

# Reopening Museums: A Planning Tool

## 1. PREPARING STAFF

### Defining priorities & roles

- Establish re-entry task force—with subgroups as appropriate—to clarify immediate, midrange, and long-range objectives
- Review impact on staffing: e.g., need for site health and safety officers, increased invigilation of high-traffic areas, increased cleaning and temperature testing; survey the impact of partial reopening on front-of-house staffing
- Consider heightened on-site medical provision (e.g., doctor or nurse on call)
- Consider “A” and “B” (and possibly “C”) teams in rotation in the office, with others at home to maintain social-distance protocols
- Develop flexible HR policies that deploy staff optimally, making reasonable accommodations for at-risk employees or those uncomfortable coming back to work
- Review use of docents in light of the above
- Align with public-health guidance and labor policies
- Amend mandatory and voluntary training
- Establish protocols in the event a visitor becomes sick on site, or if an infected visitor is confirmed to have been on site (cleaning; notification of potentially exposed staff and, via social media, visitors; contact tracing)
- Establish protocols for addressing and, as appropriate, de-escalating noncompliance incidents

### Securing employee well-being

- Develop badge-in or other identification process to capture who is on site for contact-tracing purposes
- Explore practicability of regular and accessible testing, whether on site or via local health partners
- Consider psychological counseling and tele-health options, including a remote employee assistance program
- Address employee concerns about privacy, vulnerability
- Either close staff canteen or ensure food service via boxed meals
- Limit and define areas where staff can congregate (break rooms, elevators, etc.)
- Suspend use of shared appliances and, where that is impossible, develop appropriate cleaning protocols
- Limit vehicle occupancy, e.g., to one driver and one passenger
- Consider protocols for transport to and from work if people are using public transportation

## Orientation about new operating protocols

- Prepare staff for public-facing roles, including responsibilities and protocols for handling nonconforming members of the public
- Establish regular orientations and information sharing
- Provide protective coverings (PPE) and training in their use
- Establish initial deep-cleaning and subsequent enhanced-cleaning strategy: analyze staff and visitor “touchpoints,” such as front desks, computers, phones, handrails, elevator buttons; sanitize touchscreens and bathrooms (stall door latches, hand driers, etc.)
- Minimize staff travel, and consider suspending staff travel for a defined period immediately after reopening

## 2. PREPARING FACILITIES

### Undertaking site & operational planning

- Audit facilities to evaluate implications of distancing
- Conduct risk assessment of visitor and work spaces, per OSHA guidance
- Consider special access points for older and vulnerable visitors
- Establish compliance with leases and local landlord regulations
- Revise hours of operation, including special access times for older and vulnerable visitors, and review designated members’ hours
- Limit hours to ensure adequate time to clean
- Undertake planning to develop one-way flow through galleries
- Consider a phased reopening, expanding the open footprint over time
- Determine which galleries/spaces/elevators will be off-limits to the public
- Determine which artworks/installations will be off-limits to the public
- Identify a “sick room” for visitors taken ill during their visit
- Seek to conform with ADA guidelines when implementing these measures

### Installing protections & partitions

- Seek consultation of infectious-disease and occupational-safety experts in re-designing museum spaces
- Reconfigure workspaces to create more distance between employees
- Procure or make plexiglass partitions at welcome desks, office cubicles, museum retail stores
- Procure and provide retractable belt barriers and stanchions for lines
- Mark floors to indicate safe distances, where useful
- Prohibit sharing of devices (e.g., audio guides) as needed
- Review scope for touchless ticketing and limitation of cash transactions

### Ramping up hygiene & cleaning

- Implement updated cleaning strategy
- Specify CDC-approved, hospital-grade, and child-safe cleaning supplies that are also non-toxic to artworks
- Install hand sanitizers at entrance points, internal intersections, bathrooms, retail and restaurants/cafés
- Audit and replace or regularly clean plastic and stainless steel surfaces that may retain virus

	<ul style="list-style-type: none"> <li><input type="checkbox"/> Employ germ-killing blue-light equipment where applicable</li> <li><input type="checkbox"/> Consider antibacterial floor mats</li> <li><input type="checkbox"/> Ensure adequate supplies of equipment, e.g., wipes, electrostatic sprays, UV-light sterilizers</li> <li><input type="checkbox"/> Consider increasing the ratio of fresh to recirculated air in offices and public circulation areas</li> </ul>
<b>Placing signage</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Clearly post entry-point rules, orientation signage, and signage on cleaning protocols</li> <li><input type="checkbox"/> Add floor decals that designate proper distancing</li> <li><input type="checkbox"/> Place wall orientation signage and distancing reminders throughout public space</li> <li><input type="checkbox"/> Position distancing-in-line reminder stanchions</li> <li><input type="checkbox"/> Post external orientation signage at initial access points</li> <li><input type="checkbox"/> Consider adapting touch screens to voice- or motion-activated devices</li> </ul>

### 3. COMMUNICATING & COORDINATING FOR SAFETY

<b>Coordination with relevant public agencies &amp; organizations</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Address compliance with ADA and OSHA guidelines, including those relating to discriminatory practices</li> <li><input type="checkbox"/> Coordinate reopening policies and language with local/regional cultural organizations to maximize effective communication</li> </ul>
<b>Legal &amp; contractual preparations</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Establish level of indemnification from liability lawsuits, review and amend insurance policies (e.g., with micro-biological-agent coverage) if needed</li> <li><input type="checkbox"/> Establish coverage for force majeure under insurance</li> <li><input type="checkbox"/> Develop policies and script for engaging visitors on medical issues and taking medical information</li> </ul>
<b>Informing the public</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Publish and explain new procedures and protocols on all media channels to manage expectations—including data protection and storage protocols</li> <li><input type="checkbox"/> Establish targeted communications channels (social, newsletter, web micro-site) to pool pandemic-related information and provide updates</li> <li><input type="checkbox"/> Consider the museum's role more generally as a public-information point vis à vis public health</li> <li><input type="checkbox"/> Clearly state policy regarding acceptable group size</li> <li><input type="checkbox"/> Issue alerts to notify the public of changes to pandemic-response status</li> <li><input type="checkbox"/> Consider a guest tip line for feedback and to instill confidence in institutional response</li> </ul>

## 4. UTILIZING OUTDOOR AREAS

<b>Coordinating external crowd management</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> Where applicable, limit arrivals at site perimeter</li><li><input type="checkbox"/> Employ signs throughout parking lots that make people feel welcome but also remind them of the need for social distance</li><li><input type="checkbox"/> If possible, monitor these areas so expectations are managed from the outset</li><li><input type="checkbox"/> Establish a weather-protected waiting area for people to stand in line</li><li><input type="checkbox"/> Develop socially distant, staggered entry protocol responsive to the site design and existing infrastructure</li></ul>
<b>Offering outdoor art experiences</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> Design and facilitate self-guided art tours (where possible)</li><li><input type="checkbox"/> Designate picnic and relaxation areas</li></ul>
<b>Adapting parking &amp; parking structures</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> Limit parking capacity to help reduce access (where applicable)</li><li><input type="checkbox"/> Reconfigure newly available parking space for visitor processing</li><li><input type="checkbox"/> Consider implementing timed parking-reservation system</li></ul>
<b>Erecting temporary structures</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> Establish a visitor orientation and welcome tent</li><li><input type="checkbox"/> Erect a sanitizing facility</li></ul>

## 5. MANAGING ARRIVAL

<b>Mitigating in-flow</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> Consider timed (and time-limited) attendance via online registration, and discouragement or prevention of walk-up attendance</li><li><input type="checkbox"/> Set and enforce maximum attendance (e.g., 1 visitor per 150 square feet), keeping in mind that current advice varies</li><li><input type="checkbox"/> Consider a “soft opening” for members or other groups to work out kinks in the inflow process</li><li><input type="checkbox"/> If your museum charges admission, consider a free soft opening to test management of bottlenecks</li><li><input type="checkbox"/> Where useful and possible, funnel visitation evenly to various parts of the museum (e.g. mark entry tickets to start in different locations)</li><li><input type="checkbox"/> Consider self-service bag and coat check via lockers</li></ul>
<b>Orienting &amp; informing visitors</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> Consider audio announcements</li><li><input type="checkbox"/> Erect signs explaining procedures</li><li><input type="checkbox"/> Consider cellphone tours or mobile apps for artwork interpretation and information</li><li><input type="checkbox"/> Replace paper handouts with screens where possible</li></ul>

<b>Ensuring protective coverings</b>	<input type="checkbox"/> Promulgate face-mask protocol (e.g., required for staff and recommended for visitors six years and above) <input type="checkbox"/> Develop a policy with respect to protective coverings
<b>Taking body temperature</b>	<input type="checkbox"/> Deploy and train thermometer-gun crew <input type="checkbox"/> If possible, deploy remote thermal scanners at public and staff entrances <input type="checkbox"/> Establish medical-triage area (if possible outside the building) to process visitors with elevated temperatures for further screening <input type="checkbox"/> Consider other testing as medical knowledge advances (e.g., pulse oximetry)
<b>Compiling &amp; tracking visitor information</b>	<input type="checkbox"/> Consider the adoption of visitor-registration and contact-tracing measures at admission points, to permit contact tracing if necessary

## 6. DISTANCING INDOORS

<b>Enforcing physical distancing</b>	<input type="checkbox"/> Institute minimum six-foot distance between non-family members <input type="checkbox"/> Use floor decals in areas where queuing is likely <input type="checkbox"/> Suspend group tours and activities until further notice <input type="checkbox"/> Assess viability of current generation of social-distancing apps
<b>Establishing one-way routing</b>	<input type="checkbox"/> Define and indicate one-way walking paths in corridors and galleries <input type="checkbox"/> Define no-go zones where distancing is not practicable
<b>Distancing in public areas</b>	<input type="checkbox"/> Introduce guidelines for guards to enforce distancing in public circulation areas (where guard staff is contracted, address via contract) <input type="checkbox"/> Position guards in major intersections to steer public to under-trafficked areas
<b>Distancing in the galleries</b>	<input type="checkbox"/> Set and enforce maximum number of visitors per gallery <input type="checkbox"/> Add people-to-people distancing to gallery guard or attendant responsibilities <input type="checkbox"/> Remove benches; replace with distanced chairs <input type="checkbox"/> Ensure sufficient circulation distance between all artworks and displays <input type="checkbox"/> Disable or cover all touch-activated exhibits/interactives

## 7. REDUCING BOTTLENECKS

<b>Upgrading washroom sanitation</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> Employ attendants or other systems to monitor usage and retain possibility of social distance</li><li><input type="checkbox"/> Install no-touch taps and towel dispensers</li><li><input type="checkbox"/> Deploy automatic hand-driers, where available</li></ul>
<b>Adapting restaurants &amp; cafés</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> Close restaurants and cafés unless they can meet the same standards as other food-service providers in state</li><li><input type="checkbox"/> Establish and enforce maximum capacity limit (e.g., 30 to 60%)</li><li><input type="checkbox"/> Provide boxed lunches instead of served meals</li><li><input type="checkbox"/> Adopt cashless payment</li><li><input type="checkbox"/> Close all water fountains</li></ul>
<b>Rethinking museum retail</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> Set maximum number of shoppers</li><li><input type="checkbox"/> Consider stocking face masks and sanitary and protective equipment for sale</li><li><input type="checkbox"/> Create more space between aisles</li><li><input type="checkbox"/> Shift to online fulfillment where possible</li><li><input type="checkbox"/> Adopt cashless payment</li></ul>
<b>Evaluating elevators &amp; stairways</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> Restrict small elevators to staff and emergency use only</li><li><input type="checkbox"/> Indicate direction of foot traffic on stairways</li></ul>
<b>Limiting use of lecture halls, education spaces, &amp; events</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> Offer take-home activity kits in lieu of group workshops</li><li><input type="checkbox"/> Suspend large galas and rental events until further notice</li></ul>