Faith, Arts, Culture, Entertainment, Sports and Hotel Committee Recommendations to the ReOpen DC Advisory Group Steering Committee

May 21, 2020

For more information, and to see the ReOpen DC Advisory Group Steering Committee’s full recommendations, please visit https://coronavirus.dc.gov/.
FAITH, ARTS, CULTURE, ENTERTAINMENT, SPORTS, AND HOTELS COMMITTEE

COMMITTEE MISSION & FOCUS

Large gatherings were among the first activities closed during the Public Health Emergency. From church gatherings, weddings, and birthday parties, to the Opening Day of the World Series Champions Washington Nationals, all were canceled or delayed in the District’s response to COVID-19.

These activities are the social, cultural, and civic fabric of life in Washington, DC and drive significant economic benefit for the city. They help the District attract nearly 23 million people to visit, stay in our hotels and patronize our restaurants and bars. Visitor spending in 2019 totaled $8.2 billion, the fifth consecutive year surpassing $6 billion. This represented more than $896 million in new tax dollars for the District.

The Faith, Arts, Culture, Entertainment, Sports, and Hotels (FACES-H) Committee will examine how physical spaces can be adjusted to accommodate social distancing, identify alternate formats for presenting, suggest methods to preserve these sectors during necessary periods for social distancing, and identify the tools and resources needed to eventually reopen all aspects of large gathering activities and venues.

COMMITTEE CHAIRS

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Committee Government Co-Chair: Angie Gates
Public Health Advisor: Robin (Diggs) Perdue
Legal Counsel: Ben Moskowitz
Associate Committee Director: Julia Hudson
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OVERVIEW & STATUS

CURRENT STATUS

The institutions that comprise FACES-H can be described as both the soul and economic driver of the city. It is not business as usual for these sectors; in fact, business as we know it has changed dramatically. The Stay-at-Home Order has halted these operations in these sectors as much of these sectors rely heavily on in-person interaction. The current status of each sector follows.

Faith

Communities of faith have long served as pillars in the community and been considered a source of inspiration and hope for countless residents throughout the city. Houses of worship have faced tremendous strain during COVID-19 and have been left to broadcast inspirational messages in vacant facilities and to distribute food and clothing from parking lots while social distancing. Donations have been severely impacted and houses of worship have had to adapt and modify in order to stay afloat to still provide services.

Houses of worship are not considered essential businesses and therefore may only conduct “minimum business operations.” Traditional services must adhere to the 10-person-or-less mandate to comply with social distancing practices and as a result, most houses of worship have moved to virtual and online platforms to conduct services. However, they must still follow the 10-person-or-less social distancing guidelines set forth even while live streaming the broadcast.

In addition to virtual services, houses of worship have also used creative means through social media and the dissemination of sermons via email to reach congregations and parishioners. They have modified traditional outreach such as in-home visits and provided drive-by shared services such as communion, confession and prayer from a safe distance with no physical contact. These creative options have allowed faith-based institutions to continue to serve others, particularly vulnerable populations.

Arts and Culture

One of the hallmarks of DC’s culture economy is the quality and number of theatres, galleries, artists, and museums that support the critical tourism industry. The impact of COVID-19 and the resulting Stay-at-Home Orders has been devastating to the creative industry. While the impact has been universal, the District’s cultural institutions vary greatly in physical size, visitor experience, staffing and funding mechanisms. Sources of revenue vary from government...
funding to donations as well as revenue generated from ticket sales and retail (food, beverage and merchandise). Operating expense structures are similarly diverse; therefore, financial performance is not uniform.

As a result of the Stay-at-Home Order, most venues and related activities have been closed or halted: All museums are closed to the public with only essential staff on site to protect facilities and museum collections. Galleries are closed and artists have experienced a loss in revenue from viewing and performance ticket sales. All theatres are presently closed with some providing streaming content; theatrical and live performances have been cancelled, and artists along with union vocational workers are without any source of performance income.

Every day these cultural institutions remain dark incurs a financial cost. It is critically important to determine the viability of reopening these institutions while ensuring adherence to proper safety measures.

**Entertainment and Sports**
The Entertainment and Sports Sector has essentially been closed since mid-March. As event activity is the primary driver, there are very few alternative income opportunities for this sector. Food and beverage offerings (concessions) are closely tied to the venues and performances, severely limiting delivery or takeout options; virtual content or broadcast productions are primarily limited to sports venues; however, the sports leagues will determine whether those options are available. Social distancing is severely hampering the viability of these businesses; as such a phased approach is possible, but extremely difficult for these businesses to operate in a sustainable manner.

**Hotels**
Occupancy rates in the hotels that remain open today are very low, in most cases in the single digits. By comparison, Washington, DC hotel occupancy was 86.7% in April of 2019 and 76.4% for all of 2019.

As of April 30, 2020, the Washington DC Rooms Inventory (a daily count of rooms available for rent was:

- Total Rooms: 33,597 (143 Hotels & B&Bs)
- Total Open: 15,822 (77 Hotels)
- Total Closed: 17,775 (66 Hotels)

All aspects of the hotel and hospitality industry report they have been devastated by the shutdown order and the global cessation of most travel. Nearly all revenues abruptly stopped. Most employees have been laid off or furloughed. Many properties will struggle to cover
operational costs and make debt-service payments, and there is great concern about the proper reopening criteria and associated expenses.

ASSESSING RISK BY SECTOR

As mentioned above, the FACES-H Committee focused on the following sectors: faith-based institutions, arts and culture (which comprised museums, exhibit space, and non-performance arts and culture activities), entertainment and sports (which included live events, sports, and theatrical performances), convention and large meeting spaces, and hotels. The matrix below (Figure 1) provides a risk assessment for each sector by assessing contact intensity, number of contacts, and the degree to which activities can be modified.1

<table>
<thead>
<tr>
<th>Sectors</th>
<th>Contact Intensity</th>
<th># of Contacts</th>
<th>Modification Potential</th>
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<tbody>
<tr>
<td>Faith-based Institutions</td>
<td>High</td>
<td>High</td>
<td>Medium</td>
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<tr>
<td>Museums, exhibit space, and non-performance arts &amp; culture</td>
<td>Medium</td>
<td>High</td>
<td>Medium</td>
</tr>
<tr>
<td>Live events, sports &amp; entertainment performances</td>
<td>High</td>
<td>High</td>
<td>Low</td>
</tr>
<tr>
<td>Convention and large meeting spaces</td>
<td>High</td>
<td>High</td>
<td>High</td>
</tr>
<tr>
<td>Hotels</td>
<td>Low</td>
<td>Low</td>
<td>High</td>
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</tbody>
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Faith

Houses of worship and faith-based institutions tend to have a high intensity of contacts; however, they can modify operations to reduce both intensity and number of contacts. For example, hosting outdoor services in parks or parking lots will allow services to proceed while ensuring adequate safe social distancing. Houses of worship should also gauge the comfort level of congregations prior to reopening and continue to offer virtual platforms as a safe alternative.

It will be imperative for these organizations to take safety protocols and adhere to social distancing guidelines to minimize risks, particularly as many faith-based organizations and houses of worship also provide services to vulnerable communities. Risks are also highly contingent on the actual size of the place of worship and the size of the congregation.

**Arts and Culture (Museums, Exhibit Spaces, Theatre, and Non-Performance)**

Arts and cultural spaces tend to have a medium contact intensity and a high number of contacts. The ability of this sector to modify operations varies based on the size of the venue and the nature of the offering.

Many museums can scale down by limiting on the number of visitors through traffic flow monitoring; timed/scheduled tickets; and suspending guided tours or large tour groups. As museums vary significantly in size and capacity, each facility will need to develop a plan consistent with guidance on event size restrictions. Galleries and their exhibiting artists have the ability to open and ensure social distancing. They can open by appointment if necessary and can limit any openings of new work in line with guidance on event size restrictions. Theatres may not be able to practically operate until full operations are allowed as operating at one-third capacity of an audience to allow social distancing may not provide a corresponding cost reduction in staff and facility costs. Further, performers and staff may not be able to implement social distancing.

**Entertainment and Sports**

Given the close proximity of patrons (seating) as well as performers and athletes during events, the Entertainment and Sports Sector scores “high” for contact intensity and frequency of contacts. By its nature, these events typically draw attendance to maximize the capacity of venues. Typically, efforts to mitigate this concern will severely reduce the number of patrons attending these events, thus rendering the majority of these events infeasible.

However, there are some examples of certain events that could be sustainable while limiting its capacity. Several District-based theatres have provided seating plans that achieve the required distancing as well as proper queuing for guest flow. Additionally, as another approach, several sports organizations have proposed plans for “production-only” events where only athletes, production personnel and essential venue staff would be present during an event. In some instances, the professional sports leagues are proposing detailed guidelines for this approach.

**Hotels**

As it relates to overnight stays, hotels tend to have a low contact intensity and low number of contacts. Their ability to modify operations and the guest experience to further minimize contacts is high. Hotels can implement measures such as contactless check-in, minimizing the number of people in common areas, restaurants and gyms, enhanced cleaning protocols and
the use of PPE by staff, guests, and visitors. Additionally, ongoing health screenings and temperature checks of guests and employees can help ensure sustained safe operations. Lastly, continuous monitoring of doors and public areas, training for staff and managers on protocols, elevator control, public areas control and more. In order to prepare, train, and ensure all elements are in place, hotels will need about two weeks lead-time to implement new standards.

Most of these modifications have low implementation intensity — they are fairly easy to do, and hoteliers are accustomed to providing service at high standards. However, given the dire financial circumstances of many hotels, the expense of these measures may cause significant financial burden.
MOVING TOWARD OUR VALUES

COMMITTEE APPROACH AND ENGAGEMENT

The FACES-H Committee consisted of a powerhouse group of subject matter experts from each sector. The Committee conducted four full committee meetings via WebEx on April 30, May 4, May 5, and May 7. During its initial meeting, the committee created an organizational structure that consisted of four sector working groups: Faith, Arts and Culture, Entertainment and Sports, and Hotels (Hospitality). Please see Appendix 1 for the collected meeting agendas and presentations.

<table>
<thead>
<tr>
<th>Sector Groupings</th>
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<tbody>
<tr>
<td>Faith</td>
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<tr>
<td>Committee Members:</td>
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<tr>
<td>Rev. Thomas Bowen</td>
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<tr>
<td>Rev. Dexter U. Nutall</td>
</tr>
<tr>
<td>Natalie Hopkinsin</td>
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<tr>
<td>Molly Smith</td>
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<tr>
<td>Abbe Lowell</td>
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<tr>
<td>Deborah Rutter, Kennedy Ctr</td>
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<tr>
<td>Amy Austin, Theater Wash.</td>
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<td>Tamara Christian, Spy</td>
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Each Sector Working Group was chaired by a committee member and employed a consistent methodology that used various tools including but not limited to:

1. Public (resident) surveys,
2. Sector-designed questionnaires and
3. Stakeholder focus groups.

This methodology was used to gather pertinent data, determine findings, and ultimately, articulate recommendations on the aspects and phasing of the reopening of their respective sectors. After conducting numerous meetings, each sector group worked together diligently to recommend the best way to move forward in concert with identified stakeholders.
Additionally, the FACES-H Committee was privileged to seek guidance from steering committee member CFO Jeffrey DeWitt. Mr. DeWitt shared keen insight from the steering committee as well as shared perspectives from other committees. The FACES-H Committee also benefitted from the active engagement of the Ward 5 Councilmember Kenyan McDuffie and the Ward 4 Councilmember Brandon Todd – both of whom presented at two separate full committee meetings. They highlighted the important work of the committee during this public health emergency and the impact the decisions will have on the city for years to come.

Further, with respect to the committee’s approach and engagement, this section of the report captures the general approach at the committee level. Where applicable, specific tactics used by each sector are described in the following narrative.

**Public Survey Input**

On April 28, Mayor Bowser launched an online survey for ReOpen DC to ask residents to share their feedback regarding reopening, in addition to sharing any big ideas concerns or feedback about reopening. Survey results shared with the committee were based upon feedback from residents. Please see Appendix 2 for the survey and a collection of responses relevant to this committee.

The sectors covered by the FACES-H Committee were broadly diverse in opinions and subject. However, the following input was consistent across sectors in survey responses:

- **Sector Importance** – respondents who addressed the relative importance of a single sector made convincing statements regarding each sector’s critical contribution to the fabric of the District.
- **Reopening** – respondents shared varying opinions on the best timing and prioritization of reopening. The majority of respondents were in favor of a deliberate reopening that prioritized minimizing any additional spread.
- **Clear Guidance** – generally respondents requested that specific and clear guidance was provided on how to best reopen with protective restrictions and social distance/cleaning guidelines.
- **Clear Expectations** – respondents wanted a clear timeline and easily understandable rules on when and how reopening could happen so they can start planning and making decisions.
• **Financial and other supports** – respondents across sectors requested financial and other forms of support for both current financial difficulties and future assistance in affording/acquiring personal protective equipment (PPE) and cleaning at new standards.

Additionally, the following insights were gathered from responses that were specific to sectors:

- **Faith** – respondents indicated that houses of worship are frequently used by outside groups and the feasibility of regular deep cleaning between uses may have additional impacts. Additionally, several respondents suggested organizing faith leaders to work together to share models on how they are thinking about reopening and supporting their communities. Furthermore, many respondents mentioned that social distancing guidelines are needed to reopen safely.

- **Arts and Culture** – respondents spoke about the importance of the various forms included under the category of arts and culture but provided specific thoughts around reopening museums. Respondents suggested that reservations and one-way paths through museums would help with distancing and later contact tracing. One respondent specifically took issue with the JHU guide classification of museums noting that large museums should be considered indoor large venues with high contact intensity.

- **Entertainment and Sports** – respondents expressed doubt about the ability to implement social distancing at large event venues.

- **Hotels** – respondents noted the importance of increased consumer confidence in safety will be critical to successfully restarting operations. Responses also provided a suggested prioritization for rebuilding a visitor base of focusing first on domestic travelers within a six- to eight-hour drive of DC, and then expanding outward as confidence increases in more methods of transportation. A respondent suggested that hotels could be repurposed while occupancy rates are low.

### Sector-Designed Questionnaires

Each sector group designed a questionnaire specific to their industry and disseminated it to their colleagues and stakeholders to gather data and critical insights. The questionnaires provided several useful feedback points from residents and concerned stakeholders. While specific opinions varied, two common themes appeared: a desire for clear guidance and the need for extended financial support.

The following summarizes the efforts of each sector. Please see Appendix 3 for the questionnaires and a compilation of responses.
Faith, Arts, Culture, Entertainment, Sports, and Hotels Committee submission
to the Steering Committee for its recommendations to the Mayor

The committee gathered additional stakeholders which included the owners or operators of major venues and individuals with subject matter expertise. These additional stakeholders were asked to lend their knowledge and resources to generating this report. The committee is grateful for their time and participation. Please see Appendix 4 for a listing of additional stakeholders.

- **Faith Sector:** Houses of worship and faith-based organizations used stakeholder outreach to identify best practices for regular operations such as worship services, funerals, weddings, and how to best proceed under social distancing restrictions. Stakeholders also provided a useful list of best practices on continued operations at houses of worship and congregations. Please see the Lessons Learned section below for those best practices. Members of the faith sector administered an additional public survey to gauge congregation members’ comfort level with respect to returning in-person services and other viable options for services (e.g., outdoors) which would be used for additional phases of reopening.

- **Arts and Culture Sector:** reached out to a wide variety of additional stakeholders and the broader arts and culture community in the District and encouraged them to complete the survey. In response the sector group received 104 survey responses covering a representative swath of the District’s arts and culture community including a consolidated response from the Smithsonian Institution.

- **Sports and Entertainment Sector:** further organized its work into three subgroups: live events, sporting events, and nightclubs. Each subgroup surveyed additional stakeholders and conducted conference calls to solicit feedback and gain critical insight. The subgroups then meet as a sector group to determine key findings and develop recommendations.

- **Hotel Sector:** met regularly to discuss and populate the sector-designed questionnaire and distributed it to several hoteliers on May 5, 2020. Additionally, the hotel sector repurposed existing industry advisory groups and consortiums to contribute to this report. Through Destination DC, the sector working group relied on groups such as the existing Convention Committee, a group of hoteliers and staff from Destination DC and Events DC that regularly meet to strategize on the convention market for Washington DC. Similarly, the sector group consulted with the Washington, DC Hospitality Alliance a group of leaders from the labor community, hotel and restaurant associations, Destination DC, and Events DC, to develop recommendations.

**Stakeholder Focus Groups**
Two of the sectors under the FACES-H Committee held sector-specific focus groups:
• Faith - The faith sector conducted a focus group on May 12 with several interfaith leaders to discuss specific issues that shouldn’t be overlooked as the city prepares for the new normal and how have their organizations have prepared to keep their communities and stakeholders safe. Additionally, questions centered around suggestions for inclusion of vulnerable communities to ensure they aren’t impacted negatively and what resources, equipment, guidance and other support may be needed for the reopening of the city. Please see Appendix 5 for the feedback received from this focus group.

• Arts and Culture - The DC Office of Cable Television, Film, Music, and Entertainment (OCTFME) and the Creative Affairs Office held a focus group specific to artists in the creative industries. These artists included filmmakers, musicians, visual artists, fashion designers, photographers, culinary artists, and spoken word artists. Although these individuals are not venue operators, it is important that their voices were heard as we prepare to ReOpen DC. When the doors of our cultural institutions open, it is the artists who grace the stage. Therefore, this focus group provided valuable insight in the ReOpen DC discussion. Please see Appendix 5 for the feedback received from this focus group.

OPPORTUNITIES

The unprecedented impact of COVID-19 also presents several opportunities to reimagine and grow instead of returning to the status quo. The following represent opportunities that can leverage the unique strengths of each sector.

Faith

Societal Role: Through stakeholder outreach, it remains clear that houses of worship fill a critical void during the impact of COVID-19. These faith-based locations have been impacted and traditional outreach has expanded exponentially to support and provide services to residents across all eight wards in the District. As a staple of the community, these faith-based institutions provide food distribution, cleaning supplies, financial and medical supply access to residents and essential health workers.

Virtual Outreach: Virtual platforms have allowed houses of worship to broadcast and stream services live, enabling congregations to feel connected and receive much-needed inspiration and encouragement to help soothe the souls during COVID-19. These virtual platforms have allowed trained clergy and other leaders with the necessary tools to provide mental health support services to those individuals in need and experiencing a time of grief.
Arts and Culture

**Live Streaming and the Digital Platform:** This sector expressed their commitment to the digital platform, yet none have identified ways to generate and replace revenue from online activities. The financial barriers for effective online content include the costs of equipment and training regarding content creation. Arts education and other sectors expressed an interest in partnering with OCTFME to potentially access broadcast equipment and affordable spaces for live streaming. This seems to be an area of opportunity for targeted government assistance and support.

Other opportunities include potential ideas or innovations on how to address some of the safety:

- Clear face coverings (for accessibility issues)
- Artistic PPE as a way of embracing this new way of life
- Calling face coverings “community protective equipment” so staff and visitors believe they are protecting each other
- Personal styluses and anti-microbial film for digital interactives
- New technologies for cleaning or protecting interactive exhibits

Other opportunities include innovations or initiatives that may transform business or operations:

- Virtual experiences and virtual events
- New exhibit designs
- Outdoor programing

Entertainment and Sports

**Testing and Contact Tracing:** Given the likelihood that many venues in the entertainment and sports sector may not be active in the early stages of reopening, it may be possible to explore repurposing those venues and staff for public health uses. Dormant venues could be used as test centers and some of the unemployed employees could be trained and deployed as contact tracers.

Hotels

**Unique value proposition of Washington, DC:** Washington, DC is a bucket-list trip for many people. Important and iconic, DC’s national prestige and “Real DC” neighborhoods, culture and people are a natural draw.
Washington, DC boasts soaring wide open spaces that will appeal to visitors wary of crowds. The abundance of free and affordable things to do are always appealing, especially in a time of financial constraint for many people.

**Destination Marketing:** This is an opportunity to launch a comprehensive marketing campaign to aid in the District’s economic recovery. Targeted marketing efforts will prioritize audiences to attract back to the District:

Local > Regional > Drive Market > National > International

Until there is restored airline services and people are comfortable flying, the drive market will be a critical audience. There are 50 million people who live within 4.5 hours of DC.

**Collaborative Industry:** The Hospitality Alliance is the unified voice of the District’s hospitality industry, including Destination DC, Events DC, the Hotel Association of Washington, DC and the Restaurant Association of Metropolitan Washington. Collectively, this group can be leveraged to coordinate the activities of the hospitality industry – assisting in the creation of a recovery strategy, developing or promoting guidelines, and disseminating appropriate messaging as appropriate.

**LESSONS LEARNED FROM THE STAY AT HOME ORDER**

**Faith**

**Use of Technology in Fulfillment of Mission:** Since the stay-at-home order and social distancing guidelines were put into place, many houses of worship have implemented new means of conducting worship services. This includes worship services via live streams, conference calls and videoconferencing. Congregations have expressed that some if not all these means can continue upon reopening. For example, house of worship meetings can be held over the phone through conference calls or through videoconferencing as opposed to in person.

**Improved Social Distancing Guidelines and Cleaning Protocols:** The faith sector also stated that existing spaces in houses of worship can be better leveraged to adhere to social distancing and safety guidelines. As a result of this pandemic more routine deep cleaning schedules will be put into place to ensure worship facilities are safe for all using the space. Installation of hand sanitizing stations and changing existing seating arrangements that are six feet or more apart allows for better compliance to safety and social distancing guidelines. The faith sector also expressed the need of house of worship leadership to require use of gloves and potentially masks by church leadership and staff.
House of Worship Collaboration: The faith sector has also expressed the need for continued interfaith collaboration between houses of worship to ensure that if another pandemic or medical emergency occurs, information sharing systems for exchange of best practices and resources will already be in place.

Arts and Culture
From a programming perspective, many in the sector pivoted to streaming and digital platforms in response to the pandemic. This move exposed issues regarding the digital divide and access to low-cost, high-speed internet. How can all citizens have affordable access to critical online resources as we move forward? Is internet access an “essential right” in these times?

The arts and culture sector believes there is an extraordinary demand for content during the Stay-at-Home Order but the virtual experience makes it more difficult to share emotions and to connect.

From a workforce perspective, the sector also learned that their businesses and institutions could function remotely and in a virtual setting – not only from a programmatic perspective but administratively as well; this may continue after the pandemic crisis.

Hotels
Fear, economic loss: The hotel industry relies heavily on the travel industry; the lack of travel has had a significant impact on hotel occupancy. The hotels are severely impacted financially. Consumer confidence will be critical in the recovery of the hotels as people will need to feel comfortable traveling to warrant overnight stays at hotels.

Financial Challenges: The majority of hotels are highly leveraged. Not only do hotels have substantial operating costs but most have significant debt; they could potentially run afoul of their debt obligations if they are unable to generate significant revenue. The federal and District governments have swiftly risen to the challenge to try to provide support to impacted workers and businesses; the support has been substantial and helpful but unfortunately is not sustainable.
CHALENGES

Faith

**Contact Tracing:** Faith-based groups are not always required to register, so not every faith-based organization or house of worship has been identified in databases. Some congregations also expressed concern from members with providing specific information for public use. They also expressed the need for greater staff capacity and support to manage and utilize databases.

**Digital Divide:** Many congregations have been able to continue worship services through technological means such as conference calls and livestreaming. However not all congregations, groups and residents were able to utilize online tools with ease due to a variety of concerns, including access to Wi-Fi, limited videoconferencing capabilities, etc. This has placed a limit on some congregations from reaching all members of their congregation effectively. Switching to remote services and virtual communications as well as uncertainty around future reopening has also limited some house of worship programs and activities formerly done in person (e.g., youth retreats, community events, vacation bible school, etc.).

**Contributions/Funding:** Houses of worship have been severely impacted financially. Many were not set up with online platforms to receive contributions and have hastily created virtual accounts in order to establish online giving. However, online means may not be easily accessible or utilized by all demographics within a house of worship. In addition, many members of congregations weren’t familiar with these options or lacked the means to contribute because of the financial impact COVID-19 has had on their households.

**Regional Barriers:** Houses of worship throughout the city have members that reside in different jurisdictions within the region, affecting access to services provided due to differing stay-at-home orders.

**Funeral and Wedding Services:** Houses of worship are experiencing a backlog of conducting funeral and wedding services due to social distancing restrictions. Although some of these services have moved to online platforms, future uncertainties present challenges for previously scheduled weddings, funerals and other events faith-based institutions usually facilitate.

**Social Distancing:** The ability of many houses of worship to comply with social distancing guidelines is dependent on the size of their worship facilities. For example, a smaller house of worship would have a more difficult time implementing social distancing than a larger house of worship. This also will raise equity concerns based on health risk in later phases of reopening as
only a portion of congregations will be able to attend services in person, while others would have to view services remotely.

**Lack of PPE and Medical Supplies:** Another challenge is the limited availability of PPE and medical supplies. Once reopening is underway, houses of worship have expressed the need to have PPE, particularly masks and gloves, available for congregation members, visitors and house of worship staff. This will also pose challenges in additional rounds of reopening phases, as employees, leadership and eventually residents will need to be provided with these supplies and facilities will need additional staff or third-party support for routine deep cleaning of facilities.

**Arts and Culture**

**Digital Programming:** While many of the cultural institutions have converted some of their programming to digital and virtual, this platform is not financially feasible. It is both time consuming and difficult to provide a return on investment that equates to revenue derived from live or in-person experiences. It has also limited the cultural institutions’ ability to provide free and meaningful educational experiences given the lack of face-to-face interaction.

**Social Distancing:** Much of the programming in the arts and culture sector depends on paid audiences to offset cost of production or sustain their organizations. Adherence to social distancing requirements will severely impact their ability to effectively provide programming and meet their business objectives.

**Lack of PPE and Medical Supplies:** Once reopening is underway, cultural institutions have expressed the need to have PPE, particularly masks and gloves available for the patrons and staff. They also must ensure that venues are properly cleaned to protect staff and the public.

**Entertainment and Sports**

**Social Distancing:** The primary challenge to reopening entertainment and sports businesses is the social distancing requirement. While social distancing is in effect, these businesses cannot viably open to the public. When modeling capacity while maintaining six feet of separation, venues can only achieve a range of 15 to 25% capacity. Opening with capacity so severely reduced is financially untenable. In addition, maintaining social distancing at entry, exit, restroom access and food and beverage stations is prohibitive.
Scheduling/Runway: Live entertainment and sports venues need sufficient lead time to book and plan events, as they are dependent on national leagues and tours for business and all require significant collaboration on bookings/schedules.

Technology/Materials: Depending on health guidelines, venues may need to create new technology screenings and provide PPE to employees and customers. Supply chain limitations will pose a challenge in acquiring these materials. Developing a local business supply chain for various aspects of PPE and cleaning and sanitizing materials could boost our local economy.

Expenses with No Revenue: While entertainment and sports are in a state of suspension there are no or limited revenues coming into the businesses. However, there is very little reduction in expenses as the business must pay rent, taxes, payroll and other necessary expenses.
Hotels

Availability and expense of personal protective equipment (PPE): Hotel properties have hustled to purchase PPE. In a time of low-to-no revenues, this is an additional expense critical to operations, but taxing already strained businesses. Erratic availability of PPE will ease as the supply chains stabilize and more products are available, but currently it cannot be dependably sourced.

Childcare: The biggest reported barrier for workers is childcare. In order to enlist hotel staff, open schools and care for their children is essential.

Transportation: Reliable, safe, secure transportation to get both workers and guests into hotels is a challenge. It will be important that people feel safe getting to work and that employers can count on their teams commuting safely.

Resurgence: A resurgence of cases, especially if there is an outbreak within one hotel, will be damaging to image and recovery efforts.

Destination marketing funding: Destination DC is largely funded by a share of the hotel occupancy tax. The abrupt decline in those revenues has crippled the organization. Approximately 15% of Destination DC’s revenue comes from membership and sponsorship fees, which are projected to be reduced by at least half for 2020 and 2021. Destination DC’s marketing investments have been proven to provide a return on investment of more than $3 in taxes generated for each $1 in advertising expenses. Emergency destination marketing funding to restore these sales and marketing efforts will be essential to help restore visitation and ensure Washington, DC’s position as a destination for both business and leisure travel.

Repurposing of the Walter E. Washington Convention Center: As the highest priority, the convention center has been converted to an alternative care facility. When no longer needed as a temporary hospital, the WEWCC will be critical to the economic recovery of the District. Specifically for the hotel sector, it will help drive visitors to the city and generate room nights in the District’s hotels.
Food and Beverage: Food and beverage, inclusive of restaurant outlets, room service, and banquet/catering poses a significant risk for spreading of the virus through shared experiences. Safety measures need to be strictly enforced to stop any potential spread. This will require an establishment of new models for serving and consuming food and beverage. Individually wrapped meals may cost more and create more waste. There may be higher costs for consumers with attended coffee stations instead of self-serve and related services.

Social Distancing Standards: Creating standards for hotel guests, both leisure and business, will be imperative to reopening. Investing resources to create new standards for room setups, audio-visual needs, revised programming, and enforcement will be paramount to consumer confidence. There will be planning expenses to reconfigure spaces. The public will have to learn to reset social norms.
REOPENING GUIDANCE AND PREPARATION

PRIORITIZATION AND PHASING OF SECTORS

The Faith, Arts, Culture, Entertainment, Sports, and Hotel (FACES-H) sectors are some of the hardest hit economic industries in this pandemic, with nearly every sector mentioned (excepting hotels) considered non-essential. The committee is keenly aware that the progress of our public health response will be the key factor in determining our reopening status. As indicated below, each sector performed an analysis of its business operations and programming against proposed guidelines for each of the stages. Consistent with each of the sectors, proper safety protocols were prioritized as specified in each of the proposed stages.

As the FACES-H Committee includes several sectors, there is significant variation in size of institutions, diversity in programming or service offerings, and capacity of venues. As a result, the proposed prioritization and phasing differed amongst sectors. Further, in most cases, the sectors also proposed alternative criteria as part of the staging – most notably, certain sectors recommended the use of percentage of square footage or occupancy as the limiting criteria as opposed to numerical capacities to determine whether business operations or event activities of these sectors qualified for each of the proposed stages. As such, the following represents sector-specific guidelines for each of the proposed stages. Consistent with the draft stages as prescribed proposed in the template, Stages 2 and 3 represent the gradual progressions prior to Stage 4 which represents a full capacity return.
Figure 2. Proposed Prioritization and Staging

Faith
<table>
<thead>
<tr>
<th>Faith, Arts, Culture, Entertainment, Sports, and Hotels Committee submission to the Steering Committee for its recommendations to the Mayor</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Today</strong>&lt;br&gt;Widespread transmission&lt;br&gt;Stay-at-home order in place and all non-essential businesses closed&lt;br&gt; Allowance for key low-risk activities with strong safeguards in place</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Gatherings</th>
<th>&lt;10-person gatherings</th>
<th>&lt;10-person gatherings</th>
<th>&lt; 50-person gatherings</th>
<th>&gt; 50-Person gatherings (Not full capacity)</th>
<th>Full Capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Houses of Worship</strong>&lt;br&gt;Houses of worship are not considered essential businesses and therefore may only conduct minimum business operations.&lt;br&gt;Live stream services will continue instead (through Facebook Live, Zoom, WebEx, and other video conferencing platforms.)</td>
<td>Houses of worship will continue to abstain from in-person worship services and continue to use virtual/online platform.&lt;br&gt;Establish routine deep cleaning schedule for house of worship facilities.</td>
<td>Worship services and meetings will continue to be provided remotely.&lt;br&gt;Houses of worship will begin planning for how they can resume in-person worship with necessary safeguards in place.&lt;br&gt;Creation and postage of signage to better inform future congregants of effective hand washing, symptoms of COVID-19, coughing and sneezing methods that reduce transmission, etc.</td>
<td>Small group (50 or less) bible studies, church office staff, or church leadership could consider meeting in person during this round if strict measures can be taken place to minimize risk of infection.&lt;br&gt;Virtual meeting platforms still preferable&lt;br&gt;High-risk individuals should continue to shelter in place</td>
<td>In-person services will resume, with high-risk individuals still being encouraged continue to participate through virtual platforms at home.&lt;br&gt;Seating arrangements positioned to better comply with social distancing guidelines.&lt;br&gt;Gloves still utilized by house of worship staff and leadership to reduce risk of transmission.</td>
<td></td>
</tr>
</tbody>
</table>

| **Faith-Based Organizations**<br>While many faith-based organizations are closed, these organizations still provide essential services to vulnerable community in need through programs such as food drives, clothing drives, online fundraising, etc. | Organization staff will continue to follow social distancing guidelines when providing needs to vulnerable communities and residents in need. | Continue resident outreach and provide essential services to residents following CDC guidelines | Continue resident outreach and provide essential services to residents following essential guidelines | Faith-based organizations have resumed full operations. |

<p>| <strong>Universal safeguards across stages</strong>&lt;br&gt;<strong>For individuals:</strong>&lt;br&gt;● Physical distancing of at least 6 ft. when in public&lt;br&gt;● Use of masks in public spaces | <strong>For House of Worship Staff and Leadership:</strong>&lt;br&gt;● Physical distancing of at least 6 ft. for employees and patrons (other safeguard measures where not possible) | 23 |</p>
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<td>• Regular hand washing and good hygiene (e.g., avoid touching face)</td>
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<tr>
<td>• Requirement to stay home if sick</td>
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<tr>
<td>• Regular disinfecting of surfaces and objects Additional safeguards for vulnerable populations</td>
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<tr>
<td>• Regular cleaning and strict sanitation standards in the workplace</td>
</tr>
<tr>
<td>• Use of health screenings and protective equipment (e.g., temperature checks, PPE) for employees and patrons</td>
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<tr>
<td>• Protections for vulnerable workers and their families (e.g., ensuring workers that fall ill have their jobs protected; able to self-isolate at home when possible), education of employees about COVID-19</td>
</tr>
<tr>
<td>• Other employer strategies identified for addressing ill employees</td>
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</table>
Arts and Culture

The arts and culture sector wants to get back to work, understanding that a phased approach is necessary and that there is no one-size-fits-all solution to a phasing plan. For example, when asked if a phased approach is viable, 69% of museums answered very likely, another 22% answered likely, 9% responded “neither likely nor unlikely.” Of the arts education sector, 40% feel that a viable phased approach is “likely,” while 9% feel that a phased approach is “highly unlikely” to be viable. Many of the respondents who are less enthusiastic about a phased approach are concerned about profitability while operating at less than optimal capacity. These venues will likely remain closed until they determine they can attract the audience/visitors needed to meet financial goals or find other funding sources.

Theatre guidance must address three different populations: performers/artists, staff and audience. What can work for one theatre does not necessarily work for the others. In addition, those theatres that need to operate at near full capacity for economic reasons will likely be the last institutions to open – this may directly correlate with the timeframe for an available vaccination to ensure public safety and consumer confidence.

As it relates to the different constituencies, the following are some considerations for each:

**Artists:** As there is considerable concern about the vulnerability of and high unemployment rate amongst artists, there is a concerted effort to develop strategies to thoughtfully include artists in the initial phases of reopening. In theatres, best practices may include early “rehearsal” conducted virtually; then in-person rehearsals with PPE and without contact (no kissing or stage combat); green rooms and dressing rooms reconfigured for social distancing; testing (e.g., antibody tests) for the artists; keeping stage crews to a minimum; consideration for all aspects of keeping social distance to do costumes, lights, set building and other work required to be ready for an audience. Temperature screenings of artists may also be considered during the rehearsal and performance process. It is clear, especially for arts educators and those described as “other” that the rehearsal process is critical for the creation of effective online content, the creation of new work during this down time, and future performances, once allowed.

**Staff:** Best practices include reconfiguring areas for social distancing; temperature checks; testing (especially front-of-house staff); face masks; cleaning areas daily and between each performance; fewer doors to enter and leave the building; and telework protocols to keep the number of staff in the building at a minimum.

**Audience:** In theatres, best practices may include wearing of face masks; reconfiguring theatres and lobbies for social distancing; sitting in family groups; cleaning theatres after each performance; bathroom attendants to wipe down stall doors after each use; giving audience
members antiseptic wipes for arms of theatre seats; contactless ticketing so no one needs to touch the ticket to get in; disposable drinkware; eliminating intermissions to reduce more gathering; advertising the steps taken to keep audiences safe referencing common sense community-wide safety and cleaning practices, and temperature checks at the door (if feasible, for example, if body scanners are made available). Small galleries can open in the initial round and can safely handle social distancing — they can open by appointment, use proper PPE for staff and require it for visitors.

Subsequent rounds would follow health guidelines to loosen the provisions described above.

For museums, the first stage could include a limited opening (reduced capacity for staffing and guests to ensure adherence to social distancing) to the public with no receptions or private events. This phase will include all initial safety protocols that could include PPE, physical modifications (e.g., Plexiglas barriers) and operational procedures (e.g., contactless tickets, controlled guest movement/queuing)

The second stage would increase the capacity and perhaps allow small groups.

The third stage would increase capacity even more and possibly allow for private events. Food and retail services may not be available until this third phase.

The fourth stage is the new normal when a vaccine/treatment is widely available.
Faith, Arts, Culture, Entertainment, Sports, and Hotels Committee submission to the Steering Committee for its recommendations to the Mayor

Figure 2. Proposed Prioritization and Phasing
Arts and Culture
<table>
<thead>
<tr>
<th>Stage</th>
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<th>Stage 1</th>
<th>Stage 2</th>
<th>Stage 3</th>
<th>Stage 4</th>
</tr>
</thead>
</table>
| Core features | Widespread transmission  
Stay-at-home order in place and all non-essential businesses closed | Declining transmission, stable hospital system capacity, increased testing and contract tracing, and available protective equipment  
Allowance for key low-risk activities with strong safeguards in place | Localized transmission, stable hospital system capacity, robust testing and contact tracing, and available protective equipment  
Allowance for more activities with strong safeguards in place | Sporadic transmission, stable hospital system capacity and robust testing and contact tracing  
Further allowance for more activities with strong safeguards in place | New normal: Effective vaccine, significant technological advancements, therapeutics and/or widespread testing and contact tracing.  
Allowance likely for all activities |
| Gatherings | <10 People | < 25% Capacity | < 50% Capacity | < 75% Capacity | 100% Capacity |
| Museums & Small Galleries | Museums and small galleries closed with only minimal staff present to manage the collections and artwork. | Limited opening (reduced capacity for staffing and guests to ensure adherence to social distancing) to the public with no receptions or private events. 
This phase will include all initial safety protocols including PPE, physical modifications (Plexiglas barriers) and operational procedures (contactless tickets, controlled guest movement/queuing)  
Small art galleries can open and can easily handle social distancing and use proper | Capacity for guests will be increased in museums; allowing for small groups to attend or walk through the museum at a time. 
Food and retail services will remain closed.  
Routine cleaning schedules and admission protocols will need to be established in order to comply with social distancing and sanitary guidelines. | The third stage would increase capacity and possibly allow for private events. Food and retail services may not be available until this third phase. | With treatment and vaccine readily available, Museums will be able to return to full capacity, potentially with the continued use of physical modifications (Plexiglas barriers) and operational procedures (contactless tickets, controlled guest movement/queuing)  
Small Galleries at full capacity with all operations resumed. |
### Arts Education Organizations

| Arts Education Organizations | PPE. Galleries would be open by appointment only to manage capacity. | Arts education groups have pivoted to digital successfully in large numbers in response to the virus. | Arts education orgs and remain closed during Stage 1. Continue to utilize virtual or digital means for arts education programs and services. | Over 65% of the arts education sector are likely or highly likely to open in this stage. Most express a preferred capacity between 40-60%. | Arts education organizations will increase their capacities to 50-75% | Arts education organizations resume operations at full capacity. |

### Theatres

<p>| Theatres | Closed with minimal staff (&lt; 10) to ensure cleaning and maintain of theater space. | Theatres will remain closed during Stage 1 when strict stay at home polices are in place. | In-person rehearsals with PPEs and without contact (no kissing or stage combat) | Green rooms and dressing rooms reconfigured for social distancing. | Regarding audiences, reopening may include guests wearing face masks and also involve reconfiguring theatres and lobbies for social distancing, (i.e. sitting in family groups, etc.). | Advertising the steps taken to keep audiences safe referencing common sense community-wide safety and |
| | | | | | | Some theatres may open if a combination of audience distancing and safety for artists and staff can be found in economically viable models. Outdoor spaces will be explored as best venues for gathering. | Audiences also continue to sit in “family groups.” |
| | | | | | | Theatres can fully open if there is a vaccine, and if testing and hospitals are equipped and staffed to handle projected caseloads. When people can again gather in groups, the theatres can open their doors. |</p>
<table>
<thead>
<tr>
<th>Universal safeguards across stages</th>
<th>For individuals:</th>
<th>For Staff and Leadership:</th>
</tr>
</thead>
<tbody>
<tr>
<td>● Physical distancing of at least 6 ft. when in public</td>
<td>● Physical distancing of at least 6 ft. for employees and patrons (other safeguard measures where not possible)</td>
<td>● Physical distancing of at least 6 ft. for employees and patrons (other safeguard measures where not possible)</td>
</tr>
<tr>
<td>● Use of masks in public spaces</td>
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<td>● Use of masks in public spaces</td>
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<tr>
<td>● Regular hand washing and good hygiene (e.g., avoid touching face)</td>
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<td>● Requirement to stay home if sick</td>
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<td>● Regular disinfecting of surfaces and objects Additional safeguards for vulnerable populations</td>
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Cleaning practices
Entertainment and Sports
The entertainment and sports sector includes anchor properties, venues around which neighborhoods were built. They employ close to 10,000 people, almost 50% of whom are DC residents and most of whom are currently out of work. In order for restaurants and retail around these venues to return to their previous business operations, it is imperative that these anchor properties come back to life. Entertainment and sports, with its high number and intensity of contacts, plus its low modification potential, is dependent on and vulnerable to social distancing.

- Phased opening is only possible for sports venues if national leagues decide to play games for broadcast only, without fans.

- If social distancing could be reduced from six feet with mandatory mask-wearing, phases might be possible for music venues, nightclubs and bars. In such an instance, phases should be based on percentages of capacity instead of random capacity numbers or thresholds.
**Figure 2. Proposed Prioritization and Phasing**

### Entertainment and Sports

<table>
<thead>
<tr>
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<th>Stage 3</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Core features</td>
<td>Widespread transmission, stay-at-home order in place and all non-essential businesses closed</td>
<td>Declining transmission, stable hospital system capacity, increased testing and contract tracing, and available protective equipment, allowance for key low-risk activities with strong safeguards in place</td>
<td>Localized transmission, stable hospital system capacity, robust testing and contact tracing, and available protective equipment, allowance for more activities with strong safeguards in place</td>
<td>Sporadic transmission, stable hospital system capacity and robust testing and contact tracing, further allowance for more activities with strong safeguards in place</td>
<td>New normal: Effective vaccine, significant technological advancements, therapeutics and/or widespread testing and contact tracing, allowance likely for all activities</td>
</tr>
<tr>
<td>Gatherings</td>
<td>&lt;10-person gatherings</td>
<td>&lt;10-person gatherings</td>
<td>Up to 25% capacity</td>
<td>Up to 50% capacity</td>
<td>All gatherings</td>
</tr>
<tr>
<td>Entertainment</td>
<td>Closed</td>
<td>Closed for business production and venue maintenance</td>
<td>Booking events for Stage 4, staffing and training for Stage 4, concerts and events resume when content is available</td>
<td>Games could be held without fans and for broadcast only, following strict league protocols to limit interaction, disinfect surfaces, maintain</td>
<td>Games could be held without fans and for broadcast only, following strict league protocols to limit interaction, disinfect surfaces, maintain, full-team practice facilities and offices would open</td>
</tr>
<tr>
<td>Sports</td>
<td>Team practice facilities could open with limitations, individual workouts with players and personnel</td>
<td>Team practice facilities could open with fewer limitations and allow multiple player workouts, workouts would involve</td>
<td>Team practice facilities could open with fewer limitations and allow full-team workouts, full-team workouts with all players and specific</td>
<td>Games could be held without fans and for broadcast only, following strict league protocols to limit interaction, disinfect surfaces, maintain</td>
<td>Games could be played with full attendance of</td>
</tr>
<tr>
<td>Following specific league protocols.</td>
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<tr>
<td>Following strict league protocols to limit interaction, disinfect surfaces maintain social distance, strict symptom and temperature checks and require use of PPE.</td>
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<tr>
<td>Specific groups of players and personnel with limited other interaction.</td>
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<tr>
<td>Following strict league protocols to limit interaction, disinfect surfaces maintain social distance, strict symptom and temperature checks and require use of PPE. Players would be regularly tested.</td>
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<td>Limited coaching staff.</td>
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<tr>
<td>Other team staff would be permitted in other areas of practice facility.</td>
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<tr>
<td>Following strict league protocols to limit interaction, disinfect surfaces maintain social distance, strict symptom and temperature checks and require use of PPE. Players would be regularly tested.</td>
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<tr>
<td>Potential to host limited events or games for broadcast only while maintaining social distancing standards and adhering to protocols.</td>
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<tr>
<td>Groups needed to host the game would be no larger than 50 in a specific location in the building.</td>
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<tr>
<td>All groups would be isolated from each other within the building.</td>
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<tr>
<td>Gathering size in this phase should take into consideration the overall size of space and number of people that can be accommodated.</td>
<td></td>
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<tr>
<td>Social distance, strict symptom and temperature checks and require use of PPE. Players would be regularly tested.</td>
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<tr>
<td>Some staff would work limited hours in offices to prepare for events, following all protocols.</td>
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<tr>
<td>Up to 250 people would be onsite to support the broadcast of the game. Social distance and isolation of groups could be maintained.</td>
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<tr>
<td>Fans and for broadcast.</td>
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<tr>
<td>If necessary, a ramp up from half to full attendance could be deployed over a few weeks.</td>
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</tbody>
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## Faith, Arts, Culture, Entertainment, Sports, and Hotels Committee submission to the Steering Committee for its recommendations to the Mayor

<table>
<thead>
<tr>
<th>Nightlife</th>
<th>Closed</th>
<th>Open with limited capacity</th>
<th>Open with less limited capacity</th>
<th>Open at full capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nightlife</td>
<td>Non-essential travel discouraged</td>
<td>Non-essential travel discouraged</td>
<td>Non-essential travel discouraged</td>
<td>Non-essential travel can resume</td>
</tr>
<tr>
<td>Remote work</td>
<td>Remote work required</td>
<td>Remote work recommended</td>
<td>Remote work recommended</td>
<td>Remote work encouraged</td>
</tr>
</tbody>
</table>

### Universal safeguards across stages

**For individuals:**
- Physical distancing of at least 6 ft. when in public
  - Use of masks in public spaces
  - Regular hand washing and good hygiene (e.g., avoid touching face)
  - Requirement to stay home if sick
  - Regular disinfecting of surfaces and objects
- Additional safeguards for vulnerable populations

**For employers:**
- Physical distancing of at least 6 ft. for employees and patrons (other safeguard measures where not possible)
- Regular cleaning and strict sanitation standards in the workplace
- Use of health screenings and protective equipment (e.g., temperature checks, PPE) for employees and patrons
- Protections for vulnerable workers and their families (e.g., ensuring workers that fall ill have their jobs protected; able to self-isolate at home when possible), education of employees about COVID-19
- Other employer strategies identified for addressing ill employees
**Faith, Arts, Culture, Entertainment, Sports, and Hotels Committee submission to the Steering Committee for its recommendations to the Mayor**

**Hotels**
Many District hotels did not fully close and have established procedures based on their immediate needs. The following stages will provide guidelines for hotels to incorporate through the progression of reopening. We anticipate the brand hotels to establish additional guidelines and procedures to meet their individual health and safety programs. All timelines will follow the CDC and outlined health organizations as identified by the District of Columbia.

<table>
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<tr>
<th>Stage</th>
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<td>New normal: Effective vaccine, significant technological advancements, therapeutics and/or widespread testing and contact tracing.</td>
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<td>Stay-at-home order in place and all non-essential businesses closed</td>
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<td></td>
<td>Allowance likely for all activities</td>
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<tr>
<td></td>
<td></td>
<td>Core features</td>
<td></td>
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</tr>
<tr>
<td>Hotels</td>
<td>Occupancy rates in the hotels that remain open today are very low, in most cases in the single digits.</td>
<td>Limit floors/rooms open to 50%</td>
<td>Limit floors/rooms open to 75%</td>
<td>Continue to follow PPE measures and all sanitary/security protocol from initial round of opening approaching full capacity and operations.</td>
<td>Fully open and following all health and safety guidelines</td>
</tr>
<tr>
<td></td>
<td>• All aspects of the hotel and hospitality industry report they have been devastated by the shutdown order and the global cessation of most travel.</td>
<td>Reduction in guest services to check-in/check-out only, no visitors other than guests in room, no valet parking</td>
<td>Continue to follow PPE measures and all sanitary/security protocol from initial round of opening</td>
<td>75% Capacity for floors/rooms and gatherings.</td>
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<tr>
<td></td>
<td>• Most employees have</td>
<td>No daily housekeeping offered under 7 days’ stay</td>
<td>Opening of restaurants to follow guidelines established by the ReOpen DC Restaurant Sector</td>
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<tr>
<td></td>
<td></td>
<td>Rooms to be cleaned, but not sold for 24 hours after guest departs</td>
<td>No room service; can offer grab/go options</td>
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<tr>
<td></td>
<td></td>
<td>Limit access to public spaces to employees/hotel</td>
<td>Opening of</td>
<td></td>
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<tr>
<td></td>
<td>- Physical distancing of at least 6 ft. when in public</td>
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<td>- Physical distancing of at least 6 ft. for employees and patrons (other safeguard measures where not applicable)</td>
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been laid off or furloughed. Many properties will struggle to cover operational costs and make debt-service payments.

- Key card or electronic access to rooms
- Staff monitoring elevators/public spaces
- Establish and follow PPE guidelines for staff and guests
- Follow social distancing measures
- Outline guidelines of public flow with proper signage in all confined areas
- Establish temperature monitoring procedures
- Extensive hand sanitizer stations throughout the hotel
- Install sneeze guard/protective customer barrier in all areas where there is a desk/customer transaction
- Provide extensive training to all employees on all process and procedures as outlined in mitigation section

Develop staff deployment plan to monitor and ensure guests/staff follow all guidelines outlined by hotel.

Gyms/salons/spa/pool following guidelines established by industry guidelines
- Meetings and events with safety protocol to include suggestions outlined in mitigation section.
- Size of meetings will be based on health and safety guidelines and hotel capacity

For individuals:

- Physical distancing of at least 6 ft. when in public

For employers:

- Physical distancing of at least 6 ft. for employees and patrons (other safeguard measures where not applicable)
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| Use of masks in public spaces |  
| Regular hand washing and good hygiene (e.g., avoid touching face) |  
| Requirement to stay home if sick |  
| Regular disinfecting of surfaces and objects |  
| Additional safeguards for vulnerable populations |  

|  
| Regular cleaning and strict sanitation standards in the workplace |  
| Use of health screenings and protective equipment (e.g., temperature checks, PPE) for employees and patrons |  
| Protections for vulnerable workers and their families (e.g., ensuring workers that fall ill have their jobs protected; able to self-isolate at home when possible), education of employees about COVID-19 |  
| Other employer strategies identified for addressing ill employees |
Potential Metrics for Reopening

**Faith**
Metrics will be primarily be based on recommendations from DC Health. Houses of worship also internally assessed the comfort level of members of congregation with returning in person.

**Arts and Culture**
Guidance based on circulation space instead of numbers of people may be useful. Rather than putting a hard limit on the number of people, put the limit on the number of people as a ratio with a square footage of space they can safely occupy.

Small and mid-size organizations also recommend that special consideration be given to those willing to open with much smaller audience counts. For arts education groups, smaller class sizes may allow them to move through each stage of opening much faster.

Strict adherence to the guidance provided in the CDC and Johns Hopkins guidelines for phased opening would be appropriate for museums to follow as they move from phase to phase (as identified above).

**Entertainment & Sports**
Evaluate the success, innovations and failures of reopening sports, entertainment and nightclubs in comparable cities.

**Hotels**
The sector did not identify success metrics for transitions between phases. At this point hotels predict they would follow government and industry guidelines.

MITIGATION AND GUIDELINES FOR REOPENING
As noted previously, the FACES-H Committee includes a wide range of institutions and businesses across several sectors. As such, the mitigation strategies for reopening with differ significantly. Moreover, those mitigation tactics may also vary within each stage of the reopening efforts. The following provides an overview of the mitigation guidelines for each of the sectors

*Figure 3. Proposed Round 1 Mitigation and Guidelines by Sector*
## Faith

<table>
<thead>
<tr>
<th>Sector</th>
<th>Stakeholder</th>
<th>Mitigation Guidelines</th>
</tr>
</thead>
<tbody>
<tr>
<td>Houses of Worship (Buildings)</td>
<td>Individuals</td>
<td>• Encouraging social distancing (seating arrangements, number of services)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Screening and monitoring (upon entering buildings)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Usage of protective equipment (masks, gloves, etc.)</td>
</tr>
<tr>
<td></td>
<td>Leadership</td>
<td>• Use of physical barriers</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Designated screening locations</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Designated space/area for employees and visitors to meet.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Improved sanitation schedules</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Sanitizing stations for visitors and employees</td>
</tr>
<tr>
<td>Faith-based Organizations</td>
<td>Individuals</td>
<td>• Sanitation, masks and gloves for employees handling transportation of congregation members and also for providing services to residents at home that are in need.</td>
</tr>
<tr>
<td></td>
<td>Houses of Worship (Buildings)</td>
<td>• Same as Houses of Worship above</td>
</tr>
<tr>
<td></td>
<td>Leadership</td>
<td>• Same as Houses of Worship</td>
</tr>
</tbody>
</table>

## Arts and Culture

### Theatres

For theatres, we will need to evaluate mitigation strategies as it relates to the different constituencies: performers, staff and audience.

**Performers:** As performers are typically in close proximity of each other, their contact intensity and frequency of contact is considered high. Further, as some performers may reside outside of the metro area, they may introduce additional risk of exposure, depending on the impact of the virus in their place of residence. Specific mitigation strategies will need to be developed to address these concerns.
Proposed mitigation guidelines would include

- Virtual rehearsals
- Develop pedestrian movement flows for all constituents inclusive of performers for accessing the venue (specifically, work and public areas, ingress and egress)
- Ensure dedicated green rooms or holding areas can accommodate performers with social distancing
- Developing daily testing or screening protocols for all constituents accessing the premises
- While it is not feasible to maintain social distancing during actual performances, specific protocols for quarantining performers prior to a performance could be established (virtual rehearsals would be required to ensure this)

**Staff:** The following would be some key guidelines proposed for staffing:

- Telework for staff not deemed essential to operations or production
- Required PPE and vigorous cleaning on a daily basis
- Develop pedestrian movement flows for all constituents inclusive of staff for accessing the venue (specifically, work and public areas, ingress and egress)
- Developing daily testing or screening protocols for all constituents accessing the premises
- Sharing of best practices (i.e., local theatres like the Keegan Theatre and Dance Place)

**Audience:** In addition to the protocols for performers and staff, the following guidelines mitigate risk for audiences:

- Conduct contactless ticketing
- Require PPE and ensure cleaning requirements are met
- Develop pedestrian movement flows for all constituents inclusive of the audience for accessing the venue (specifically, work and public areas, ingress and egress)
- Developing daily testing or screening protocols for all constituents accessing the premises
- Limit food and beverage to grab and go if permitted at all in the initial stages
For museums and galleries, the sector working group has researched guidelines from other markets like Europe and Asia regarding their reopening efforts. Specifically, guidelines such as limiting capacity to 25% as well as required temperature screening have been implemented. Further, new technologies are being tested for myriad applications, including verification of health status for traveling visitors and wearables that monitor the distance between individuals. The following is a summary of some of the proposed guidelines for museums:

- Teleworking for non-essential staff
- Required PPE and regular cleaning regiment
- Limiting capacity on a square foot basis
- Limiting number of visitors per gallery
- One-way visitor flow
- Workplace shielding
- Timed ticketing
- Elimination of group gatherings and guided tours
- Close or remove seating
- Shut down theatre experiences within museums / elimination of public programming
- Adjustments to digital screens such as with disposable stylus pen or anti-microbial film
- Safety training for staff

**Arts Education**: Similar to the other organizations in the arts and culture sector, arts education will follow similar mitigation guidelines; there will need to be a particular focus on delivery on education.

**Figure 3. Proposed Stage 1 Mitigation and Guidelines by Arts and Culture Sub-Sector**

<table>
<thead>
<tr>
<th>Arts and Culture</th>
<th>Stakeholder</th>
<th>Mitigation Guidelines</th>
</tr>
</thead>
</table>
| Theatre         | Individuals | ● Performers need extra space for dressing rooms, green rooms, and plays that require limited contact (no stage combat or kissing). Staff needs training on how to handle crowds coming in at the same time and how to provide safe distancing for them and the audience.  
● Audiences need to know what to expect in the reconfigured spaces and how cultural organizations are following standard guidelines for health and safety.  
● Because space capacities are significantly reduced, the economic model is negatively impacted. Cleaning |
|                 | Businesses  | ● Because space capacities are significantly reduced, the economic model is negatively impacted. Cleaning |
supplies, PPE supplies, and staff training for best practices are additional costs.
- Small galleries can easily reopen and will need PPE supplies and guidance on acceptable social distancing.

Entertainment and Sports
Venues will follow the guidance of the CDC and DC Health. Organizations in this sector have expressed their desire to collaborate with health officials to create the most effective and workable proposals for fans and customers to build a path forward to reopening. In addition, sports organizations will be required to follow national league guidelines and rules.

Entertainment and sports businesses were the first to go offline and will be among the last businesses to come back online. Mitigation will require up-front investment and ongoing additional expense, for which we will request relief. Because other sectors will open before they can, they will adopt best practices and develop the optimal mitigation strategies with the benefit of that knowledge as it relates to engineering and administrative controls as well as PPE. These strategies will evolve as the larger community moves. To open in this new environment, these organizations will require liability indemnification for those who follow the established health guidelines.

Hotels
Unlike the other sectors in the FACES-H Committee, hotels have been deemed “essential business and already open in many cases. Given the complexity of operations (overnight accommodations, food and beverage, guest services and meeting capability), detailed guidelines are required for each facet of the business. Further, the guidelines must take into consideration the different constituents involved. The following is an overview of the mitigation guidelines for hotels:

<table>
<thead>
<tr>
<th>Sector</th>
<th>Stakeholder</th>
<th>Mitigation Guidelines</th>
</tr>
</thead>
</table>
| HOTELS | Individuals | **For travelers occupying a room:**  
  - Considerations for enhanced room cleaning standards require:  
    - Advanced communication on hotel policy  
    - Availability of products  
    - Cost of product  
    - Training of staff to ensure quality control  
  - Promotion of check-in/out on app to reduce human contact and keyless entry  
    - Harder for independent hotels |
Faith, Arts, Culture, Entertainment, Sports, and Hotels Committee submission  
*to the Steering Committee for its recommendations to the Mayor*

<table>
<thead>
<tr>
<th>Businesses</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Many hotels already have technology in place</td>
<td></td>
</tr>
<tr>
<td>Cost prohibitive if not already established</td>
<td></td>
</tr>
<tr>
<td>Reduced occupancy in rooms (24-72-hour remediation time depending on CDC guidelines or technology available with enhanced cleaning): Low</td>
<td></td>
</tr>
<tr>
<td>Training of front desk and room turnover schedule</td>
<td></td>
</tr>
<tr>
<td>Identifying and isolating sick guest</td>
<td></td>
</tr>
<tr>
<td>Minimize chances for continued contact</td>
<td></td>
</tr>
<tr>
<td>Physically distance and isolate guest</td>
<td></td>
</tr>
<tr>
<td>Remove the guest from the hotel</td>
<td></td>
</tr>
<tr>
<td>Decontamination</td>
<td></td>
</tr>
<tr>
<td>Communication to staff</td>
<td></td>
</tr>
<tr>
<td>Tracing efforts for staff exposure</td>
<td></td>
</tr>
<tr>
<td>Contact local authorities</td>
<td></td>
</tr>
<tr>
<td>Process for notification of employees or other guests if required</td>
<td></td>
</tr>
</tbody>
</table>

For staff and operating team

- Issues around providing PPE  
  - Availability of products  
  - Cost of product  
  - Signage of proper use  
  - Quality control standards  
- Encouraging stay-at-home policy if staff feels ill  
  - Sick employees should not come to work.  
  - If they do, sick employees sent home if they exhibit any symptoms  
  - Advise employees steps for safe travel to and from work.  
  - Complimentary parking available for limited time to staff  
  - Support 2-week quarantine recommendation  

For meeting/convention/tradeshow/social event

- Ensure proper social distancing:  
  - Purchase of software for room setups  
  - Enforcement  
  - Availability of PPE  
  - Sticking within guidelines of ‘mass gatherings’  
  - Fewer occupants in a room – more space needed  
  - Evaluation of business needs relaxing – less revenue management  
  - Elevator etiquette and capacities  
- Food & Beverage regulation  
  - No buffet meals  
  - Individually wrapped meals  
    - Increased cost
Faith, Arts, Culture, Entertainment, Sports, and Hotels Committee submission
to the Steering Committee for its recommendations to the Mayor

<table>
<thead>
<tr>
<th>Other Stakeholders</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Increased waste</td>
</tr>
<tr>
<td>o More staff to serve instead of self-service</td>
</tr>
<tr>
<td>• Reinventing meeting space allocation</td>
</tr>
<tr>
<td>o Cost of hybrid (in-person and virtual) meetings</td>
</tr>
<tr>
<td>o Cost of increased bandwidth for live streaming</td>
</tr>
<tr>
<td>o Rooms to space ratio to be evaluated</td>
</tr>
<tr>
<td>o Creating new spaces to ensure adequate social distancing</td>
</tr>
<tr>
<td>• Attendance: Medium</td>
</tr>
<tr>
<td>o Limit attendance based on revised capacities</td>
</tr>
<tr>
<td>o Reduced revenue for organizers</td>
</tr>
<tr>
<td>o Reduced revenue for hotels</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>For delivery and vendor providers</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Mandate PPE</td>
</tr>
<tr>
<td>o Advanced communication on hotel policy</td>
</tr>
<tr>
<td>o Availability of products</td>
</tr>
<tr>
<td>o Cost of product</td>
</tr>
<tr>
<td>• Create vendor check in/out policies</td>
</tr>
<tr>
<td>o Creation of one point of entry for all vendors</td>
</tr>
<tr>
<td>o Advanced communication on hotel policy</td>
</tr>
<tr>
<td>o Ensure products delivered are checked for proper packaging</td>
</tr>
<tr>
<td>o permanent on-site vendors need to adhere to hotel policy (i.e. A/V vendors)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>For restaurant patrons</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Ensure proper social distancing</td>
</tr>
<tr>
<td>o Purchase of software for room setups</td>
</tr>
<tr>
<td>o Enforcement</td>
</tr>
<tr>
<td>o Availability of PPE for staff and/or patrons</td>
</tr>
<tr>
<td>o Ensuring guidelines of ‘mass gatherings’</td>
</tr>
<tr>
<td>o Fewer occupants in a room – more space needed</td>
</tr>
<tr>
<td>• Limited patrons: Low</td>
</tr>
<tr>
<td>o Limit capacities based on revised floorplans</td>
</tr>
<tr>
<td>o Reduced revenue for restauranteurs</td>
</tr>
<tr>
<td>o Reduced commission for hotels</td>
</tr>
<tr>
<td>• Streamline community members flow through hotel: Low</td>
</tr>
<tr>
<td>o Create clear directional signage to avoid non-hotel patron roaming</td>
</tr>
<tr>
<td>o Advanced communication on restaurant policy at time of reservation</td>
</tr>
<tr>
<td>o Reservation only policy</td>
</tr>
<tr>
<td>o Limit table sizes to groups under 4 patrons</td>
</tr>
<tr>
<td>• Opening of restaurants to follow guidelines established by the ReOpen DC Restaurants Sector in alignment with other restaurant industry leaders such as National Restaurant Association.</td>
</tr>
</tbody>
</table>
Guest Services
- Ensure services such as fitness center, pools and retail among others are supporting the same guidelines
  - Many are independent vendors
  - Their companies could have different protocols
  - Ensuring they are representative of the hotel
- Mandate PPE
  - Advanced communication on hotel policy
  - Availability of products
  - Cost of product
- Operations might be suspended (pool/fitness center) and open in phases
  - Advanced communication on hotel policy
  - Ensure advance notice to hotel guests on what facilities may be closed is imperative
  - Permanent on-site vendors need to adhere to hotel policy (i.e., independent retailers)

Non-traveler visiting hotel
- Ensure proper social distancing: Medium
  - Purchase of software for room setups
  - Enforcement
  - Availability of PPE
  - Sticking within guidelines of ‘mass gatherings’
  - Fewer occupants in a room – more space needed
  - Evaluation of business needs relaxing – less revenue management
  - Elevator etiquette and capacities
- Ensure reason for patronage
  - Create clear directional signage to avoid non-hotel patron roaming
  - Advanced communication on policy at time of registration
  - Registration check in available in convenient location

Please also see Appendix 6 for sample communications.

Compliance Recommendations
Compliance and enforcement will be imperative in the reopening process. Much of the regulation will depend on self-regulation, peer to peer enforcement and messaging from management and event organizers.

Hotels
- Rooms set to ensure social distancing
- Provide PPE for staff, guests and attendees
• Signage for recommended behaviors
• Hotel recommended policies clearly posted
• In all public spaces
• In all sleeping rooms
• In all event spaces
• Place cards and/or pamphlets to communicate these policies
  • Self-Regulation:
• All locations
• System to submit complaint to avoid guest to guest conflicts
  • Private Security Company Policing:
• Hired by event organizers to manage event spaces
  • Quality Control Manager Policing:
• Manage the lobby and public spaces
• Manage event spaces
  • Manager on Duty Policing:
• Manage the lobby and public spaces
  • Show Organizer Standards for Attendance:
• Advanced communication necessary
• Provide additional information upon check in
  • F&B Management Policing:
• Food and beverage provider to play integral role
• Convention Services to act as secondary line of management
  • Convention Services Policing
• Communication line with show organizer to support policies

Innovations

Faith
• Use of video conferencing software and livestreaming of services.
• Distribution of services (such as communion)
  o Will need to find new ways to administer services that were regularly practiced during in-person worship services.
    ▪ New ways to collect offerings instead of passing around of collection plates (e.g., only payment services such as Cash App, PayPal, Venmo, etc.)
• Outreach (receiving and administering service requests)
Faith, Arts, Culture, Entertainment, Sports, and Hotels Committee submission to the Steering Committee for its recommendations to the Mayor

- Reaching out to church attendees through remote means such as video conferencing software and conference call software.

**Hotels**

- Vaccinations, immunity testing
- Special hotel ‘fee’ per hotel room night to assist in covering increased costs
- Social Tables Software or another design/CAD software
- Quick response temperature check points
- Audio/Visual meeting platforms
- Upgraded bandwidth to support hybrid meetings
  - Contactless bathroom amenities
  - Automatic doors
  - Sanitation cleanliness kits
- Restaurants

**Arts and Culture**

Some innovations or initiatives that may transform business or operations for Arts and Culture include:

- Virtual experiences and virtual events
- New exhibit designs
- Outdoor programming

**Entertainment and Sports**

- Sport and entertainment facilities can potentially serve as testing and contract tracing sites
- These facilities can also be utilized as essential worker trainings and meetings.
- Facilities can be utilized to serve as PPE Warehouse and distribution locations
EQUITY CONSIDERATIONS FOR REOPENING

As we prepare to reopen DC, we must continue to promote our values as a city. We must continue to prioritize equity and inclusivity as a critical part of the ReOpenDC efforts. The FACES-H Committee is aligned and committed to supporting the Mayor’s vision and objectives – all residents should be fairly represented, and opportunities should be afforded to everyone as each stage of reopening is contemplated.

Listed below, you will find a breakdown of the equity considerations for each sector:

**Faith**

<table>
<thead>
<tr>
<th>Vulnerable Population</th>
<th>Equity Considerations</th>
</tr>
</thead>
</table>
| **Healthcare workers, first responders, and other essential workers in contact with the public** | • Houses of worship and faith-based organizations have donated food and PPE to healthcare workers. This task is predicted to be medium difficulty at least to sustain, as some congregations have limited access to PPE  
  • Congregations have also offered and have been utilized as COVID-19 testing sites. This is also expected to be of medium difficulty, potentially high, as it is contingent on available facility space and availability of PPE and medical supplies on site. |
| **Individuals Impacted directly by COVID-19**               | • Faith-based organizations have started implementing grief and loss counseling for congregants affected adversely by COVID-19. This will be fairly easy to implement, therefore having a low difficulty, since this can be implemented remotely via phone or video conferencing.  
  • Many congregations have also increased their food and clothing drives to reduce the financial burdens that have been place on congregation and community members. This is expected to be implemented with low to medium difficulty because while many congregations already had a food and clothing drive in place, COVID-19 has led to an increase in the number of residents in need. |
| **Older adults living in nursing homes and other seniors** | • Faith-based organizations and houses of worship have engaged with nursing homes and other seniors to provide resources such as food, clothes and medical supplies. The difficulty of this initiative is expected to be low to medium as well depending on available organizational staff and resources. |
| Racial and ethnic minorities (including the Black LGBTQ community) | • Congregations have increased their food and clothing drives for disadvantaged communities, that have included racial and ethnic minorities throughout the District.  
• Some congregations have also utilized their facilities to distribute these services, while adhering to social distancing guidelines. This can be implemented with a low to medium difficulty due to a growing number of individuals that need support and limited staff capacity. |
<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Justice-involved populations</td>
<td>• Houses of worship have worked with the Mayor’s Office of Returning Citizen Affairs to help identify sites and necessary resources. This can be implemented with low to medium difficulty, as a congregation’s ability to support depends on their current staff and resource capacity.</td>
</tr>
<tr>
<td>People experiencing homelessness</td>
<td>• Congregations have continued the distribution of their food and clothing drives for persons experiencing homelessness.</td>
</tr>
<tr>
<td>Residents with a multitude of chronic medical conditions</td>
<td>• Houses of worship and faith-based organizations have and are continuing to participate in National Donor Sabbath and other medical donations for residents with chronic medical conditions and other medical ailments. This would be low to medium difficulty, as houses of worship and faith-based organizations would also need buy-in and support from individuals in their congregation and communities.</td>
</tr>
<tr>
<td>Low-income households</td>
<td>• Many houses of worship and faith-based organizations have also increased their fundraising efforts and also food and clothing drives to reduce the financial burdens that have been place on low-income households throughout the District. This is expected to be implemented with low to medium difficulty because while many congregations already had a food and clothing drive in place, COVID-19 has led to an increase in the number of residents in need.</td>
</tr>
<tr>
<td>Other Communities (Digital Divide Barriers)</td>
<td>• To address the digital divide amongst individuals, houses of worship and faith-based organizations are ensuring that all means of communication, and engagement are made available to those individuals, to ensure that they are able to continue to receive worship services and participate in house of worship programs. This includes utilizing emails, phone calls, videoconferencing and other technological means. The difficulty of this implementation is low-medium as not all individuals have access or know-how to utilize these means due to barriers such as lack of Wi-Fi, no available computers/laptops and poor phone connection, etc.</td>
</tr>
</tbody>
</table>
Arts and Culture

1. As to funding, the crisis provides an opportunity for the District to coordinate better its support for the arts with an eye to providing greater equity and access to performing arts of more of its residents.
2. Some institutions already export their programs and education into DC schools and have free performances. Within the guidelines above and those institutions adopt, this should be encouraged and financially supported.
3. In challenging economic times, the capacity to pay for artistic events and services becomes a major concern. How can the artistic community afford to offer its services to all parts of the community? We need to ensure continued access to arts programming in these difficult times, especially to our most economically vulnerable populations.
4. Individual artists are the most vulnerable and have been laid off from their “gig economy” work. Artists who are people of color are at the greatest risk.

REOPENING THE ARTS SECTORS EQUITABLY POST-COVID

As our city shelters in place, the arts—music, theatre, books, film, dance, etc. have been key to our survival, both mentally and spiritually. This makes it particularly tragic that 95% of artists lost income and 62% have become unemployed since the pandemic, according to a national survey. Artists are among the most vulnerable groups of workers, and yet they have few protections.

There are some potential solutions to combat these challenges – in Germany, a $500 million emergency fund was created to support artists and freelancers. The District could consider a similar program to support and prioritize the Arts as essential to our city’s recovery; Further these investments must ensure equity – as part of the reopening, it must be intentional in bringing relief to underrepresented and undervalued communities of artists who are the hardest hit by COVID-19.

The Arts and Culture Sector developed the following Arts Equity Recommendations:

1) Conduct an equity audit of District of Columbia Arts and Humanities Commission (DCAHC) processes to reduce red tape and streamline the grants and paneling processes to give greater access for all artists but especially underrepresented artists and arts organizations. This would be of immediate benefit to artists struggling to access emergency funds, as well as for ensuring wider access to arts and cultural funding long term.
2) Our city’s indigenous art form, Go-Go music, is newly imperiled, and has a long way toward reaching parity in terms of public investments compared to other sectors of the arts. The city should consider two recommendations in the Stephenson/Lea report “Making Go-Go ‘Official’ Post-COVID:” Creating a “Go-Go Cohort” within DCAHC, as well as establishing an endowment for the Go-Go Performing Arts.

3) Prioritize public investments in locally owned, small/emerging, and independent cultural organizations and businesses that comprise the arts, culture and tourism industries, particularly those in undervalued and underrepresented communities including legacy black cultural organizations and businesses.

4) Create an Arts Equity Task Force that includes artists and legacy cultural businesses to make funding recommendations for the current budget cycle by May 11. Issues regarding capacity-building for arts organizations and structural inequities that may prevent the development and sustainability of these organizations should be considered as well. Another recommendation is to work with the Creative Affairs Office (CA) to evaluate and deal directly with these equity issues expressed herein. The Creative Affairs Office can play a critical role to assist in this area.

**Entertainment and Sports**

**Figure 4. Equity Considerations for the Proposed Stage 1 Mitigation and Guidelines**

<table>
<thead>
<tr>
<th>Vulnerable Population</th>
<th>Equity Considerations</th>
</tr>
</thead>
</table>
| Healthcare workers, first responders, and other essential workers in contact with the public | • MSE created “Feeding The Frontlines” fund to purchase and supply meals to emergency and medical front-line workers. To date, raised $150,000 and delivered 6,000 meals to staff at Howard University Hospital United Medical Center, as well as UDC-CC Bertie Backus, George Washington University (both locations), United Medical Center and Children’s National drive-thru and walk-up COVID-19 testing sites. When games with fans resume, MSE will provide free tickets and honor frontline heroes in-game.  
• Capitals player Garnet Hathaway has invited nearly a dozen first responders to each game, meeting with them either before or after, greeting nearly 350 personally year-after-year. Has provided nearly... |
1,000 meals to first responders and health care workers during the COVID-19 pandemic.

- If a fan chooses the credit option instead of a refund on a cancelled show in a Live Nation Venue, tickets will be donated to front-line workers through Live Nation’s Hero Nation program.

- This represents a high percentage of our collective employees. It is essential that we create and observe science-supported protocols that protect them. It is also essential that they have jobs to go to.

- MSE hosts appreciation nights for nurses, teachers, law enforcement and military providing thousands of free tickets and will consider additional functions for these workers.

### Hotels

Four hotels in DC have been enlisted as alternative care facilities, serving people who are sick and do not have another safe place to isolate. These equity considerations assume hotels that are in, or will return to normal operations, not ongoing alternative care status.

<table>
<thead>
<tr>
<th>Vulnerable Population</th>
<th>Equity Considerations</th>
</tr>
</thead>
</table>
| Healthcare workers, first responders, and other essential workers in contact with the public | - This category may include both hotel workers and guests  
- This is not relevant unless the worker or guest lives with or is in regular close contact with a person in this role. In that case, the worker/guest’s health must be closely monitored for symptoms. |
| Non-essential workers in high contact jobs                                             | - This includes most hotel workers. The health check and prevention measures discussed above and in supplemental documents would apply.                                                                                  |
| Older adults living in nursing homes                                                   | - Not applicable                                                                                                                                                                                                       |
| Racial and ethnic minorities (including the LGBTQ community)                          | - This could include many hotel workers and guests. The health check and prevention measures discussed above and in supplemental documents would apply.                                                             |
| Immigrant and refugee populations                                                     | - This could include many hotel workers and guests. The health check and prevention measures discussed above and in supplemental documents would apply.                                                             |
| Justice-involved                                                                      | - This could include many hotel workers and guests. The...                                                                                                                                                           |
Faith, Arts, Culture, Entertainment, Sports, and Hotels Committee submission to the Steering Committee for its recommendations to the Mayor

<table>
<thead>
<tr>
<th>populations</th>
<th>health check and prevention measures discussed above and in supplemental documents would apply.</th>
</tr>
</thead>
<tbody>
<tr>
<td>People experiencing homelessness</td>
<td>• This could include many hotel workers and guests. The health check and prevention measures discussed above and in supplemental documents would apply.</td>
</tr>
<tr>
<td>Low-income households</td>
<td>• This could include many hotel workers and guests. The health check and prevention measures discussed above and in supplemental documents would apply.</td>
</tr>
<tr>
<td>Residents with a multitude of chronic medical conditions</td>
<td>• It is not recommended that these people return to work or staying in hotels till there is broad vaccination and immunity.</td>
</tr>
<tr>
<td>People with disabilities and living in state institutions, group homes, and other congregate settings</td>
<td>• Not applicable</td>
</tr>
<tr>
<td>Small businesses and non-profits that primarily support underserved communities</td>
<td>• Not applicable</td>
</tr>
<tr>
<td>Hotel management and workers</td>
<td>• When a partial workforce is reenlisted, ensure that employment is offered in a fair and equitable manner, such as tenure or unique skill set.</td>
</tr>
<tr>
<td>Other: Children</td>
<td>• Dependable childcare and the schools must reopen in order to re-enlist workers.</td>
</tr>
</tbody>
</table>

PREPARATION AND RESOURCES NEEDED FOR REOPENING

As stated previously, the science and progress of the public health response will determine when the District reopens. However, as a result of the work of the collective committees, this report will inform and aid the Mayor in her determination of how that will be phased. As part of that, there are key resources required to achieve the reopening.

Testing, PPE, and Other Supply Recommendations

Faith
Houses of worship and faith-based organizations will need to ensure sufficient access to Personal Protective Equipment (PPE) including adequate masks and gloves for leadership and staff. Hand-sanitizer stations should be placed in designated areas throughout locations. Facilities should adhere to proscribed routine deep cleanings. Appropriate cleanings could be conducted by organization staff once properly trained and/or by a third-party, but the priority would be to ensure sanitary guidelines are followed.

**Arts & Culture**

Large venues may require scanners at entrances to check body temperature quickly of incoming patrons. If testing becomes a requirement to reopen, organizations may need help with acquiring equipment in terms of money and possibly supply chain; as well as help with training and salaries for additional staff required to do the testing.

Cleaning supplies including masks, gloves and wipes will be required in large quantities. Physical distancing and PPE will certainly be with us for some time to come. Supply chain coordination may mitigate Arts and Culture Sector organizations from competing with other Sector organizations as well as the Health Care System.

Additional information technology resources will be needed to support more people and longer duration teleworking.

**Museums**: There is concern about being able to source enough PPE. There is a general consensus that museums do not have the resources to check guest temperature. With 25 to 30% asymptomatic positive cases, is testing everyone beneficial? Screening/testing may give visitors a false sense of security. DC should make a firm, science-based, recommendation for the value of staff or public temperature testing.

**Entertainment and Sports**

With so many businesses looking to reopen across all sectors, there will likely be impact on the supply chain. As the opening of most entertainment and sports venues will be in or near the final phase of reopening, securing PPE and other equipment will be important as will testing.

In Stage 2, if sports are playing games with no fans or venues are somehow able to present content virtually, there will be a strong need for PPE for anyone involved in the broadcast. This will certainly include masks and hand sanitizer. Cleaning and disinfectant products will need to be available. Testing should be available for all involved, especially those that will not be able to
be socially distant. This can only be accomplished if the supply of tests is sufficient to ensure they are readily available to anyone in need

Hotels

Testing, PPE, and Other Supply Recommendations
The following section shares information as identified by the American Hotel and Lodging Association. The full report is linked in the references at the end of this document.

Personal Protective Equipment (PPE): The American Hotel & Lodging Association (AHLA) recorded that, according to CDC, employers should select appropriate PPE and provide it to employees in accordance with OSHA’s PPE standards (29 CFR 1910 Subpart I). Employees must receive training on and demonstrate an understanding of when to use PPE; what PPE is necessary; how to properly don, use, and doff PPE in a manner to prevent self-contamination; how to properly dispose of or disinfect and maintain PPE; and the limitations of PPE. Any reusable PPE must be properly cleaned, decontaminated, and maintained after and between uses. Facilities should have policies and procedures describing a recommended sequence for safely donning and doffing PPE:

- Perform hand hygiene, then put on clean, non-sterile gloves upon entry into hotel room and/or common areas. Change gloves if they become torn or unsanitary
- Remove and discard gloves when leaving the hotel room or common area, and immediately perform hand hygiene.
- Put on a clean gown when handling all food and beverage services. Remove and discard the gown in a dedicated container for waste or linen after use.
- Use mask protection always and in every area of the hotel. Proper handling of your mask:
  - Wash your hands before handling any mask
  - Pick up your mask by its ear loops
  - Be sure that it covers your nose and your mouth
  - Secure the mask around the bridge of your nose
  - Remove and discard the mask in a dedicated container for waste before leaving
- Temperature screening: This is not required but recommended for employees and that hotels provide the service for guests. Should you require this you will need to ensure you provide advanced communication to guests on the process and procedures.
- Some properties are also using shoe coverings and face shields for certain team members and as deemed necessary for guest interaction.
Transportation Recommendations

Faith

Public Transportation: Many members of congregations rely on public transportation to get to and from their houses to worship services. It is imperative for the public transportation system to be clean and safe to use.

Increase Parking Capacity: Despite more public transportation options reopening in future phases, there will be growing concern/fear from some member of congregations over the use of public transportation thus leading to a desire to drive to their houses of worship if possible.

House of Worship Buses/Shuttles: Some congregations also have buses and shuttles available to transfer congregants to and from their houses of worship and also to distribute resources to those individuals when necessary. These congregations will need sufficient cleaning materials to ensure that buses and other house of worship transportation meet sanitary guidelines.

Arts and Culture

All transportation modes used to transport staff and arts and culture attendees must be safe from a public health standpoint. We recommend that guidelines be written and very visibly shared with the public and transportation operators to build public confidence in using all modes of transportation.

Consider putting no-parking zones in front of arts and culture retail outlets to facilitate curbside service.

Entertainment and Sports

Entertainment and sports will have different needs in different phases. Once we are back to hosting events many of our customers and staff utilize public transportation in order to get to the events. Safe and secure public transportation is critical for fans and customers. Depending on the requirements for screening patrons as they enter venues there could be a need for increased street closures around venues hosting events. This would assist in allowing patrons to queue properly in order to get into the venue. In earlier phases of sports hosting games with no fans or any virtual event, the existing venue parking can accommodate anyone needing to drive to work at the event.

Hotels
Public transit: Procedures for employees and guests will need to be outlined by the individual property. Proper sanitation procedures should be followed immediately upon arrival into the hotel.

Guest transportation: Clear procedures to be outlined for self-park (recommended for all guests upon arrival) and valet (recommended to be suspended for phase one/phase two).

Vendor/deliveries: Hotels will need to define the procedures for all vendor/delivery services based on the individual hotel process. Proper signage and specific communication to these vendors on what to expect upon arrival.

Legislative, Regulatory, and Policy Recommendations

Faith

In future policy considerations, houses of worship and faith-based communities along with their social services should be deemed as an essential operation. This would ensure these entities will have ready access to resources and serve as potential testing sites. Houses of worship and faith-based communities should also be granted special consideration status for financial assistance afforded to non-profits such as eligibility to local and federal programs such as DC micro-grants and the Paycheck Protection Program.

Lastly, there needs to be a required periodic registration of faith-based organization status in the city to help facilitate communication and mobilization when necessary.

Arts and Culture

The arts and culture sector recommends legislation that sets guidelines to provide proper guidance needed to execute for each stage of the reopening. Additionally, additional suggestions included some legislation that provided certain protections against potential liabilities associate with the reopening for cultural institutions.

Entertainment and Sports

Clear and realistic guidelines and requirements will need to be established by the health experts. Indemnity should be established for business opening in any phase that follows the guidelines and requirements. In order that business can operationally return to business and
remain financially solvent some type of tax abatement, rebate or forgiveness will be needed, particularly real estate and sales taxes. Many if not all of these businesses that have suspended operations continue to pay rent or mortgages as well as salaries and taxes, which further puts a strain on their solvency the longer the suspension is in place.

The nightlife community also suggests that the DC government look into regulations that may reduce their financial burdens and assist in financial recovery upon reopening. Two suggestions would be extending sales hours for alcoholic beverages in DC and reducing dram shop liability. Both legislative changes could be made on a temporary basis and then reassessed based on outcomes and success.

**Hotels**

This section refers to information from the American Hotel & Lodging Association, full report linked in references.

**EMPLOYEES: Recommendations for an Infectious Disease Outbreak Response Plan:**

- Identify possible work-related exposure and health risks to your employees. OSHA has more information on how to protect workers from potential exposures external icon to COVID-19.

- Review human resources policies to make sure that policies and practices are consistent with public health recommendations and are consistent with existing state and federal workplace laws (for more information on employer responsibilities, visit the Department of Labor’s external icon and the Equal Employment Opportunity Commission’s external icon websites).

- Explore whether you can establish policies and practices, such as flexible worksites (e.g., telecommuting) and flexible work hours (e.g., staggered shifts), to increase the physical distance among employees and between employees and others if state and local health authorities recommend the use of social distancing strategies. For employees who are able to telework, supervisors should encourage employees to telework instead of coming into the workplace until symptoms are completely resolved. Ensure that you have the information technology and infrastructure needed to support multiple employees who may be able to work from home.

- Identify essential business functions, essential jobs or roles, and critical elements within your supply chains (e.g., raw materials, suppliers, subcontractor services/products, and logistics) required to maintain business operations. Plan for how your business will operate if there is increasing absenteeism or these supply chains are interrupted.
• Set up authorities, triggers, and procedures for activating and terminating the company’s infectious disease outbreak response plan, altering business operations (e.g., possibly changing or closing operations in affected areas), and transferring business knowledge to key employees. Work closely with your local health officials to identify these triggers.

* Plan to minimize exposure between employees and also between employees and the public, if public health officials call for social distancing.

• Establish a process to communicate information to employees and business partners on your infectious disease outbreak response plans and latest COVID19 information. Anticipate employee fear, anxiety, rumors, and misinformation, and plan communications accordingly.

• In some communities, early childhood programs and K-12 schools may be dismissed, particularly if COVID-19 worsens. Determine how you will operate if absenteeism spikes from increases in sick employees, those who stay home to care for sick family members, and those who must stay home to watch their children if dismissed from school. Businesses and other employers should prepare to institute flexible workplace and leave policies for these employees.

• Local conditions will influence the decisions that public health officials make regarding community-level strategies; employers should take the time now to learn about plans in place in each community where they have a business.

• If there is evidence of a COVID-19 outbreak in the US, consider canceling nonessential business travel to additional countries per travel guidance on the CDC website.

• Engage state and local health departments to confirm channels of communication and methods for dissemination of local outbreak information.

**Workforce Changes and Needs**

**Faith**

Houses of worship and communities of faith will need to ensure that their workforce has access to healthcare information and are informed regarding available resources.

Additionally, telework policies should be created for staff/employees for continuity of operations and to ensure that these policies are in place should health issues arise while at work.
Arts and Culture

A sector-specific health adviser on best practices for cleaning venues.

Health screening staff if public health tests become a requirement to re-open.

Entertainment and Sports

Depending on guidelines and requirements in place at the different phases of opening there may be a need for increased staffing to accommodate additional screening if it is required. There will be the need for increased cleaning and disinfecting staff both during and between events. There is anticipation that there will also need to be additional training for staff around any new requirements or guidelines involving crowd movement and screening for large events, and possibly a management level position to manage this screening, training and execution of mitigation protocols.

Figure 5. Necessary Preparation and Resources by Sector

<table>
<thead>
<tr>
<th>Sector</th>
<th>Preparation and Resources</th>
</tr>
</thead>
</table>
| Sports, Entertainment Nightlife | ● Preparation consideration: Clear evidence-based guidance on reopening guidelines and standards from DC Health/CDC.  
                                  | ● Resources: PPE  
                                  | ● Government regulation: Liability Indemnification  
                                  | ● Workforce Changes and Needs: Training resources on new safety protocols |
| HOTELS                         | ● PPE  
                                  | ● Create a “bank” for hotels to draw upon to either purchase PPE or a centralized funded inventory that would be disturbed to hotels as needed. |
| HOTELS                         | ● Implement a “Healthy Hospitality Fee/Fund” to provide hotels money to make these investments. |
| HOTELS                         | ● Maximize the “Opportunity Fund” currently administered by Events DC.  
                                  | ● Purpose: To establish an annual fund to assist in offsetting expenditures of doing business in Washington, DC for specific convention center customers.  
                                  | ● Goal: To use the fund towards competitive positioning when booking |
FAITH, ARTS, CULTURE, ENTERTAINMENT, SPORTS, AND HOTELS COMMITTEE SUBMISSION TO THE STEERING COMMITTEE FOR ITS RECOMMENDATIONS TO THE MAYOR

<table>
<thead>
<tr>
<th>Conventions Center Meetings with Priority to Short Term Business (Bookings Within a 5-Year Window) and Need Period Business.</th>
</tr>
</thead>
<tbody>
<tr>
<td>• This fund operates under the control of an evaluation committee that uses certain criteria to determine if a business opportunity qualifies for support dollars.</td>
</tr>
</tbody>
</table>

HOTELS

• If schools and childcare centers cannot open, create alternative care programs for parents and children so that parents can go back to work.

Please see Appendix 9 for the Wynn Report which identifies more detailed measures.

COMMUNICATION AND SIGNAGE

It will be critical that comprehensive communications plans are developed and implemented during each stage of the reopening. The following are some key considerations by sector:

**Faith**

Houses of worship will provide significant signage to mark social distance appropriate spaces and seating (six feet apart) in each sanctuary and throughout each facility. Additional signage will also indicate where to enter as well as leave the sanctuary.

Signage will be located in each restroom with respect to hand washing procedures as well as a list of COVID-19 symptoms for reference throughout each facility.

Additional communication to congregants informing them of safety guidelines and procedures through email, electronic bulletins or newsletters to ensure congregants are informed and adhere to safe guidelines.

**Arts and Culture**

While it is expected that each institution will create its own signage, there should be uniformity in the messaging as appropriate. CDC has standard signs available that could be recommended. Other signs that have been shared are available in the appendices.

**Entertainment and Sports**

We will utilize clear and prolific signage both inside and outside the venues that will reflect the policies at the time of reopening.

**Hotels**
It is imperative that signage be available in various languages to ensure communication to all communities. This signage will help engage and inform hotel guests when human resources are at a minimum. Signage can exist in both print and digital. Usage of technologies such as App’s will assist in creating a single source of information for the attendee/guest.

See Appendices 6 and 7 for examples of infographics and signage provided through DC Department of Health and the American Hotel Lodging Association.

**Hotels Recommended Signage**

- **Sanitation signage**: Bathroom handwashing, Hand sanitizer station signage, How to properly cough, and Showcasing COVID-19 symptoms
- **Health/Wellness Materials**: Available to guests at check-in; Provided as in-room materials; Guidance to public health resources; List of reminders for sanitation; Appropriate social spacing; Materials providing good health practices (especially important in food and beverage areas).
- **Directional signage**: One-way aisle signage; Entrance/exit signage (one way in, one way out); Line separators for food and beverage and entrance into meeting rooms; Discouraging congregating in certain areas; and Queuing signage and spacing indicating 6-foot markers
- **Hotel TV channel with a home page pertaining to Healthy Hotels/Hospitality guidelines**
ISSUES FOR FUTURE PHASES

CONSIDERATIONS FOR FUTURE ROUNDS OF REOPENING

Faith

Houses of worship and faith-based organizations may consider the following for future stages of reopening:

- Adhere to all CDC and local health guidelines to mitigate risk
- Practice social distancing guidelines and maintain a minimum of six feet between individuals
- Utilize virtual platforms for worship services and meetings, particularly for vulnerable members of the congregation.
- Invest in supplies, such as masks and hand sanitizer for staff and members of the congregation.
- Form an interfaith committee of leaders to ensure safe reopening of houses of worship and faith-based organizations in the District.
- Reconfigure the size and configuration of space parking lots, foyers, sanctuaries, bathroom, classrooms, etc. and what that means in terms of meeting health guidelines.

Arts and Culture

- Adhere to CDC and local health guidelines to mitigate risk
- Maintain a minimum of six feet between individuals
- Virtual displays and performances

Entertainment and Sports

- Adhere to CDC and local health guidelines to mitigate risk
- Maintain a minimum of six feet between individuals
- Virtual displays and performances

Hotels
Individual and group travelers will have different phased approaches. The individual traveler will be regulated by capacities and the hotels ability to service, in a safe and secure environment, the individual traveler needs. The approach for an event is prone to strict regulations and guidelines. For this exercise, hotel stakeholders have followed the CDC guidelines for mass gatherings (linked in references at end). These stakeholders provided the recommendation for a step by step process to reenter the meetings realm. Please see Appendix 10 for this phasing exercise.

CONSIDERATIONS FOR RECOVERY

Faith

- Use of gloves by staff, leadership, and clergy.
- Clergy should rethink their current practices of worship to be more open to other means of providing worship service, such as outdoor services, livestreaming and video conferencing services.
- Interfaith congregations should consider starting their own reopening committees to better ensure their specific needs are met and resources are shared.
- Some houses of worship are larger in size and therefore can better comply with social distancing guidelines than smaller houses of worship.
- Older populations and citizens with pre-existing health conditions will need to comply with stricter stay at home guidelines than other members of congregation.

Arts and Culture

- There is tremendous interest in digital platforms but some key insights were revealed:
  a. Digital programs are good for engagement but not revenue. None of the surveys reviewed suggested any significant financial results from online activities.
  b. In order to create digital content in the future, artists must be able to gather. How to do that safely should be considered immediately. Many want to create online content that will engage audiences, but they are limited by “essential business” and public social distancing guidelines.
  c. Funding and training for the creation of digital content. Many want to create content but lack the equipment or technical training to do so.

Entertainment and Sports

These businesses will take a long time to return to their previous peak performance, revenues and vibrancy. They will have spent months paying salaries, rent, mortgages, taxes and
insurance. They will need rent, mortgage and tax abatements to continue well into the recovery phase.

**Hotels**

For hotels to fully return to business operations, and therefore employ people and contribute to Washington, DC’s prosperity by contributing to the sales and property tax bases, people must be able to enjoy travelling and gathering without restriction.

- **Mass gatherings** need to take place so that DC can continue to leverage our city’s unique assets including
  - proximity to the federal government decision makers and the related convention and advocacy efforts that bring people here; and
  - the celebration of culture and democracy that comes to life in festivals, the arts, culture, holidays, inaugurations and demonstrations.

**Airlines** and other forms of travel including train and auto need to be restored or unrestricted in order to bring people to DC.

- **Public transit** must be clean, safe and worry free.
- **Schools must be open and childcare available.** This is critical for workers, travelers and for the education of young people. At the time of this report’s writing, hotel owners report that the lack of childcare is the leading barrier for employees to come to work.
Faith, Arts, Culture, Entertainment, Sports, and Hotels Committee submission to the Steering Committee for its recommendations to the Mayor

RESEARCH, RESOURCES, AND REFERENCES

RESEARCH AND RESOURCES

Appendices
1. Meeting Agendas and Presentations
2. Public Survey and FACES-H relevant responses
3. Sector Designed Questionnaires and Responses
4. Additional Stakeholder Lists
5. ReOpen DC Community Calls (Focus Group Feedback)
6. Hotels - Sample Communications
7. Hotels - Sample Signage
8. A&C – Sample Signage Language
9. Wynn Health Plan
10. Hotels – Phase Exercise CDC
11. Hotels – AHA PPE Guidance
12. Hotels – Committee Research Docs
13. Hotels – Resource Orgs
14. Cintas – PPE Critical Products
15. State by State information
16. Additional Equity Considerations for Entertainment and Sports
17. BWC Reentry
18. Selected Venue Seating Maps
19. Guidelines for Reopening Churches
20. E&S Additional Resources