

Identify Stakeholders

A necessary first step is to identify all stakeholders. Designate a Communications Officer, who will be part of the Local VenueShield Team, to manage this process. Stakeholders may include:

- Venue owners, municipalities, states, and local authorities
- Tenants, sports teams, charter members of the venue, private donors
- Event organizers, meeting planners, promoters
- Venue and event sponsors
- Employees, subcontractors, volunteer groups
- Exhibitors and exhibitor personnel
- Event contractors
- Organized labor groups and local unions

Public Awareness Topics

- ✓ Identify stakeholders
 - ✓ Create a Public Awareness Plan
 - ✓ Communicate with stakeholders
 - ✓ Distribute information
- Contract labor: event staffing, cleaning, security, trades, stagehands
 - Local health and other public authorities
 - Convention and visitor bureau, chambers of commerce, hotel partners
 - Third-party vendors
 - Guests, attendees, and visitors

Create a Public Awareness Plan

Each venue should develop a public relations and media strategy that identifies preferred actions, who will take each action, and when. A comprehensive strategy, formalized into a Public Awareness Plan, will help ensure consistent and quality messaging. The goal is to speak with one voice, even if there are several people acting as spokespersons.

Communicate with Stakeholders

Each venue should create targeted communications for each stakeholder group. Messaging should be led by the designated Communications Officer and be consistent with VenueShield core messages about the health and safety initiatives being implementing to protect the health and safety of individuals while visiting the venue. Communication documents should include venue-specific summary material that inspires confidence in ASM Global's ability to safely operate the venue.

Successful stakeholder engagement will build trust, support, and approval in the community—including private sector, local governments, and the citizenry—regarding the health and safety actions taken by the venue in response to the COVID-19 pandemic.

Communication with guests. Of special importance is communicating with guests who come to venue events. Venues will need to continually communicate to guests about the VenueShield safety practices that have been deployed within their ASM venue. Effective communication will drive confidence among all consumer groups that it is safe to attend organized large-scale events when VenueShield best practices have been adopted.

To communicate this message, venues should initiate the actions outlined below. The Public Awareness component document contains supporting materials for this effort:

- Identify the communication methods that can best reach consumers in their local market
- Develop messaging that tells the story of how the venue will operate safely, using VenueShield

Implementing the Public Awareness Plan.

Implement the Public Awareness Plan and monitor the effectiveness of the messaging. The information in the Public Awareness Plan should be carefully coordinated with the venue's owner, tenants, and other users before distribution. It is important that these key stakeholders are aware of the developed plan and give approval before it is implemented.



Distribute Information

To tell the story of how the venue intends to reactivate safely using VenueShield, the Local VenueShield Team should consider using some of the following distribution channels, depending on local appropriateness.

Media Outlet	Key Points
Digital and Social	Use venue-controlled social media accounts such as Facebook, Instagram, Twitter, YouTube, SnapChat, and others as relevant
	Use venue website
	Partner with tenants and events to use their social platforms and their app, when applicable
	Use venue video boards and public address announcers
Print	Meet with print leaders and their editorial staffs to provide them the message for buy-in and to pitch stories.
	Use visually attractive and informative event day signage for key areas with the venue
Radio	Use local radio shows as way to share the story
TV	Use local television networks to inform guests of new event protocols that they should be aware of before attending an event
	Consider creating a media day for local media to visit the venue and see the work done to prepare for reopening.

Key Points for Public Awareness



MAKE A PLAN



KEEP MESSAGING CLEAR AND CONSISTENT



DISTRIBUTE MESSAGING TO ALL STAKEHOLDERS, POTENTIAL GUESTS, AND COMMUNITY-AT-LARGE

Press release. A press release will allow venues to get their message out in a comprehensive and consistent manner. VenueShield has created a template press release that can serve as a starting point for venues to use and customize to fit the specifics of their Venue-specific Reactivation Plan.

Talking points. When possible, allow media interviews to communicate the specifics of the Venue-specific Reactivation Plan to reassure both stakeholders and guests that safety precautions are in place. VenueShield provides general talking points to act as a starting point for venues to use and customize to fit their needs.

Communication Material

As venues begin to reactivate and use the VenueShield logo, brand, and content, the Local VenueShield Team will need to follow the branding communications guidelines outlined in the VenueShield brand presentation deck. To help venues through this process, the following library of material is included for venue managers to use.

[Click Here For VenueShield Brand Assets](#)

Public Awareness Schedule

As part of implementing the Public Awareness Plan, venues will need to regularly inform key stakeholders of the VenueShield safety practices in place for reactivating and for operating the venue in a safe and healthy manner. The Local VenueShield Team should develop a schedule that fits the needs of the venue. This schedule should include timelines for communicating with stakeholders.



**CLICK HERE FOR:
Public Awareness Component Document**



ENVIRONMENTAL HYGIENE

Environmental hygiene is the application of control measures in a designated space to ensure human health is protected from identified hazards. The cleaning and disinfecting procedures included in the Guide will support venues in creating a safe working environment for all employees, contractors, vendors, guests, and visitors. The Environmental Hygiene component provides details on the worker and venue environmental, health, and safety (EHS) regulatory requirements impacted by SARS-CoV-2 cleaning and disinfecting procedures, and references ASM Global standard operating procedures (SOPs) where appropriate. SOPs that focus on specific spaces, surfaces, and material disinfection are provided.

The Environmental Hygiene component document includes general cleaning and disinfection SOPs, venue-type specific SOPs, and SOPs specific to the type of space (i.e., restroom, kitchen area). Additionally, the Environmental Hygiene component document includes four standalone SOPs that provide guidance for unique circumstances: reactivation after being shuttered, reactivation after high-risk alternate use, disinfection procedures during special operations, and mechanical systems.

Using the Environmental Hygiene Component

The Environmental Hygiene component document describes the worker and venue environmental, health and safety (EHS) regulatory requirements that are affected by the cleaning and disinfecting procedures related to minimizing the spread of SARS-CoV-2.

Environmental Hygiene Topics

- ✓ Using the environmental hygiene guidance
- ✓ General precautions
- ✓ Venue considerations

The component document references specific ASM Global SOPs where appropriate as well as detailed Environmental Hygiene SOPs for specific situations or venues.

Applicable ASM Global Procedures. Applicable ASM Global EHS policies and procedures must be adhered to during all routine and non-routine cleaning and disinfecting activities. A summary of applicable ASM Global EHS policies is as follows:

Name	SOP Number
Safety and Health Best Practice Programs	02.02.01
Infection Control Plan	02.02.05.01
Hazard Communication	02.02.07.01
Personal Protective Equipment	02.02.13.01
Respirator Safety Program	02.02.13.02.01
Contractor Safety (Service Provider)	02.02.19

SOPs for specific situations or venues. The SOPs are designed to be adapted for venue-specific needs and for meeting local regulatory requirements. The detailed cleaning and disinfecting SOPs are related to specific circumstances and building types, including general building (Category I), public/front of house spaces (Category II), food service and merchandising (Category III), administration (Category IV), mechanical rooms, (Category V), arena (Category VI), convention center (Category VII), stadium (Category VIII), theater (Category IX), and other venues (Category X) as shown in the table below.

Category	Topic Area/Name	Category	Topic Area/Name	
General	Re-Opening After Shutter	Category III: Food Service and Merchandising	Concession Stands	
	Re-Opening After High Risk Use		Eating Areas	
	Special Disinfection Scenario Procedures Occurring During Normal Operations		Kitchens	
	Mechanical System		Pantry / Prep-Kitchens	
	Personal Protective Equipment	Merchandising	Category IV: Administration Areas	Offices, Conference Rooms, Shared Offices
	Disinfectants Selection and Use	Mailroom and Package Delivery		
	Cleaning Procedures	Category V:	Mechanical Rooms and Component SOPs	
	Electronic Equipment		Category VI: Arena	Media/Production Control Rooms
Category I: Public / Front of the House	Event Floor	Locker Rooms		
	Entry Lobbies	Ice Facilities		
	Public Circulation (Concourse)	Category VII: Convention Center	Media/Production Control Rooms	
	Corridors		Event Organizer Space	
	Vertical Circulation (Stairs, Elevators, Escalators)		Ballrooms	
	Seating		Atriums	
	Restrooms		Presentation Room	
	Support Spaces	Divisible Meeting Room		
Support Spaces Mother's Rooms, First Aid	Exhibit Halls			
Interior Finished Spaces (Lounges, Meeting, Suites, Ballrooms)	Outdoor Gathering Space	Category VIII: Stadiums	Media/Production Control Rooms	
Pre-Functional Space	Locker Rooms			
Category II: Operations - Back of House	Security	Media Dining	Category IX: Theater	Media/Production Control Rooms
	Loading Dock	Category X		Other Venues
	Trash and Compactor Areas			
	Custodial Areas			
	Laundry			
	Storage Areas			
Maintenance Shops				



General Workforce Precautions

All workforce, contractors, and subcontractors entering a venue should take general precautions and assume responsibility for their own safety by regularly washing hands, maintaining physical distance from others, using face coverings, and using other appropriate personal protective equipment (PPE), as needed.

Handwashing: Handwashing stations with soap should be readily accessible throughout the venue. All personnel are encouraged to wash their hands frequently for a minimum of 20 seconds using soap and water throughout their work shift.

Physical (social) distancing: All individuals should maintain a minimum 6-foot (2 meters) distance between each other. Additionally, each venue should be aware of any local or state precautions required by the designated governing authority as it relates to social distance and maximum number of people within a venue.

Some decontamination work may involve more than one person working close to another person; each case should be assessed as to risk before beginning the work activities.

If a contractor is conducting work in a venue, the contractor should provide a physical health & safety plan to the venue.

Recommended Work Place Practices

- ✓ Wash hands with soap frequently for at least 20 seconds
- ✓ Maintain 6 feet (2 meter) distance between individuals
- ✓ Wear appropriate personal protective equipment such as respiratory protection, gloves, and other PPE, as needed
- ✓ Refrain from eating or applying cosmetics during disinfection activities

Face coverings. Venues should follow all local ordinances regarding the use of face coverings for employees, contractors, and visitors. Face coverings should be worn to prevent transmission of droplets to the surrounding area, but they do not provide adequate filtration to be protective against the inhalation of infectious material.

Personal protective equipment. For employees engaged in SARS-CoV-2-related activities, the following is the minimum required PPE:

- Disposable nitrile gloves
- Safety glasses
- Additional PPE may be required after a job hazard analysis or task risk assessment has been completed



General Venue Precautions

In addition to workforce precautions, venues should consider the following precautions.

Contractor plans. Contractors may be used to clean and disinfect specific areas where significant contamination has taken place. Contractors must meet ASM Global safety criteria and be knowledgeable in cleaning and disinfection procedures. All contractors should provide a decontamination and disinfection plan before starting.

Waste. All disposable supplies from routine cleaning and disinfection, such as cloths, disinfecting wipes, and PPE, must be disposed of in sealed or closeable containers. All disposable supplies from cleaning and disinfecting suspected or assumed sources of SARS-CoV-2 must be disposed as biological waste, in accordance with pertinent regulations.

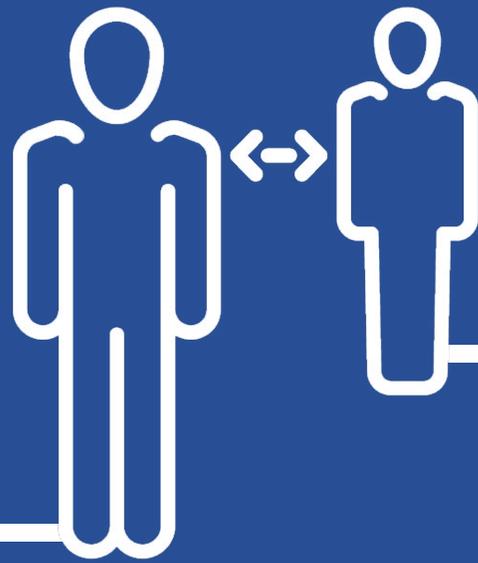
Disinfectants. Only disinfectants approved by the venue's governing body and used in accordance

with the manufacturers' instructions will be effective in ensuring that viral material will be sufficiently deactivated.

Surfaces. Surfaces, especially high-touch surfaces, must be frequently disinfected to prevent virus transmission, which has been shown to survive on hard non-porous surfaces for more than 3 days.

Training. All workers who will be using cleaning and disinfecting SOPs must be trained in all applicable EHS programs. Contractors and vendors are responsible for training their employees. Training for ASM Global employees is available within OSCAR. In addition, all employees should be provided basic awareness training on SARS-CoV-2 and COVID-19.

**[CLICK HERE FOR:
Environmental Hygiene Component Document](#)**



CUSTOMER JOURNEY AND EVENT OPERATIONS

As venues prepare to reactivate, venue managers will need to rethink their event-day operational procedures due to governmental requirements related to the COVID-19 pandemic and best practices that will protect guests, contractors, and employees.

The best practices and guidelines summarized here and described in detail in the venue-specific Customer Journey and Event Operations component documents will provide venue managers with the best practices and guidelines in the industry to apply at their venue. The information in this Guide will help venue managers navigate through changes that may be needed for the multiple functions that take place both inside and outside the venue. Included in the Customer Journey and Event Operations component are guidelines on guest management practices like guest arrival/ departure, ticketing, and disability accommodations along with how to operate both front-of-house and back-of-house spaces.

Venue Policy Changes

Venues should consider adopting the following recommended guest policies. All venue policy changes should be messaged clearly to guests, both before and during the event.

Social distancing. All guests should attempt to maintain a distance of 6 feet (2 meters) between themselves and other individuals (or parties).

Customer Journey and Event Operations Topics

- ✓ Venue policy changes
- ✓ Customer journey best practices
- ✓ Event operations best practices

Face coverings. Guests should be reminded to wear their face coverings while attending events.

Hand sanitizer. Guests should be allowed to bring a small (3 oz or less) personal container of hand sanitizer to the event.

Glove use. Guests may wear gloves while attending events, but it is not recommended that guests do so, per CDC guidelines.

Health and temperature screening. Some venues and event organizers may want to implement health and temperature screening for arriving guests. If adopted, the details of what arriving guests can expect should be clearly messaged in advance of the event day.

Bags. Each venue should establish a policy for bags and prohibited items that meets the security standards for the venue type. Large oversized bags, backpacks, or handbags should not be permitted in facilities with limited exceptions in Convention Centers and exceptions for medical or necessary personal hygiene products.

Customer Journey Best Practices

The Customer Journey and Event Operations component documents describe the stages and touchpoints that customers move through when they attend an event, conference, trade show, or activity. The component document includes best practices related to the topics below.

Guest arrival. Venue managers will need to consider how each guest arrives to the venue on event day, with particular consideration for parking operations. Attention will need to be given to the parking of individual vehicles to reduce or eliminate guest and staff member interactions where possible. Prepaid parking or touchless payment methods can be used to help reduce these interactions. Venues may also wish to consider temporarily suspending pre-event tailgating and sponsorship activation.

COVID-19 screening. If health and screening policies and protocols are adopted by a venue, they should be set up in compliance with CDC or similar agency's protocols. Some considerations related to guest entry into the venue are described below.

- **At-Home health check before event**
Consider requesting that guests perform an at-home health check before leaving home.
- **Temperature check at event**
If a temperature check is conducted at the event, every effort should be made to use contactless methods and staff members should wear the appropriate PPE as determined by CDC recommendations.
- **Secondary assessment room**
If a temperature check is conducted at the event, a secondary screening assessment room should be designated. Guests failing to clear the initial temperature check screening (described above) should be directed to this secondary screening location where a decision can be made as to whether the guest will be allowed to enter the venue.

Security screening. If local requirements stipulate maintaining social distancing, all security screening measures (including ticket scanning) should be adjusted to accommodate 6 feet (2 meter) of distance between guests as they are processed through entry into the venue.

If security screening is conducted, it is recommended that venues use metal detectors, followed by wand when needed for security screening to reduce physical

contact with guests. Where possible, venues should move toward paperless access control processes such as tickets or barcode scanning systems that do not require manual handling of tickets, and electronic offsite registration programs.

Public circulation within venue. Implementing strategies that support and enforce social distancing within common areas, lobbies, public circulation spaces, and concourses is critical as venues reopen for events. The following are recommended best practices that support social distancing in restrooms, vertical transportation, and lobbies/concourses:

- Minimize unnecessary circulation
- Request that guests avoid unnecessary congregating
- Update venue maps to facilitate efficient movement in the venue
- Reduce capacity and occupancy in certain spaces
- Install temporary plexiglass barriers and extensions
- Create one-way lanes or define zones within the venue to limit movement
- Keep some areas of the venue closed to guests
- Use extensive signage to communicate social distancing measures, including floor markings, wall signs, audio announcements, and other media

Disability accommodations. While considering changes to event-day operations, venue managers should keep in mind disability accommodations that may be needed. While venues may be reducing capacity for events, it is important to make sure that there is still sufficient accessible seating, including companion seats, to comply with disability laws and support disabled guests. Any ingress or egress areas that are reduced must be reviewed to ensure the continued accessibility for those guests needing accommodations.

Guest departure. Best practices related to guest departure include:

- Ensure that all exit locations are clearly marked to facilitate rapid and orderly lines for departing guests
- Prohibit re-entry into venues, where possible

In the case of emergency exit plans, the goal of social distancing should become a secondary consideration. Venues should defer to their standard emergency evacuation plans.



Event Operations Best Practices

The Customer Journey and Event Operations component documents provide best practices for all back-of-house and functional space within a venue, including those described below.

Seating configuration. Based on local government guidelines and event requirements, venues will likely need to create new seating layouts and manifests to fit the capacity limitations. VenueShield general guidelines and recommended best practices for seating arrangements are summarized in the table below and are provided in much greater detail in the venue-type specific component documents.

Category	Seating Considerations
Fixed Seated Events	<ul style="list-style-type: none"> • Seat family and associated guests in groups • Maintain two seats between the aisle and first occupied seats • Maintain two to four seats between unassociated guests in the same row • Cover unused seats to prevent the use of these seats by guest • For ticketed events, work with venue ticketing provider to develop a seating manifest that follows your local social distancing guidelines
Flat Floor Seated / Exhibit Hall Events	<ul style="list-style-type: none"> • Reduce room capacities to allow adherence to distancing guidelines • Reconfigure typical setups to new parameters that allow for interactions with physical distancing • Arrange chairs, tables, and exhibits to follow social distancing guidelines • Create entry doors and exit doors • Provide ample time between meetings/event/shows for ingress, egress, and cleaning • Consider segmenting the event into multiple events to reduce capacity
Premium Spaces	<ul style="list-style-type: none"> • Consider setting capacity limits within premium spaces • Seat Family and Associated Guest in groups • Cover unused seats to prevent the use of these seats by guests

Back-of-house spaces. Venues will need to review their back-of-house spaces—box offices, guest services, security, electrical, loading dock, and production rooms—to develop capacity limits and social distancing guidelines where possible. Where it is essential to maintain workstations, venues should consider installing plexiglass dividers. Many of these spaces are small and will require use by essential staff, so it will be crucial to ensure staff are wearing appropriate PPE and following social distancing guidelines.

Back-of-house procedures. Social distancing measures should be put in place for back-of-house procedures, including staff meetings, break areas, and meal spaces, as described in the Workforce Safety component.

The best practices for customer journey and event operations are provided in additional detail in venue type-specific Customer Journey and Event Operations component documents to provide arenas, convention centers, stadiums, and theaters tailored guidance as they develop new operating guidelines.

(These documents are currently in the development process and will be included in the coming weeks.)



Arena



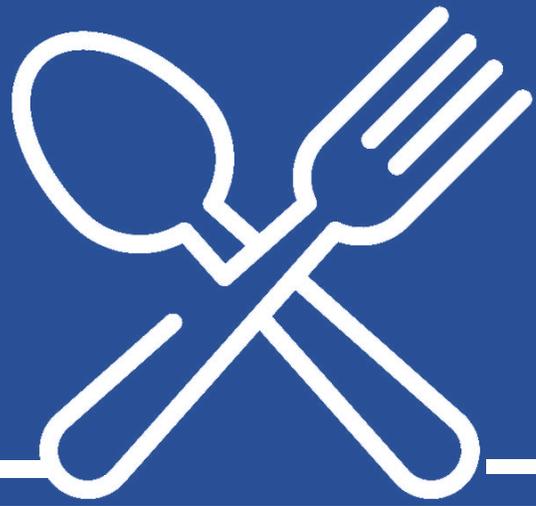
Convention Center



Stadium



Theater



FOOD AND BEVERAGE SERVICE

To protect the health and safety of ASM Global employees and guests, each venue will need to review all aspects of their food and beverage operations and procedures to make every effort to provide healthy and safe food and beverage service and delivery methods to guests and employees.

The Guide provides best practices and guidelines that can be used by venue managers as they analyze and adjust food and beverage service protocols, procedures, and operations. The information in this Guide builds on the guidelines published by the leading health organizations and medical advisors throughout the world for food and beverage services within public buildings. Details are provided in the venue-specific Food and Beverage component documents.

Health and Safety Considerations

Providing safe food and beverage products and delivery methods through ASM Global venues has always been a critical part of venue operations, but this process will become an even more critical aspect of operations as venues reactivate. VenueShield includes best practices and guidelines related to health and safety considerations for food and beverage services, summarized herein.

Food packaging. COVID-19 is not known to be transmitted by exposure to food or food packaging.

Handwashing. According to global health and safety officials, the most important method to prevent the transmission of COVID-19 is through regular and thorough handwashing. In addition to normal handwashing required food service safety, all employees working in food preparation, production,

Food and Beverage Service Topics

- ✓ Health and safety considerations
- ✓ Food and beverage delivery methods
- ✓ Operational considerations
- ✓ Subcontractors

or a food service area should follow enhanced hand hygiene procedures to reduce the possibility of virus transmission.

- Wash hands every 15-20 minutes during food service activity
- Wash hands before:
 - Putting on disposable gloves and in between glove changes
 - Preparing food
 - Handling clean dishes, utensils, or glassware
- Wash hands after:
 - Touching raw food
 - Handling food waste
 - Cleaning prep areas or counter spaces
 - Touching any item that others may have touched, such as the top of a trash bin
 - Being in a public space
 - Blowing their nose, coughing, or sneezing
- Dry hands with a disposable towel

Face coverings. Similar to other employees at venues, all food and beverage service staff should wear a face covering at all times while at the venue.

Glove use. Following current practices, single-use gloves should be worn by food service employees to offer additional protection during food preparation.

Gloves should be disposed of and replaced more often during the COVID-19 pandemic than before. Gloves should also be replaced under these circumstances.

- If gloves are damaged or torn
- After employee sneezes, coughs, or blows nose
- After working continuously for a lengthy period of time
- After washing hands

Social distancing in food preparation areas. All food and beverage workstations should be evaluated and adjusted where possible to maintain social distancing between employees. The following are best practices that will help maintain social distancing within food and beverage workspaces:

- Assign workstations and tasks to a single individual as much as possible
- Minimize access to walk-in pantries, refrigerators, freezers, and other high-touch kitchen areas and items
- Stagger break and staff mealtimes to reduce congestion and interaction between employees

Food and Beverage Delivery Methods

To protect both the workforce and guests, food and beverage sales and delivery protocols should be evaluated carefully by each venue. Protocols should be adjusted to allow for social distancing measures and for enhanced environmental hygiene. Some general best practices include:

- Install clear partitions at permanent and portable points of sale
- Serve pre-packaged food and beverage products
- Provide “Grab & Go” style offerings
- Eliminate touchpoints as much as possible and use instead cashless or touchless pay systems
- Provide PPE for all food service workers including face coverings and gloves, if appropriate
- Decrease (or eliminate) ‘self-serve’ locations

General concession delivery methods. A variety of functions will need to be reimaged to follow health and safety guidelines, from point of sale locations to how venues provide condiments. When reviewing operation procedures, venue managers should consider best practices for concession services, as shown in the table.

Category	Best Practices for General Concessions
Order Fulfillment	<ul style="list-style-type: none"> • Place food and beverages on the counter or other surface rather than handing purchases directly to the guest. • Provide pre-packaged cutlery, napkins, and individual pre-packaged condiments, where needed. • Streamline menu items with a focus on core products to realize operational efficiencies, reduce potential exposure times, and support social distancing • Discontinue self-service buffets until concerns related to COVID-19 end • Promote social distancing by using hawking to service guests at their assigned seat
Beverage and Bar	<ul style="list-style-type: none"> • Ask guests to hold their own identification for bartender inspection • Use single-use disposable cups for all drinks • Install fixed bottle openers to reduce touchpoints • Consider single-use, ready-to-serve cocktail and wine options • Use floor markings to ensure proper line spacing
Queuing and Spacing	<ul style="list-style-type: none"> • Use stanchions and social distancing floor markings at concession lines • Use one-way guest flows to minimize contact • Display signage with clear messages on new queuing and spacing setups • Use separate order and collection/pick-up points to reduce line congestion, where possible
Point of Sale Locations	<ul style="list-style-type: none"> • Use contact-less payment options, where possible • Install physical barriers, such as clear plastic partitions • Assign point of sale terminals to one worker, where possible • Increase the threshold amount for requiring a signature for credit card transactions • Turn the point of sale to face the customer, if possible, thereby allowing the customer to swipe their own credit card

Food service in premium spaces. Special consideration will need to be given to premium spaces within venues, including suites, loge boxes, and club level seats. Venues should consider the following best practices when addressing these areas:

- Shift traditional buffet style suite catering to individually wrapped, covered, or individually prepared items
- Encourage advanced on-line ordering
- Discontinue communal snacks and convert to individual portions
- Serve menu items in lidded containers
- Use individually wrapped single-use cutlery

Catered functions. A variety of service models are activated at catered functions. The following best practices and guidance can be followed to provide enhanced safety measures for guests and employees.

Category	Best Practices for Catered Functions
Meal Service	<ul style="list-style-type: none"> • Design floor plans with tables and chairs spaced as per social distancing guidelines • Ensure that seating charts and table occupancies adhere to social distancing guidelines • Use pre-rolled and individually packaged utensils • Serve food in closed lidded containers • Discontinue self-service buffets • Replace or change linens, including underlays, as frequently as practicable
Planted Service	<ul style="list-style-type: none"> • Inform guests of new table service protocols via signage or attendants and servers • Provide wine service by waiter service only • Discontinue ‘napping’ of guests or touching of the guest table napkins during service • Discontinue provision of communal bread and butter service and replace with individual portions • Serve sealed glass bottled water, as possible
Bar Service	<ul style="list-style-type: none"> • Ask guests to hold their own identification for bartender inspection • Use single-use, disposable cups for all drinks • Consider single-use, ready-to-serve cocktail and wine options • Use floor markings to ensure proper line spacing • Install fixed bottle openers to reduce touchpoints

Operational Consideration

Protocols and procedures for back-of-house rooms and functions should be reviewed to ensure the venue is following social distancing guidelines where possible. Spaces that should be reviewed include cash rooms, prep kitchens, and warehouse/receiving. These spaces are commonly small and will require use by essential food service employees, so it is important to ensure staff is wearing appropriate PPE when entering or working within these spaces, and following social distancing guidelines, as relevant.

Subcontractors

Venues will need to communicate new standards and expectations related to food and beverage service to subcontractors and non-profit organizations to ensure that outside personnel will follow the best practices and procedures specified by the venue.

Communication with these groups should occur as early as possible so that they can synthesize their own new practices with the protocols adopted by the venue, and begin their internal staff training, as needed.

The best practices for customer journey and event operations are provided in additional detail in venue type-specific Customer Journey and Event Operations component documents to provide arenas, convention centers, stadiums, and theaters tailored guidance as they develop new operating guidelines.

(These documents are currently in the development process and will be included in the coming weeks.)

	Stadium
	Arena
	Convention Center
	Theater



WORKFORCE SAFETY

Protecting the health and safety of staff and volunteers working at ASM Global venues is a critical piece of reactivating. Our venues and events depend on reliable and talented individuals to complete their assignments in a timely and efficient manner. Individuals need to feel confident that venue management is taking all the right steps to protect them from potential exposure while they are working hard to support memorable experiences for venue guests. All those involved with a venue need to work together to establish a culture of embracing the actions needed to keep all co-workers and venue users, partners, and guests safe.

The best practices presented in the different components of the Guide are all intended to minimize the possible transmission of COVID-19 to guests, employees, and volunteers. As previously described in this Overview, the key methods for reducing the transmission of COVID-19 and protecting both employees and volunteers is to encourage and support these basic tenants:

- Stay home if you have symptoms or have been exposed
- Practice social distancing
- Wear face coverings
- Practice good hand hygiene
- Wear gloves (where appropriate)
- Clean and disinfect surfaces regularly

Venues should refer to the **“Workplace ToolKit”** guide for guidance related to non-event day staff and day-to-day activity at the venue.

Details on specific best practices pertinent to event-day staff and volunteers are included in the Workforce Safety component document.

Workforce Topics

- ✓ Workforce Health & Safety Coordinator
- ✓ Team Member health screening at entry
- ✓ Staff interactions with guests
- ✓ Venue operations related to staff
- ✓ Staff communication, training, and briefings
- ✓ Regulatory guidelines

Workforce Health & Safety Coordinator

ASM Global strongly recommends that each venue appoint a Workforce Health & Safety Coordinator(s).

This person would serve as the primary point of contact for implementing COVID-19 related programs, answering questions from staff and the public, and responding to regulatory agency requests. This may be a full-time or part-time role depending on the size of the venue. This individual(s) would be responsible for:

- Communicating and helping to implement public safety and health guidelines
- Working closely with the event organizer (promoter) and venue to develop and implement event health & safety plans
- Ensuring that existing safety programs are modified for compatibility with new safety and health COVID-19 guidelines
- Helping create or modify the venue-specific Team Member training plan to include current information about recognized workplace COVID-19 hazards and infection control measures, including social distancing, handwashing, face coverings, temperature checking, and disinfecting high-touch surfaces
- Collaborating with management and event organizers/promoters to determine safety and health protocols governing how Team Member and guests safely enter the venue

Face Coverings

Who needs to wear a face covering?

- ALL event-day employees, subcontractors, and vendors.
- Face coverings should be worn at all times, in all locations.

How will I be able to purchase face coverings?

- ASM Global will provide face coverings to all of its event-day employees upon entry.
- Subcontractors will be responsible for providing coverings to their workers.

What type of face covering should be worn?

- Disposable or cloth coverings are permitted.
- Coverings should meet CDC guidelines

Team Member Health Screening at Entry

To reduce the possibility of inadvertent transmission of COVID-19 from venue staff to each other and to guests, venues should consider requiring health screening of Team Members and volunteers entering the venue using the best practices described below.

Team Member Health Questionnaire. All Team Members should complete the Team Member Health Questionnaire on a weekly basis. On event day, any Team Members or subcontracted personnel who have not completed the questionnaire that week should be prompted to complete the questionnaire before entering the facility.

Temperature scan. On event day, all event employees and subcontracted personnel undergo a contact-less temperature scan before entering the venue. Any individual with a temperature above 100.4 °F should be given a secondary assessment screening. During the secondary assessment screening a decision can be made as to whether the Team Member will be allowed to enter the venue. If a repeated check of the individual verifies a temperature above 100.4 °F, they should be asked to return home to monitor their condition.

Staff personal protective items. A face covering should be worn by all event-day workers at all times, especially if they will be within 6 feet (2 meters) of another individual. Depending on the worker's specific duties, gloves should be used.

Staff Interactions with Guests

Physical distancing and proper hygiene must be maintained by guest services staff during all interactions. To support this, the following best practices should be followed:

- Practice social distancing at all times
- Limit or avoid employees switching job tasks or work areas
- Ask that employees clean and sanitize equipment (i.e., radios) before and after using them, and especially before transferring them to another staff member

Venue Operations Related to Staff

Check-in protocols. Discourage crowding at staff entry points, and encourage staff to go immediately to their rostered positions after signing in. After entering the venue, all staff should wash their hands with soap and water for 20 seconds using protocols described in this Overview.

Uniforms. In an effort to both streamline the check-in process and eliminate multiple individuals handling the uniforms, venues should consider checking out uniforms to staff prior to the first event. Each Team Member would then be responsible for cleaning and maintaining their uniform.

In support of cleaning the uniforms, venues should consider one of these options:

- Providing a regular uniform cleaning allowance
- Designating multiple dry-cleaning drop-offs for staff uniforms where the cleaning charges are paid directly by the venue

Break rooms. Existing break areas should be modified to promote social distancing and appropriate hygiene. Best practices to support this include:

- Post the “social distance” capacity of each breakroom and space chairs appropriately
- Provide 5-foot rounds marked for a maximum capacity of three people per table and use signage to reinforce proper distancing
- Sanitize breakrooms every 30 minutes when in use
- If meals are provided, provide only pre-packaged meals and do not provide buffet service
- Require that Team Members immediately return to their assigned work area following their break

Staggered shifts. To support social distancing among staff, especially event-day staff, venues should consider staggering shifts and breaks, including meal breaks.

Interacting with guests: As Team Members interact with guests, they should keep in mind the following best practices.

- Attempt to maintain 6 feet (2 meters) distance
- Do not physically interact with guests. No handshakes, “high fives,” fist bumps, or engage in any type of physical contact

On-going staff disinfecting: Disinfecting supplies should be provided to Team Members so they can help maintain cleanliness of venue work spaces.

Staff Communication, Training, and Briefings

Communicating new protocols to venue staff and event-day staff and volunteers is critical in successfully implementing the Venue-specific Reactivation Plan. Training should be provided, supported by regular reminders during briefings. Additional details related to staff training are provided in the Workforce Safety component document.

Venue staff and event-day staff training. Due to the high level of interaction with the public, all event-day staff and security supervisor staff should take the venue-specific Team Member training for venue operations related to COVID-19. Topics to be covered under this training should include:

- Signs and symptoms of COVID-19
- Basics of protection
- Work health screening and policy
- Proper use and disposal of PPE
- Modifications to the venue’s operations processes

Staff will need to complete the training prior to any work or volunteer shift.

Briefing. Staff briefings should be held in spaces large enough to allow social distancing. If an appropriate space is not available, consider hosting smaller group briefings by workstream (i.e., security, guest services, ushers, etc.). Employees should wear face coverings during Team Member briefings.

Client health & safety plans. Clients using venues may have their own COVID-19 health & safety plan. All staff should be briefed on such plans, especially where they are different or more stringent than the ASM Global and the Venue-specific Reactivation Plans. Similarly, familiarize event organizers with VenueShield protocols prior to activation.

Regulatory Guidelines

As a global company, ASM Global must maintain compliance with country, region, and local public and occupational health regulations and ordinances. Regulations and ordinances may change over time as the pandemic expands and contracts. It is recommended that all ASM Global venues monitor local, regional, and national public service announcements, memos, and publications that may provide new guidance for protecting employees against COVID-19 as new research is integrated.

While each area and country will have its own slightly different variations, all venues will have a basic requirement to protect employees from known hazards such as COVID-19.

***CLICK HERE FOR:
Workforce Safety Component Document***



TECHNOLOGY & EQUIPMENT

As venues change their operations, procedures, and strategies due to COVID-19, venue managers will need to consider purchasing new technology and equipment for their venues. Disseminating all of these products may seem overwhelming for venues. To make this process easier, VenueShield has reviewed hundreds of products across the world to create a catalog of vetted VenueShield-identified technology and equipment products. Along with the detailed catalog, recommended product sourcing guidelines and procurement options are detailed here.

Technology and Equipment Topics

- ✓ Product catalog
- ✓ Product sourcing
- ✓ Procurement options

Product Catalog

The illustrated Technology Equipment Catalog included in the VenueShield Guide was created through a thorough research and vetting process to provide ASM Global venues with the best-in-class products to use for their reactivation. When reviewing these products, venues will need to consider their local governmental guidelines and tenant/league requirements. This catalog is not meant to be all-encompassing due to the sheer number of products there are in the marketplace, and because new products continue to be developed. Nevertheless, there are over 250 vetted products in the VenueShield Catalog ranging from temperature screening devices to air filtration equipment that will help inform those performing the purchasing.



Category	Topic Area / Name
Category I: Guest & Employee Screening	<ul style="list-style-type: none"> Pre-Arrival Screening & Staging Software Temperature Screening - Handheld Thermometer Temperature Screening - Thermal Imaging Testing Devices & Services People Tracking & Tracing Crowd Protection Strategies Security & VM
Category II: Frictionless Transaction & Ticketing	<ul style="list-style-type: none"> Touchless Payment Systems Touchless Parking Payment & Validation Systems Automated Drink & Food dispensers Food Lockers Touchless Ticket Scanning Touchless Credentialing
Category III: Safety & Sanitization	<ul style="list-style-type: none"> PPE Masks, Gloves, Face Shields Cleaning & Disinfection Agents Cleaning & Disinfection Artificial Turf Cleaning & Disinfection Equipment Cleaning & Disinfection Services Cleaning & Disinfection Water Treatment Systems Drones or Other Bowl Spraying Cleaning Regimes Hand Sanitizer & Touchless Dispensers Seat-Guards and Protection Barriers for Seats and Toilets Signage & Graphics Sneeze Guards and Barriers Static Disinfectant Technology UV Technology
Category IV: Vertical Transportation	<ul style="list-style-type: none"> Elevator External Controls Escalator Antimicrobial Handrails Escalator Handrail UV Disinfection
Category V: Software and Mobile Apps	<ul style="list-style-type: none"> Crowd Density Heat Maps Reaching Guests, Vendors & Employees, etc. Social Distance Warning Nearfield Technology Incident and Task Management Software
Category VI: Physical Crowd Control	<ul style="list-style-type: none"> Crowd Control Devices People Fillers for Bowl Seats to Enforce Reduced Capacities
Category VII: Air Purification and Filtration	<ul style="list-style-type: none"> Air Filtration Air Purification Systems Coil Cleaning & Disinfection Products & Services
Category VIII: Restrooms Furniture, Fixtures, and Equipment	<ul style="list-style-type: none"> Touchless Flush Valves and Faucets Touchless Paper Towel Dispensers Touchless Soap Dispensers Urinal and Lavatory Covers



Product Sourcing

The sourcing of technology and equipment products can be a challenging process. Specifically, product validation for COVID-19-related products creates a challenge as there has been a recent uptick in less reputable product suppliers in the marketplace due to the new demand. Product pricing is also proving to be unstable during this period where demand often outweighs the available supply.

To help venues sort through these sourcing challenges, a list of vendor and equipment vetting questions is provided for use by venue managers, available in the Technology and Equipment Catalog component document. The component document also provides a list of product-specific questions for venues to ask regarding some of the more complex products such as those in these equipment categories:

- Thermal Imaging
- Handheld Thermometers
- Bi-Polar Ionization
- HVAC
- Venue Sanitization

As venue managers go through the sourcing process, it is recommended that venues connect with their divisional supply expert, who will be able to offer the most current information and the latest developments in supplier intelligence, new and developing variations of the requested product, and the best procurement channel to obtain products quickly and with appropriate pricing.

Procurement Options

ASM Global's extensive sourcing network is available to support venue managers as needed. Considerable effort has been made to identify suppliers of goods and services to aid all operations in implementing VenueShield.

Due to the nature of supply chains for highly sought after items such as PPE, chemicals, and specialized equipment, each venue manager is encouraged to reach out to their Regional Supervisor for direct support of ASM Global operations.

***CLICK HERE FOR:
Technology and Equipment
Component Document***



HOW TO CREATE A VENUE-SPECIFIC REACTIVATION PLAN

Activate the Local VenueShield Team

After reading the Guide, including the Overview, four component documents, and four venue-type specific component documents, venue managers should create a Local VenueShield Team composed of the venue's senior level staff. This Local VenueShield Team will be responsible for developing, managing, and executing the Venue-specific Reactivation Plan. This Guide will be an integral part of developing the plan.

The Local VenueShield Team will include staff with designated roles, as outlined in the Guide. Among them will be the Communications Officer and the Workforce Health & Safety Coordinator.

Creating the Venue-Specific Reactivation Plan

The Local VenueShield Team should start to develop their Venue-specific Reactivation Plan specific to their venue's unique features and environment. This plan should take the best practices set forth under this Guide, including this Overview and the component documents, and customize them to fit the individual needs of the venue. Venue employees will use the Venue-specific Reactivation Guide to understand the venues' COVID-19 operational plans for events. To help get each Local VenueShield Team started, VenueShield has developed a template Microsoft Word® document for use by venue managers to create their Venue-specific Reactivation Plan.

[***Click Here for Template Word Document***](#)

Steps to Create a Venue-Specific Reactivation Plan

- ✓ Activate Local VenueShield Team
- ✓ Create Reactivation Plan using template
- ✓ Create Reactivation Plan summary

The MS Word template provides an outline of the overarching structure that should be applied to the venue's plan. It also provides general notes on items that should be included. The template sections include:

- **Introduction:** This section should include a general introduction to VenueShield and the steps the venue is taking to reactivate safely.
- **Protecting the Health and Safety of the Workforce and Guests:** This section should include a brief overview of how the venue plans to protect their employees and guest by following current health and safety best practices and guidelines.
- **Environmental Hygiene:** This section should provide details related to the best-in-class VenueShield environmental hygiene procedures being implemented at the venue.
- **Customer Journey and Event Operations:** This section should outline in detail new customer journey and event operation procedures created using this Guide for events held at the venue.



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- **Food and Beverage Service:** This section should outline in detail new food and beverage operation procedures created using this Guide for events held at the venue.
- **Workforce Safety:** This section should describe in detail the procedures that will be used to keep employees safe while working events at the venue
- **Technology and Equipment:** This section should include an overview of any new technology and equipment items the venue is using to keep employees and guests safe.
- **Public Awareness:** This section should include the venue's Public Awareness Plan on how it will communicate the reactivation of the venue to all stakeholders.

In addition to the MS word template, VenueShield is providing a few example venue-specific documents to give venue managers a general idea of what to create. These example documents are not intended to be followed exactly; they are simply to provide venue managers a general idea of what is expected. Additionally, a library of sample plans will be available for venue managers to review. This library will be updated periodically as more venue-specific Reactivation Plans are completed by ASM Global venues.

[Click Here For Example Documents](#)

Creating Plan Summary for Local Government Officials

After the Venue-Specific Reactivation Plan is created, it should be distilled down to a 12-20 page summary document for sharing with local government officials in order to gain approval for reactivating the venue using the specific operational procedures outlined in the plan. Venue managers should seek a letter of written approval and authorization of these operational plans from their local government officials.

The Venue-specific Reactivation Plan can also be shared with event organizers, tenants, and other stakeholders to instill confidence in the venue's ability to reactivate for events.

COVID-19 event rules. As part of creating the Venue-specific Reactivation Plan, each venue should identify and document a set of COVID-19 event rules for the venue, as described in Section 3, Preparing to Reactivate Your Venue. The event rules should be shared with local government officials and can be shared with prospective event organizers when they contact the venue.

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