



INTRODUCTION

This document shall serve as Discalced, Inc. / dba Mark Morris Dance Group's (MMDG) New York State mandated Business Safety Plan. MMDG will conspicuously post this plan onsite at the Dance Center and make it available in digital formats.

MMDG prioritizes opening safely rather than quickly. The health and safety of everyone who works from and visits the Dance Center is paramount at every step of the way. All decisions have been informed by local, state, and Center for Disease Control (CDC) rules and recommendations and are grounded in public health, science, and infection control.

MMDG has developed a comprehensive 3-stage plan for reopening the Mark Morris Dance Center, which outlines how we plan to resume operations at the Dance Center while addressing public health concerns prior to welcoming dancers, students, faculty and staff back and prioritizes the mitigation of risk of transmission of the COVID-19 virus.

In developing this plan, we have further relied upon guidance as laid forth by some of the major service organizations, educational institutions, and cultural institutions who are likewise determining best protocols to protect their members, staff, and the public at large. To this end, we would like to acknowledge the work done by HERE Arts Center, Alvin Ailey American Dance Theater, American Repertory Theatre, and the Harvard T.H. Chan School of Public Health in developing and making public reopening plans, which created a foundation for this plan.

We understand that until a COVID-19 vaccine is widely available and implemented, any reopening plan will include some degree of risk. No individual control method is sufficient to eliminate risk, just as no one single entity or person has sole responsibility. Rather, MMDG's goal is to minimize risk by pursuing a multi-layered defense integration strategy with shared responsibilities across staff, faculty, students and our community.

We also acknowledge that our response to the pandemic must be dynamic, just as the knowledge we are gathering about the virus is changing and evolving over time. As more information becomes available from the scientific and medical communities about the source, transmission, and treatment of the coronavirus, and as local, state, and national policies respond, we expect that our own plans and policies will likewise adapt to these changes. Thus, this plan does not and is not intended to cover every issue that may arise in the context of MMDG's reopening, as we will need to continually adapt to confront issues as they arise. What this plan is intended to do is provide the basic strategies and protocols by which we will operate in the days and months ahead.

M A R K M O R R I S



D A N C E G R O U P

We will work to build trust with our staff, faculty, students, and community members by providing transparency and open communication of our strategies and practices.

MMDG is committed to a practice of inclusion, diversity, equity, and access, in all its activities and operations and upholding our core values which are: celebrating our diverse community, pursuing excellence in all that we do, advancing access, exposure, and opportunity to dance and music, and cultivating creativity.

MMDG has modified operations and established methods of screening, contact tracing, and enhanced cleaning that optimize the safety of anyone entering the Dance Center.

MMDG has reviewed and understands the state issued industry guidelines, and is fully compliant with the directives of the governor's office, as communicated in [NY Forward](#).

PATH TO REOPENING

Mark Morris Dance Center - Summary Of Three Stage Reopening Plan

In accordance with New York State (NYS) and Center for Disease Control (CDC) guidelines and recommendations, the Mark Morris Dance Group will reopen the Dance Center in three distinct stages.

STAGE 1: The Dance Center will not be open to the public and all programs will continue to be delivered 100% online, through live and on-demand video platforms. Starting in September, the Dance Center will be open for limited hours to allow teaching artists to stream live Zoom classes and film on-demand classes from our studios. Limited staff will work on-site. Visitors will not be permitted.

STAGE 2: When it is deemed safe to gather in person, and no earlier than January 2021, we will move into Stage 2. During this stage, education programs will be delivered in a hybrid format blending in-person with reduced capacities and online classes. MMDG will be prepared to pivot from partially to fully online learning if circumstances make that necessary. Visitors and guardians will not be permitted. Other Dance Center programming including rentals may begin if deemed safe.

STAGE 3: When we can safely increase capacity for in-person activities, the Dance Center will move into Stage 3. While we will continue to offer online instruction, most students will take classes in person at the Dance Center. Additional staff will return to work on-site. Visitors and guardians will be permitted. All other Dance Center programming will resume.

MMDG will be prepared to pause, shut down, or revert to a previous stage in response to a decline in the health metrics, suggesting that New York City's COVID-19 caseload has increased. We won't proceed with the next stage in the reopening plan until we receive confirmation from the governor's office that we may once again proceed with our 3-stage plan to reopen the Dance Center.

Dance for PD© programs will remain online for the foreseeable future given that the participants are part of a high-risk population.



Mark Morris Dance Group - Summary Of Three Stage Return to On-Site Work Plan

In accordance with New York State (NYS) and Center for Disease Control (CDC) guidelines and recommendations, the Mark Morris Dance Group will return to work on-site in three distinct stages. These stages are in alignment with the 3-stage reopening plan for the Dance Center, but follow their own timeline as there are unique variables to consider.

STAGE 1: Individual dancers (or those cohabitating) may be allowed limited access to a studio with strict health and safety protocols in place.

STAGE 2: On-site classes in pod configurations (with a rotating schedule and/or streaming from different studios) and solo rehearsals will resume with strict health and safety protocols in place.

STAGE 3: Full company class and group rehearsals will resume.

Reopening Timeline

On March 16, 2020, MMDG established a Business Continuity of Operations Task Force in response to the rapid spread of COVID-19 in New York City and elected to suspend all on-site in-person activities at the Mark Morris Dance Center and pivoted to a fully online schedule of programming. All MMDG staff moved to off-site work.

On March 20, 2020, Governor Cuomo issued Executive Order 202.6, directing all non-essential businesses to close.

On April 26, 2020, Governor Cuomo announced a phased approach to reopen businesses in New York based upon a data-driven, regional analysis. In response, MMDG established a Reopening Task Force with representation across the organization to develop a reopening plan.

The decision to reopen and the stages by which we choose to reopen have been carefully planned with consideration of the changing infection rate, transmission risks, and local mitigation efforts, as well as our ability to effectively and efficiently adopt and implement new policies and protocols. We further took into account guidance as provided by various partners in the industry.



Certified Activities

In accordance with New York State law, MMDG will submit a Business Affirmation Form to ensure compliance with the New York Forward interim guidance for each on-site activity before resuming such operations.

Stage 1 Activities

- Filming and Live Streaming
 - [Certification for Media Production Activities](#)
 - [Interim Guidance for Media Production](#)
- Office-based Work
 - [Certification for Office-based Work Activities](#)
 - [Reopening New York City: What Offices Need to Know](#)
 - [Interim Guidance for Office-based Work - New York State](#)
- Venue Rentals and Facility Maintenance
 - [Certification for Commercial Building Management Activities](#)
 - [Interim Guidance for Commercial Building Management](#)

Stage 2 Activities

- Low-risk Indoor Arts & Entertainment Activities will be linked here
 - [Interim Guidance For Low-risk Indoor Arts & Entertainment](#)

Guidance from External Agencies

MMDG will follow closely the most up-to-date information on the COVID-19 pandemic to ensure compliance with all health department directives. Valued sources of information include:

- COVID-19-related guidelines issued by federal agencies:
 - Centers for Disease Control and Prevention (CDC)
 - National Institutes of Health (NIH)
 - Occupational Safety and Health Administration (OSHA)
 - U.S. Department of Education (DOE)
 - Federal Emergency Management Agency (FEMA)
 - U.S. Department of State
 - Equal Employment Opportunity Commission (EEOC)
- COVID-19-related guidelines issued by state and regional agencies:
 - “New York Forward” issued from the governor’s office
 - New York State Department of Health



- New York City Department of Health
- New York State Education Department (NYSED)
- Metropolitan Transportation Authority (MTA)

Development and Execution of Plan

The successful execution of this plan is the responsibility of the administration, led by Executive Director, Nancy Umanoff.

MMDG's COVID-19 Task Force will manage policy development, inform ongoing communications with external and internal stakeholders, and ensure compliance with all federal, state, and city regulations/guidelines. Working Groups within the Task Force will work in a coordinated and collaborative fashion to achieve the institution's objectives under this plan.

Working Groups:

- Policies Development
- Communications
- Programming
- Reopening the Facility
- IT
- Training

Employee Training

MMDG has developed a training program for employees (administrative staff, faculty, dancers) to establish a baseline understanding of public health and infectious disease transmission and to educate them on practices and policies intended to minimize risks associated with COVID-19.

We expect that this shared knowledge will result in a higher level of compliance with new procedures and policies, comfort with the steps MMDG takes as it moves forward, and a higher level of confidence in explaining new procedures and policies when interacting with the public.

Updated guidance and recommendations based on new data around disease transmission and risk-reduction as it pertains to MMDG operations will be communicated to all. Department-specific questions and concerns will be addressed as needed. Prior to moving to any increased level of activity, we will reevaluate all protocols and policies and determine if modifications are necessary.



DANCE CENTER

Facility Modifications

In an effort to minimize interaction between building occupants and to support social distancing requirements and other protocols, MMDG will:

- Close or repurpose communal spaces
- Convert all multi-stall restrooms and locker rooms to single use restrooms
- Discontinue the use of lockers and changing areas
- Limit use of its elevator
- Reconfigure workstations in the office area to allow for ample distance between employees
- Where possible, convert water fountains to water bottle filling stations
- In accordance with OSHA guidelines, create plexiglass partitions between the public and staff at the Front Desk to reduce droplet and airborne transmission between staff and patrons
- Post single-directional signage throughout the Dance Center to encourage physical distancing and reduce bi-directional foot traffic
- Modify HVAC systems where needed

Building Systems & Engineering Controls

Ventilation & Air Purification

Optimizing the ventilation of our building is an important strategy to reduce airborne transmission of COVID-19. The concentration of virus in indoor air can be reduced by bringing more fresh, outdoor air into the building and by filtering re-circulated air to remove airborne viral particles.

To optimize the performance of our HVAC system, MMDG will increase fresh-air intake, upgrade to MERV-13 filters, and install 16 iWave bipolar ionization units as an additional method of disinfection. MMDG's HVAC system automatically maintains a relative humidity between 40% and 60%, which is believed to help reduce the viability and transmission of SARS-CoV-2.

For some select smaller spaces with less ventilation, MMDG will install portable air purifiers with HEPA filtration.



Cleaning and Disinfecting Procedures

MMDG will adhere to hygiene, cleaning, and disinfection requirements from the Centers for Disease Control and Prevention (CDC) and Department of Health (DOH).

The following definitions from the CDC have been listed below to ensure there is a shared understanding of the meaning of these terms.

CLEANING is the removal, usually with detergent and water or enzyme cleaner and water, of adherent visible soil, microorganisms, and other debris from the surfaces, devices, and equipment by a manual or mechanical process that prepares the items for safe handling and/or further decontamination.

SANITIZING requires the use of an agent that reduces the number of bacterial contaminants to safe levels as judged by public health requirements.

MMDG will:

- Block out sufficient time to deep clean and sanitize all spaces within the Dance Center and include it in MMDG's occupancy scheduling software
- Sanitize the Dance Center using electrostatic equipment with CDC approved disinfectants a minimum of once per day
- Mop floors and sanitize high touch surfaces between all scheduled activities
- Provide convenient access to disinfecting wipes and hand sanitizer, containing at least 60% alcohol, throughout the Dance Center
- Clean and sanitize bathrooms a minimum of three times per day during operating hours; clean more with increased frequency of use
- Make available, upon request, details on EPA approved cleaning supplies being used
- Post and maintain cleaning logs on-site to document date, time, and scope of all cleaning activity

Space Usage

Building modifications, policies, and systems allowing for physical distancing will be adopted. Signage will be present in all areas where this information is applicable.

Front Desk/Dance Center Access

- Timed entry and exit windows will be set for all activities, in which people will check in one at a time using the Dance Center's main entrance. Exits will vary and be designated per floor or studio.
- Cashless transactions will be strongly encouraged whenever possible.



- MMDG will establish designated areas for pickups and deliveries, limiting contact to the extent possible.

Common Areas

- Common areas will be closed or repurposed.
- A physical distance of at least 6 feet must be maintained while passing through common areas (lobby, hallways, lounge).

Elevator

- The elevator will be closed, but will be made available for anyone requesting an accommodation.

Restrooms & Locker Rooms

- All multi-stall restrooms and locker rooms will be converted to single occupancy restrooms with usage limited to one person at a time.
- Students will be encouraged to use bathrooms prior to arrival and required to arrive dressed for class as locker rooms will be closed and unavailable for changing.
- Company members will be required to arrive dressed for class as the company dressing room will be closed and unavailable for changing/showering.

Offices

- MMDG will take measures to limit on-site interactions and congregation by adjusting workplace hours, reducing in-office workforce to accommodate social distancing guidelines, and avoiding multiple people working in one area.
 - Workstations will be modified or reconfigured to restrict the number of workstations, employee seating areas, and desks, so that employees are at least six feet apart in all directions.
 - Shared workstations will be limited. In the instance that a workstation must be shared, they will be cleaned and disinfected between use.
 - MMDG will require that employees remain near their workstations to limit on-site interactions.
 - The use of personal offices will be limited to no more than one individual at a time.
- MMDG will examine the redistribution of responsibilities to reduce contact between individuals, using technology as much as possible to facilitate communication. Meetings will continue to be conducted using video conferencing. When video conferencing is not possible, meetings must be held in a well ventilated area where proper social distancing can be achieved by all parties involved.
- MMDG staff members who are able to fulfill their work requirements while working off-site will be required to do so.



- These employees may be scheduled to enter the office only when necessary and when it is possible to accommodate the additional cleaning, health, and safety protocols that will be required for increased occupancy of the Dance Center.
- A schedule, maintained by the Operations Team, will document when remote employees have been granted approval to access the office for on-site work or to pick up supplies.

Studios

- Studio capacities will be set for each space in accordance with current NYS guidelines (currently 25% of Certificate of Occupancy figures).
- Each studio will be delineated into quadrants, to allow for dancers to move anywhere within their designated quadrant while always remaining 6 feet from another person in the room.
- Video filming and streaming equipment will be installed in five of the Dance Center's nine studios to support live online instruction.
- The use of props for classes will not be allowed.

Performance Space

- The James and Martha Duffy Performance Space will be utilized primarily as a studio (see above) through stage 1 and stage 2.
- If used for live performance thereafter, MMDG will follow the guidelines for this activity.

Wellness Center

- The Wellness Center is currently closed. Access to Wellness Center equipment will be allowed when safe.



HEALTH AND SAFETY

It is necessary to create a culture of health, safety, and shared responsibility among staff, dancers, faculty, and community members, who all play an important role in the success of any risk reduction plan. This common understanding will be established through a combination of information sharing, educational forums, scheduled discussions about new policies, community agreements, and regular health screening. The Reopening Task Force has sought guidance from experts in various fields and will adhere to requirements and consider best practices laid out by the CDC, NY Forward, and other government agencies.

Safety Agreement

MMDG has developed safety guidelines, included in all employee and faculty handbooks, rental contracts, and student handbooks, that commit anyone entering the Dance Center to uphold the organization's safety protocols in compliance with CDC and NYS Department of Health guidance. MMDG will place signage around the building to communicate these expectations to staff, visitors, renters, vendors, contractors, and customers.

The agreement asks that all occupants:

- Cover their nose and mouth with a mask or cloth face-covering
- Adhere to physical distancing instructions; follow single directional signage; avoid gathering in communal spaces; adhere to entry and exit locations and timed windows
- Follow appropriate hand hygiene, including washing hands or using hand sanitizer upon entering the building, after having contact with respiratory secretions and/or contaminated objects/materials.
- Follow appropriate respiratory hygiene and cough etiquette
 - a. Cover one's mouth and nose with a tissue when coughing or sneezing;
 - b. Use the nearest waste receptacle to dispose of the tissue after use;
 - c. Perform hand hygiene
- Comply with MMDG's Health Screening process, which includes completing a screening questionnaire and having one's temperature taken prior to entering the Dance Center
- Report symptoms of or exposure to COVID-19

PPE / Masks

- All Dance Center occupants must wear masks or face coverings at all times regardless of activity or physical distancing.
 - Exceptions shall be for those under the age of two, those unable to medically tolerate such covering (including staff), when eating in designated areas, or when a single person or those who cohabitate are occupying a private office or studio.



- The face covering must fit properly and cover both nose and mouth.
- Acceptable face coverings include, but are not limited to, cloth, surgical masks, and N95 respirators. Bandanas, fleece masks, and neck gaiters are not acceptable face coverings.
 - If requested, MMDG will provide an acceptable face covering to employees while at work at no cost to the employee.
 - MMDG will maintain an adequate supply of disposable masks should any non-employee arrive without one.
- For workplace activities requiring a higher degree of protection, such as the use of an electrostatic cleaner by MMDG's facilities team members, N95 respirators or other PPE used under existing industry standards will be provided and used, as is defined in accordance with OSHA guidelines.
- MMDG will provide instructional materials to all employees on the appropriate procedures for donning, doffing, and cleaning cloth masks.
- Gloves will be supplied and must be worn by facilities team members but are otherwise not required.
- All used and/or soiled PPE must be placed in the trash upon removal.

Health Screening

Anyone who wishes to enter the Dance Center will be required to complete a health screening questionnaire and have their temperature taken. Information collected during the screening process will be kept confidential.

MMDG operations, facilities, and program staff members will be trained on all screening procedures. A schedule will be created which dictates when each staff member on-site will serve as the Safety Monitor, making them responsible for screening any and all visitors and for ensuring continuous compliance with all aspects of this safety plan.

All visitors must wear a face covering during the screening process and at all times while at the Dance Center. Contactless screening procedures will be in place, but should a secondary screening procedure be needed that requires close contact between individuals, the staff members performing the screening procedures will be required to wear gloves in addition to the required face mask to administer the screening.

Visitors will be screened one-at-a-time in a private space. In the event that one or more visitors must wait in a queue outside of the building to be screened, markings will be placed 6 feet apart on the ground to facilitate physical distancing in the queue.

In the event that a visitor is denied entry based on their responses to the questionnaire or due to a temperature reading of over 100.4 degrees, this will be documented by the Safety Monitor.



Visitors will be asked to inform MMDG's Safety Monitor if they experience COVID-19-related symptoms within 48 hours of visiting the Dance Center.

Anyone needing more information about COVID-19 will be directed to nyc.gov/health/coronavirus and to 311 if they need help finding a medical provider or to access testing. The screening is not a medical diagnosis of COVID-19. Employees and visitors are not being advised whether to consult a health care provider or to seek COVID-19 testing. Results are solely to determine whether they can enter the building.

Health Screening Questionnaire

MMDG will utilize a health screening app to deliver its health screening questionnaire in accordance with [NYC](#) and CDC guidelines. Individuals will be required to certify that they have acted in concert with MMDG's stipulated safety precautions and are not experiencing any symptoms associated with COVID-19.

- Staff, faculty, dancers, and students will be required to complete this screening prior to leaving their homes.
- Visitors who wish to enter the Dance Center will be required to complete this screening in person prior to entry. A paper questionnaire will be available for those who do not wish to use the app.
- Delivery personnel and visitors who do not enter the building beyond the front vestibule shall be exempted from this screening.

The questionnaire will contain the following questions:

- Have you experienced any of the following symptoms in the past 48 hours:
 - Fever (of 100.4 degrees Fahrenheit or greater) or chills
 - Cough
 - Shortness of breath or difficulty breathing
 - Fatigue
 - Muscle or body aches
 - Headache
 - New loss of taste or smell
 - Sore throat
 - Congestion or runny nose
 - Nausea or vomiting
 - Diarrhea
- Have you had any close contact (within 6 feet for at least 10 minutes) in the last 14 days with any individual who has tested positive for COVID-19?
- Do you have any reason to believe you or anyone in your household has been exposed to COVID-19 in the past 14 days?



- In the past 14 days, have you traveled internationally or [returned from a state](#) identified by New York State as having widespread community transmission of COVID-19 (other than just passing through the restricted state for less than 24 hours)?

Admittance to the building will not be granted to anyone who answers Yes to any of the screening questions.

Touchless Temperature Kiosk

All visitors must have their temperature taken prior to being admitted to the building using MMDG's touchless temperature kiosk, which will record the date and time of each scan in its secure database as per the [NYC Guidelines](#).

If the visitor believes that the thermometer has malfunctioned and taken an inaccurate temperature, the visitor may request that their temperature be taken again. The screening staff member may take a visitor's temperature again. If the temperatures recorded all remain above 100.4°F, the visitor will not be permitted to enter the building. No temperature data will be recorded during this process.

COVID-19 Symptoms or Infection

If a person becomes sick while in the facility, they will be isolated and then sent home immediately. They should be advised to seek medical care if symptoms are severe.

If within 48 hrs a person who has been to the Dance Center experiences Covid-19 symptoms, tests positive for Covid-19 or has been in significant close contact with someone who has tested positive for Covid-19, they must follow these two steps:

1. Immediately refrain from further entry into the Dance Center
2. Immediately notify Mark Morris Dance Group : schooladmin@mmdg.org

Employees who experience Covid-19 symptoms, test positive for COVID-19 or have been in significant close contact with someone who has tested positive for COVID-19 should reference the COVID-19 Employee Guidelines.

Contact Tracing

MMDG will notify state and local health departments immediately upon being informed of any positive COVID-19 test result by someone who occupied the Dance Center, and will cooperate with them to trace all contacts in the workplace. Using the visitor log, MMDG will notify the NYC Department of Health of all visitors logged who entered the location dating back 48 hours before the individual first experienced COVID-19 symptoms or tested positive, whichever is



earlier. Confidentiality will be maintained and no personal information will be divulged as required by federal and state law and regulations.

MMDG will notify all people present in the building at the same time as the individual who has tested positive that they may have been exposed. Individuals who are alerted that they have come into close contact with a person with COVID-19, and have been alerted via tracing, tracking, or other mechanism, are required to self report to their employer at the time of alert and shall follow the protocol described and referenced above. The New York State Department of Health considers a close contact to be someone who was within 6 feet of an infected person for at least 10 minutes starting from 48 hours before illness onset until the time the person was isolated.

Upon notification, all areas that the individual who tested positive entered and touched, including all work areas and equipment they may have interacted with, will immediately be cleaned using disinfecting products that are effective against COVID-19.

- All common areas in the building where the individual may have spent time or common items the employee may have touched will be disinfected as well (bathrooms, doorknobs, etc.). All doors will be opened to increase air circulation in the area for as long as possible.
- Whenever possible, after a COVID-19 case has been reported in an area, MMDG will wait 24 hours before we clean and disinfect to ensure the safety of the cleaning staff.
- If more than seven days have passed since the person who is suspected or confirmed to have COVID-19 visited or used the facility, additional cleaning and disinfection will not be necessary, but routine cleaning and disinfection will continue.

If The Dance Center Is Required To Shut Down Temporarily

MMDG will promptly execute any one or all of the following actions:

- Transition to a fully online live program for the School and Adult programs
- Suspend non-essential operations of the Dance Center

COMMUNICATIONS PLAN

MMDG will maintain a page on its website with links to this Safety Plan and Frequently Asked Questions for the School community to serve as the main resource for health and safety information for its community. Signage will be posted throughout the Dance Center to reiterate safety requirements for occupants.



Opportunities to review the Safety Plan and discuss the health and safety measures that MMDG has implemented will be provided through Town Hall meetings with students and parents in the School and staff meetings for MMDG employees.

All anticipated visitors will be sent a pre-visit email notifying them of what to expect when they enter the building. Unanticipated visitors will be informed of our safety requirements before they are admitted and need to agree to comply before entering the building.

MMDG will promptly inform all constituents of the following:

- Any new actions or policy changes.
- Advance notice of when MMDG is transitioning from one stage of operations to another.