

Mark Morris Dance Group Operational Safety Plan

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INTRODUCTION

This document serves as Discalced, Inc. / dba Mark Morris Dance Group's (MMDG) New York State mandated [Business Safety Plan](#). MMDG will make this document available on-site in print and in digital formats. 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](#).

MMDG has prioritized 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 federal, state and local 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 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 COVID-19, and as federal, state and local entities 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.

We are committed to building trust with our staff, faculty, students, and community members by providing transparency and open communication of our strategies and practices.

PATH TO REOPENING

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.

Development and Execution Reopening 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 and Training
- Communications
- Programming
- Reopening the Facility

Guidance from External Agencies

MMDG will closely follow 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)
 - 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)

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. 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.

STAGE 1 (September 2020 through January 2021): The Dance Center remained closed to the public and all programs were delivered 100% online, through live and on-demand video platforms. The Dance Center was accessible for limited hours to teaching artists who live-streamed interactive classes and filmed on-demand classes from studios. Limited staff worked on-site. Visitors were not permitted.

STAGE 2: (Beginning February 2021) Starting February 2021, a limited number of education programs will be delivered in a hybrid format blending in-person and online participation. MMDG will be prepared to pivot from partially to fully online learning if circumstances make that necessary. Visitors and guardians will not be permitted. The Wellness Center will reopen and other Dance Center programming including MMDG's Subsidized Rehearsal Space Program will begin to phase back in.

STAGE 3: When we can safely increase capacity for in-person activities, the Dance Center will move into Stage 3. There is no target date to begin Stage 3 at this time. We will continue to offer online instruction while increasing the capacity of our hybrid programming, making it possible for most students to 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 (Dance Company) - 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) have been allowed limited access to a studio within the Dance Center 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 in February with strict health and safety protocols in place.

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

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.

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 physical distancing requirements and other protocols, MMDG has:

- Closed or repurposed communal spaces
- Converted all multi-stall restrooms and locker rooms to single use restrooms
- Limited use of its elevator to a maximum occupancy of two
- Reconfigured workstations to allow for ample distance between employees
- Where possible, converted water fountains to water bottle filling stations
- Created plexiglass partitions between the public and staff at the Front Desk
- Modified HVAC systems

We ask that all occupants:

- Follow traffic patterns – Always stay to the right to help encourage safe movement/distancing.
- Do not gather in groups.
- Stand aside and let someone pass before making their way through a doorway.
- Use the front stairwell for ascending and the rear stairwell for descending.

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 and sanitizing re-circulated air to remove and kill airborne viral particles.

To optimize the performance of our HVAC system, MMDG has increased fresh-air intake, upgraded to MERV-13 filters where possible, and installed 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 smaller spaces with less ventilation, MMDG will provide portable air purifiers with HEPA filtration.

Cleaning and Disinfecting Procedures

MMDG adheres 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 is committed to:

- Blocking out sufficient time to deep clean and sanitize all spaces within the Dance Center
- Sanitizing the Dance Center using electrostatic equipment with CDC approved disinfectants a minimum of once per day
- Mopping floors and sanitizing high touch surfaces between all scheduled activities
- Providing convenient access to disinfecting wipes and hand sanitizer, containing at least 60% alcohol, throughout the Dance Center
- Cleaning and sanitizing bathrooms a minimum of three times per day during operating hours and cleaning more frequently with increased use
- Making available, upon request, details on EPA approved cleaning supplies being used
- Posting and maintaining 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 have been adopted. All spaces have a reduced capacity, based on their usage, in alignment with the interim guidance from New York State Department of Health (NYS DOH) per activity.

3 Lafayette Entrance

- Staggered, timed entry windows are set for each activity.
- Visitors are admitted one at a time.
- Pre-registration is required for all on-site activities.
- Pickups and deliveries are done with as little contact as possible.

Rockwell Place Exits (from 1st floor lobby, rear stairwell and basement)

- 1st Floor occupants exit using the 1st floor lobby exit to Rockwell Place.
- Studio F (basement level studio) occupants use the 1st floor lobby exit.
- 2nd Floor/Mezzanine-5th Floor occupants exit using the rear stairwell exit to Rockwell Place.
- Basement office occupants use the basement exit to Rockwell Place.

Locker Rooms

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

Elevator

- Those who are able will be encouraged to use the front stairwell for accessing upper floors.

Wellness Center

- Only one practitioner and their clients have permission to access this space outside of regular cleaning and maintenance. The space is closed to employees and operating at a reduced capacity well below the mandated restrictions until stage 3 of MMDG's reopening plan.

Offices

- MMDG has taken measures to limit on-site interactions and congregation by adjusting workplace hours, reducing in-office workforce to accommodate physical distancing guidelines, and avoiding multiple people working in one area.
 - Workstations have been 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 are limited. In the instance that a workstation must be shared, it will be cleaned and disinfected between use.
 - The use of personal offices is limited to no more than one individual at a time.
- MMDG has examined the redistribution of responsibilities to reduce contact between individuals and is using technology as much as possible to facilitate communication. Meetings are conducted using video conferencing whenever possible. When video conferencing is not possible, meetings are held in a well ventilated area where proper physical distancing can be achieved by all parties.
- MMDG staff members who are able to fulfill their work requirements while working off-site are required to do so until further notice.
 - These employees may be approved and 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.

Studios

- Studio capacities have been set in accordance with current New York State Department of Health interim guidance.
- Studios that will be used for in-person classes have been delineated into six by six squares to allow dancers to move anywhere within their designated square while always remaining 6 feet from another person in the room.
- Video filming and streaming equipment has been installed in six of the Dance Center's nine studios to support live online instruction.
- The use of props for classes is limited.

Studio Capacities

Capacities for studios are based on the activity, but studios may not exceed 50% of the maximum capacity of the space. An adjusted capacity may be lower than 50% of the previously approved capacity to account for appropriate physical distancing.

Studio	Dance class capacity	Stationary capacity
James and Martha Duffy Performance Space	22 dancers + 1 musician	50
Robert W. Cole Studio	12 dancers + 1 musician	30
Studio C	11 dancers + 1 musician	25
Studio E	9 dancers + 1 musician	20
Studio F	6 dancers + 1 musician	15
Howard Hodgkin Studio	6 dancers + 1 musician	15
Studio B	6 dancers + 1 musician	15
Independence Community Foundation Studio	4 dancers + 1 musician	8
Studio D	2 dancers	4

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, NYS DOH and other government agencies.

COVID-19 Safety Agreement

MMDG has developed a [COVID-19 Safety Agreement](#) in which we outline safety requirements for all Dance Center occupants. The agreement is posted throughout the Dance Center to clearly communicate and remind occupants of these expectations.

If a visitor or employee observes someone not complying with these requirements or observes an unsafe condition, they should report their observations and/or feedback to the Site Safety Monitor (a designated member of the Operations, Facility, or program staff, scheduled by day and stationed on the ground floor of the Dance Center) who is responsible for screening all visitors and ensuring compliance with all aspects of this safety plan.

Self-Monitoring COVID-19 Symptoms

Employees and visitors are expected to self monitor COVID-19 symptoms before coming to the Dance Center. If they have symptoms of acute respiratory illness consistent with COVID-19 – such as fever, cough, chills, muscle pain, headache, sore throat, or shortness of breath – that are not explained by another medical or allergic condition, they should stay home.

- **Self Check:** use this [Coronavirus Self-Checker](#) tool on the CDC website.
- **Keep Track of your Symptoms:** Review CDC's recommendations for what to do if you're sick [here](#).
- **Seek Medical Attention** immediately if you exhibit any of these [emergency warning signs](#). Consult your doctor if you have any additional concerns.

Face coverings

- All Dance Center occupants must wear a face covering 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, when eating/drinking in designated areas and physically distanced, or when a single person or those who cohabitate occupy a private office or studio.
 - When eating/drinking, masks may only be removed temporarily. When an individual's mask is removed, others present must adhere to required distancing and masking.
- The face covering must fit properly and cover both the nose and mouth.

- Acceptable face coverings include cloth and surgical masks. Masks with one way valves are prohibited. For up-to-date guidance on picking a face covering, see the CDC's [Guide to Masks](#).
- MMDG will maintain an adequate supply of disposable masks should any person require one when at the Dance Center.
- 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.
 - Watch a video from the World Health Organization- [how to wear a fabric mask](#)-which offers general guidance on mask wearing, whether disposable or reusable.
- Review the [Interim Guidance on Executive Orders 202.17 and 202.18 Requiring Face Coverings in Public During the COVID-19 Outbreak](#)

Gloves will be supplied and must be worn by facilities team members but are not required to be worn by others. Used and/or soiled gloves must be placed in the trash upon removal.

Health Screening

Anyone who wishes to enter the Dance Center is required to complete a health screening questionnaire and have their temperature taken prior. Information collected during the screening process will be accessible by the Site Safety Monitor on duty and will be kept confidential.

Contactless screening procedures are in place to eliminate the need for close contact between MMDG staff and the public. 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.

Visitors will be screened one-at-a-time in the vestibule at the 3 Lafayette Avenue entrance to the Mark Morris Dance Center. In the event that one or more visitors must wait in a line outside to be screened, the ground has been marked with dots that are six feet apart to outline a physically distanced line.

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, it will be documented by the Site Safety Monitor.

Health Screening Questionnaire

MMDG will utilize a web form to deliver its health screening questionnaire in accordance with NYC and CDC guidelines.

- Staff, faculty, dancers, and students will be required to complete this screening prior to leaving their homes.
- Visitors, when permitted, 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.

In addition to date and name, the questionnaire will contain the following Yes/No questions:

- Are you currently experiencing a fever of 100.4F (38.0 C) or higher?
- In the past 48 hours, have you experienced any new or unexplained symptoms consistent with COVID-19? These symptoms may include: fever 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, vomiting, diarrhea.
- In the past 14 days, have you tested positive for COVID-19?
- 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 last 14 days, have you traveled out of New York State or one of its contiguous states (NJ, CT, PA, MA or VT) for more than 24 hrs?
- If yes, did you quarantine for 14 days upon returning to NYS or quarantine for 3 days upon returning to NYS, get tested on the 4th day, and subsequently receive a negative COVID-19 test result?

Anyone who has a temperature over 100.4 F (38.0 C) will be denied entry and directed to appropriate medical care. If an individual answers YES to any question but the last question, the Site Safety Monitor will contact them for further information and they may be denied entry/advised to seek medical care.

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 it's secure database.

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.

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.

Travel Restrictions

Please review the [NYS COVID-19 Travel Advisory](#) when planning to travel. Those traveling out of New York State and its contiguous states will be subject to state mandated quarantine/testing and will therefore be restricted from participating in activities at the Dance Center until cleared.

Responding To A Suspected Or Confirmed Covid-19 Case

If a person becomes symptomatic while in the Dance Center:

- They will be isolated and then sent home immediately.
- They will be advised to seek medical care if symptoms are severe.
- The Site Safety Monitor should be informed.
- MMDG will disinfect any areas and common surfaces they may have touched.

If within 10 days of being at the Dance Center, a person who 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 immediately notify Mark Morris Dance Group by emailing trackandtrace@mmdg.org.

Contact Tracing

MMDG will ask anyone who reports a suspected or confirmed case to complete a digital form to relay details required for MMDG and NYC DOH contact tracing. MMDG will do preliminary contact tracing so we may inform close contacts that they may have been exposed and determine whether there is reasonable evidence that the disease was contracted at the Dance Center. MMDG will follow OSHA reporting standards if a connection is suspected or confirmed.

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.

To better understand our response process, review our [decision tree](#). MMDG will notify the New York City Department of Health immediately upon being informed of any positive COVID-19 test result by someone who occupied the Dance Center within the previous 10 days and will cooperate with them to trace all contacts in the workplace. Using the visitor log, MMDG will provide the names of all visitors who entered the location during this time. MMDG will maintain confidentiality to the extent possible consistent with employee safety and as consistent with the Americans with Disabilities Act (ADA). Individuals should review CDC [Public Health Recommendations for Community-Related Exposure](#).

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, per the CDC guidance on [cleaning and disinfecting your building or facility if someone is sick](#).

- 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.).
- Whenever possible, after a COVID-19 case has been reported in an area, MMDG will wait 24 hours before cleaning and disinfecting that area 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.

Returning To The Dance Center

Consistent with WHO/CDC Guidelines, persons with COVID-19 who have symptoms and were directed to care for themselves at home may discontinue isolation and once again participate in activities at the Dance Center under the following conditions:

- At least 10 days have passed since symptom onset AND
- At least 24 hours have passed since resolution of fever without the use of fever-reducing medications AND
- Other symptoms have improved.

Persons infected with SARS-CoV-2 who never develop COVID-19 symptoms may discontinue isolation and other precautions 10 days after the date of their first positive RT-PCR test.

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

Up to date health and safety information, including this Safety Plan, the Health Screening Questionnaire, the COVID-19 Safety Agreement and Frequently Asked Questions for the School community, will be accessible on the [Visit the Dance Center page on MMDG's website](#).

Opportunities to review the Safety Plan and discuss the health and safety measures that MMDG has implemented have been 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, when allowed, will be informed of our safety requirements before they are admitted.

Bi-monthly correspondence will be sent to the MMDG's Dance Center community and staff regarding any positive COVID-19 cases connected with activity at the Dance Center.