



COVID-19 Safety Plan Submitted to:

Actors' Equity Association
c/o Andrea Hoeschen

Stage Directors & Choreographers Society
c/o Adam Levi

United Scenic Artists
c/o Carl Mulert

Submitted by:

Milwaukee Repertory Theater
108 E. Wells St.
Milwaukee, WI 53217
A member of the League of Resident Theatres (LORT)

Chad Bauman, Executive Director

August 3, 2020

Over the last several months, Milwaukee Repertory Theater has worked diligently to design a plan to welcome back artists, staff and patrons safely to the Jay & Patty Baker Theater Complex. Our plan was developed in consultation with medical experts, guidelines from the Centers for Disease Control, OSHA, Milwaukee Public Health Department, and available resources provided by Actors' Equity Association, the Stage Directors and Choreographers Society, and United Scenic Artists.

We hope that you will agree the plan demonstrates our deep commitment to the safety and we look forward to working collaboratively with our union partners to enact this plan allowing artists, designers, directors and choreographers to return to work responsibly.

As submitted, this plan specifically pertains to [REDACTED]; however, generalizable concepts and protocols will be applied to subsequent productions until such time that COVID-19 no longer presents a clear challenge to our community.

In order to adequately prepare, contract, design and produce this production, we will need plan approval by Monday, August 31, 2020.

Gregory C. Oberland
President, Board of Trustees

Mark Niedfeldt
Trustee & Medical Advisor

Chad Bauman
Executive Director

Mark Clements
Artistic Director

Production: [REDACTED]

Venue: Quadracci Powerhouse Theater

Dates: Closed Rehearsal starting: [REDACTED]
Technical Rehearsal starting: [REDACTED]
Public Performances: [REDACTED]

Performers: [REDACTED]

Other Union Members:

- 2 AEA Stage Managers
- 1 SDC Director [REDACTED]
- 3 USA Designers

Regulatory Environment

Milwaukee Repertory Theater will not proceed with this plan unless allowed by applicable state and local regulations.

State of Wisconsin: *Badger Bounce Back* is Wisconsin’s plan to reopen and contains the recommendations from Wisconsin’s Department of Health Services. The plan only provides recommendations as the Wisconsin State Supreme Court ruled on Wednesday, May 13 that Wisconsin’s Department of Health Services does not unilaterally have the power without legislative oversight to issue statewide “stay at home” or other orders aimed at curtailing the COVID-19 pandemic. That said, our plan has incorporated its recommendations.

Milwaukee County: Milwaukee County has not issued any regulatory directives involving COVID-19.

City of Milwaukee: The City of Milwaukee’s Health Department has issued the *Moving Milwaukee Forward Safely* plan which regulates all businesses within the city limits, including Milwaukee Repertory Theater. At present, Milwaukee is in Phase IV of the plan which allows “places of public entertainment” to open to the public with a reduced capacity of the lesser of the three: 1) 50% of the total occupancy of the location, 2) one person for every 30 square feet or 3) 250 people.

Pandemic Infection Control and Prevention Coordinator and Advisors

- **Emily Hill, Human Resources Manager**, will serve as Milwaukee Rep’s Infection Control and Prevention Coordinator. As such, Ms. Hill will receive daily wellness checks from artists and will be the first point of contact to coordinate a response to any COVID questions or potential cases that could affect Milwaukee Rep’s staff, artists, or patrons. Her primary role will be to alert and seek counsel from the appropriate advisors, oversee enactment of these plans, and to alert state and local health authorities when necessary. Ms. Hill has completed COVID Compliance Officer training from Health Education Services and will stay abreast of OSHA and CDC guidelines, as well as those dictated by our county

and state officials, to remain in the know about new or changing COVID-19 information.

Contact Info: [REDACTED]

- **Dr. Mark Niedfeldt, M.D.** will act as a primary medical advisor in the development and execution of this plan and all safety protocols. Dr. Niedfeldt graduated from the University of Wisconsin-Whitewater magna cum laude and went on to earn his M.D. from the Medical College of Wisconsin. He completed his residency in Family Medicine through the Medical College of Wisconsin's program at St. Mary's Hospital, where faculty and peers nominated him as Chief Resident. He subsequently completed a fellowship in Primary Care Sports Medicine at MCW. He has served the residents of the Milwaukee area for over 20 years as Associate Professor, clinician, teacher, researcher, and Associate Director of the Primary Care Sports Medicine Fellowship program at the Medical College of Wisconsin. Dr. Niedfeldt is currently on the medical staff at Froedtert Memorial Lutheran Hospital, Columbia St. Mary's-Milwaukee and Ozaukee as well as the Orthopedic Hospital of Wisconsin. With his avid interest in sports medicine and athletics, Dr. Niedfeldt enjoys serving as team physician for the Milwaukee Brewers, the US National Snowboarding and Free-skiing Teams, Wisconsin Lutheran College, and Concordia University. He previously worked with the Milwaukee Bucks, Milwaukee Wave, Milwaukee Wave United, Milwaukee Rampage and the Milwaukee Ballet. **Contact info:** [REDACTED]

- **Dr. Ivor Benjamin, M.D.** will act as a primary medical advisor in the development and execution of this plan and all safety protocol. Dr. Benjamin is the Director of the Cardiovascular Center, co-director of the NIH T32 Postdoctoral Fellowship in Cardiovascular Sciences, co-leader of the CVC's Signature Program in Precision Cardiovascular Medicine and Immediate Past President of the American Heart Association. He is a Professor of Medicine, Physiology, Pharmacology & Toxicology, Cell Biology, Neurobiology & Anatomy, and Surgery at the Medical College of Wisconsin. Dr. Benjamin earned his MD from the Johns Hopkins University School of Medicine, internship and residency in Internal Medicine at Yale University School of Medicine, and received fellowship training in clinical cardiology, molecular cardiology, and molecular biology at Michael Reese Hospital (University of Chicago), Duke University Medical Center, and The University of Texas Southwestern Medical Center at Dallas. An Established Investigator of the American Heart Association, Dr. Benjamin's longstanding and distinguished career as a physician scientist has taken him across the country, including 10 years at the University Of Utah School Of Medicine where he was named the Division Chief of Cardiology and the Christi T. Smith Endowed Chair of Cardiovascular Medicine. He is the recipient of countless honors including the Award of Merit from the American Heart Association, the Daniel Savage Memorial Service Award from the Association of Black Cardiologists, and the prestigious NIH Director's Pioneer Award from the National Heart, Lung, and Blood Institute. He serves as *Editor-in-Chief* of Cecil Essential of Medicine 9th Edition and has authored over 130 books, book chapters and scientific papers. Dr. Benjamin is a founding member of the Journal of the American Heart Association, and he currently serves on the editorial boards of Circulation and Circulation Research. **Contact info:** <https://www.mcw.edu/departments/cardiovascular->

center-heart/members/faculty-and-labs/ivor-benjamin-lab | [REDACTED]
[REDACTED]

- **Jim Phillips, J.D.** will act as primary legal counsel in the development and execution of this plan and all safety protocols. Jim Phillips is a shareholder in the Tax and International Law Practice Groups in the Milwaukee office. His practice is concentrated in the areas of domestic and international tax structuring, planning and controversy matters, corporate and business law, acquisitions and venture capital. He provides counsel to corporations, limited liability companies, partnerships and individuals. Jim has spoken on a variety of topics. He has taught courses at the University of Wisconsin Law School on corporate acquisitions and restructurings, covering both the corporate and tax aspects of recapitalizations, stock acquisitions, asset acquisitions and mergers. Jim is a member of the Milwaukee, Wisconsin and Iowa Bar Associations. Jim received his B.A. and J.D. from the University of Iowa Law School in 1976 and 1979, respectively. He served as an editor for *The Journal of Corporation Law*. **Contact info:**
https://www.gklaw.com/people/Phillips_James.htm | [REDACTED]
[REDACTED]

General Facility Maintenance & Procedures

Prior to any activities taking place in our venue, the theaters and shared spaces will be deep cleaned and disinfected by our contracted House Keeping Company Anointed. Cleaning and disinfecting will then be maintained by a daily housekeeping staff and day porter and by implementing the following:

- Hand sanitizer stations and/or hand wipes are available in many areas throughout the facility, common areas, rehearsal halls, restrooms, backstage, outer and inner lobbies and at the reception area upon arrival.
- Restrooms are cleaned daily, at least 4 times per day.
- High traffic surfaces are cleaned throughout the day and on the restroom schedule above.
- Cleaning kits containing hand sanitizer, alcohol wipes, Lysol, QT Plus cleaning/disinfectant and microfiber rags will be in all common areas and rehearsal rooms.
- The Clorox Total 360 System is used to disinfect working areas and common spaces daily.

HVAC System

- Our HVAC is turning over more air by implementing longer run times on all units. More air is exchanged in all spaces before, during and after occupancy.
- Our HVAC units' economizers run with as much outdoor air as the system can handle. In fall and winter months, due to Wisconsin cooler weather we are able to maximize outdoor air balanced with inside air, to the extent that the desired temperature can be maintained.
- Milwaukee Rep's 11 air handlers have upgraded from previously used MERV 7 filters to MERV10 filters in 9 of our units and MERV13's in 2 of our units. Due to

the age of Milwaukee Rep's equipment it is necessary to balance filter choices with taxing of the system, in order to make sure that adequate air flow and pressure is maintained.

- HVAC coils and pans have gone through deep cleaning, and will have ongoing maintenance cleanings every 3 months where they will be cleaned and disinfected. MERV filters are being replaced every 3 months, and more if needed based on ongoing monitoring.
- The Engineering Department will log HVAC coil cleaning and filter changes to ensure that the schedule above is followed.

Cleaning and Disinfecting

- The Clorox Total 360 System will be used throughout the facility as our primary cleaning system. The system pairs an electrostatic sprayer with a portfolio of Clorox disinfectants and sanitizers to ensure all surfaces – even those hard-to-reach, difficult-to-clean areas – are properly treated. Additionally, QT Plus cleaner/disinfectant and Lysol products will be used as secondary cleaners.
- Cleaning stations exist throughout Milwaukee Rep's facility with bottles of QT Plus, microfiber cloths, Lysol spray and alcohol wipes for electronics. Cleaning kits are located at the following locations: Reception, Ticket Office, All Production Shops, Administration Offices, backstage and front of house areas in all three theaters, all rehearsal halls, and all company vehicles.
- Milwaukee Rep's housing for out of town artists is at The Plaza Hotel & Apartments. Milwaukee Rep artists receive weekly cleaning from the hotel. The Plaza Hotel's Cleaning Protocols can be found online here: <https://plazahotelmilwaukee.com/coronavirus-covid-19/>

Entry Procedures.

- All employees and guests of Milwaukee Repertory Theater will be required to complete COVID-19 screening before entering the facility. This includes answering several screening questions related to the individual's health status and recent travel and having the individual's temperature checked.
- Employees and guests waiting in line for COVID-19 screening must maintain social distancing. There are markers on the floor to assist with this.
- All employees and guests must complete the screening process every time they wish to enter the building. Employees who leave the building on break must complete the screening process every time they re-enter.

Procedure for conducting the COVID-19 Screening

- Step One – Health Questionnaire
 - Document the employee or guest name and time in the screening log.
 - Ask the employees/guest to read the COVID-19 screening questionnaire and to answer all questions meant to screen for symptoms of COVID-19 and contact with COVID-19 cases.

- If the answer to all questions is 'No', proceed to Step Three. If the answer is 'Yes' to any of the questions, or the individual refuses to answer any of the questions, move to Step 2.
 - If they answer 'Yes' to any of the questions, record which question(s) they answer 'Yes' to in the daily COVID-19 log. Kindly inform them that they are not allowed to enter the building and ask them to leave immediately and recommend that they return home or somewhere where they can safely self-isolate. Instruct them to walk through the door, turn left and exit the building using the UPS hallway doors, following the traffic pattern (marked with signage) established to leave the building. Inform them that you will let the appropriate staff at Milwaukee Rep know that they were sent home and that HR or their Supervisor will follow up with more information including further instructions.
 - If the individual refuses to answer, kindly inform them that they are not allowed to enter the building and ask them to leave through the UPS hallway.
- o Step Two – Temperature Check
- If an individual refuses to have their temperature checked, kindly inform them that they are not allowed to enter the building and ask them to leave through the UPS hallway.
 - Perform hand hygiene. Before touching the thermometer or taking the temperature of anyone, use hand sanitizer and ensure that you use enough to cover both hands completely. Make sure it is dry on your hands before touching the thermometer.
 - Put on appropriate PPE. This includes face mask (which should already be on) and gloves (not required but available to use).
 - Check individual's temperature using the non-contact thermometer. Be careful not to let the thermometer touch the individual.
 - A Non-Contact Infrared Thermometer will be used for taking the individual's temperature. You will point the thermometer at the center of the forehead (above the center of the eyebrows) and keep it vertical. Keep the measuring distance between 1 and 2 inches. Press the Power On/Measure Button and the temperature reading will be displayed in about one second.
 - It is the responsibility of the screener to read through and become familiar with the full instruction Manual that is with the Thermometer. You will have a back-up thermometer and extra AAA batteries as needed.
 - Remove PPE. Dispose of used gloves, if applicable, in the garbage bin and do not reuse once they are removed. If performing a temperature check on multiple individuals, you do not need to change gloves in between but you do need to use hand sanitizer between each person.
 - Reading temperature results:

- If temperature is below 100.4 degrees Fahrenheit, Milwaukee Rep may allow the individual into the building.
- If the individual's temperature is at or above 100.4 degrees Fahrenheit, do not let them into the building but instead escort them to the self-isolation area in the UPS hallway for a period of 20 minutes or more.
- If the individual's temperature is at or above 100.4 degrees Fahrenheit after the 2nd attempt, do not let them into the building. Kindly ask them to exit the building using the UPS hallway using the established traffic pattern to exit the building and recommend that they self-isolate. Tell them you will let the appropriate individuals know that they were sent home and that HR or their Supervisor will follow up with them, including further instructions.
- Step Three—PPE and policies/procedures
 - Employees - Verify that the individual has a mask and ensure that they are wearing it as they enter the doors to the building.
 - Issue a disposable mask to employees who do not have one in their possession
 - Guests – Verify that the individual has a mask. Issue a disposable mask to guests who do not have one in their possession.
 - Point out the Reopening Sign and reiterate to guests the following policies before they enter the building:
 - They are required to wear a mask that covers both their nose and mouth at all times while in the building.
 - They must maintain social distancing of 6ft while in the building. Only two people are allowed in the elevator at any time.
 - When exiting the building, they must leave through the UPS hallway

Testing and Contact Tracing for Artists

The following contains specific procedures for isolating, transporting, testing, and treating any actors, staff and support personnel who display potential symptoms of or test positive for COVID-19. Prior to the start of rehearsal, the items covered in this document will be shared with all artists and a virtual training/information session will be scheduled. This section includes:

- 1) Resource Compendium
- 2) Testing and Contact Tracing Procedures
- 3) Identification of one or more local housing options (*e.g.*, hotel or apartment) for any individual from out of town who test positive for COVID-19;
- 4) Procedures for treating emergent non-COVID-19 health incidents (including specific guidance on appropriate PPE use by Rep staff when addressing such emergencies);
- 5) Contact information for local health officials responsible for the jurisdiction; and

- 6) Precautions that individuals who come into contact with a symptomatic individual during the screening and evaluation process must take, including using appropriate PPE recommended by the Centers for Disease Control and Prevention (“CDC”) for health care professionals.

Resource Compendium

Diagnostic Testing

- Testing will be done through the medical office of Dr. Mark Niedfeldt. A courier service will be used to allow for testing in artist hotels or homes, and then to be mailed out via Fed Ex.
- Primary Test Provider: Microgendx. The test is saliva based and will require individual to spit in a cup that then gets sealed and packaged into the box to send to lab. Results should be returned within 24 hours, but may take up to 36 hours to turn around.
- Alternate Test Provider: LabCorp. The test is a self-administered nose swab that then gets sealed and packaged into the box to send to lab. Results should be returned within 24-36 hours.

Dedicated Isolation Area

- The dedicated isolation area is mapped in Appendix 1. This room is close to the entrance and exit. Its floor, ceiling, and walls are hard tiled surfaces for ease of disinfecting. The room will have a hard-surfaced chair.
- The cleaner will wear a PPE mask, face shield, gown, and gloves which will be disposed of after use.

COVID-19 Flow Chart

- A Covid-19 flow chart is included in Appendix 3. This chart outlines best practices to determine necessity of testing and processes.

Testing Information

Prior to Arrival in Milwaukee for Out-of-Town (OOT) Artists

- One week before travelling, artists must take a COVID-19 test in their resident city. They should travel only if they obtain a negative test result.

Upon Arrival in Milwaukee

- All out of town individuals will be required to arrive to town 2-3 days prior to rehearsal beginning, or first day of work.
- They will be required to test within 24 hours of arriving in town; a self-administered diagnostic testing kit will be dropped off and picked up by the Rep, and sent out for testing.

- Isolate for 2-3 days while we wait for results to return. (If more testing is identified at that time, then individual can end isolation as soon as negative result has been returned).
- If there is a delay in testing or travel, artists will participate via Zoom from their housing until a negative test result has been returned.
- During this time, they must wear a mask and try to isolate. No restaurants/bars during this isolation.
- Individuals can go to grocery store, as long as they have on personal protective equipment (PPE). OOT Artists may order their groceries via AmazonFresh or another food delivery service if they prefer; scheduled same day delivery is available for these services in Milwaukee.

Once Work Begins

- Actors and personnel that will be in the rehearsal room, or immediately involved in the nightly performances, will undergo weekly testing via a self-administered test.
- Self-administered tests will be delivered to actors and essential rehearsal and performance related personnel weekly.
- Out of town artists will administer test in hotel room. Milwaukee Rep will arrange a pick up and drop to a lab.
- In town personnel will administer tests at their home, and drop at Milwaukee Rep.

If an Individual is Exposed to COVID-19

- If someone is asymptomatic, and they test positive, they need to isolate for at least 10 days, no longer than 14. If the individual exhibits no symptoms after 10 days, or has a follow-up negative test, then they may return.
- If someone is exhibiting symptoms, they must have had 3 days with no fever, no symptoms, and at least 10 days from symptom onset before they can return to work.
- If someone experiences symptoms Milwaukee Rep will have a flow sheet with tiered contacts for them to help fill out, so that the theater may begin testing and contact tracing.

Contact Tracing

Tier 1- Onstage/High Risk Individuals

- Make-up/wardrobe or any other individual with face to face contact, that is within (under) 6 feet for 15 minutes or more.
- All other onstage performers, people living with the individual and any other personnel that has come within that short range will all need contact testing.
- Milwaukee Rep will cover testing costs for Milwaukee Rep personnel and artists in the event this is needed.

Tier 2- Offstage/Medium Risk Individuals

- Any individuals that have been in contact backstage, offstage, or within the rehearsal room and shared items/props/ or had indirect exposure by means of mic packs, equipment, etc.
- Milwaukee Rep will cover testing costs for Milwaukee Rep personnel and artists in the event this is needed.

Tier 3- Individuals with Indirect Contact or Distanced Interactions

- Milwaukee Rep will ask these individuals to monitor themselves for symptoms and encourage them to visit a free testing site in town to ensure that they have not contracted COVID -19 through this indirect contact.

Daily Protocols Prior to Arriving at Milwaukee Rep

Health Questionnaires & Temperature Checks: All actors and staff will receive a daily Health Questionnaire that must be completed prior to arrival at the Rep facility. Additionally, everyone shall be required to take their temperature before departing for Milwaukee Rep, to ensure they do not have a temperature above 100.4°F.

If an individual answers “yes” to any of the screening questions, or has a temperature above 100.4°F:

- They will be asked to self-isolate at home or at the Plaza Hotel (for artists) and contact the Infection Control and Prevention Coordinator for further instructions
- Arrangements will be made for medical evaluation, COVID-19 testing and treatment (if necessary).
- Transportation options, if needed will be through our company vehicle, that will be driven by a Milwaukee Rep staff member who is also going through weekly testing and will be wearing a mask, face shield, and PPE gown. Following transport, company vehicle will be disinfected, and we will wait 24 hours before further use.
- Contact tracing protocols will be followed as previously outlined.
- Testing will then be performed on Milwaukee Rep staff and artists that may have been exposed.
- The Infection Control and Prevention Coordinator will oversee the identification of areas of Milwaukee Rep that the individual exhibiting symptoms has had contact with. The Day Porter (in mask, gloves, face shield, and gown) will use the Clorox Total 360 System for disinfecting and the QT Plus Disinfectant Cleaner with microfiber cloths.
- If an artist, staff member or other personnel receive a positive test result, Milwaukee Rep will require that be disclosed to the theater’s Infection Control and Prevention Coordinator so proper reporting and coordinating with local health authorities can begin.

Development of Symptoms / Notification of Positive Test at Milwaukee Rep

Symptomatic Personnel Protocol. In the event that an actor or staff member develops symptoms after entering Milwaukee Rep facility, the following protocol will be initiated:

- The individual will be immediately moved to the Dedicated Isolation Area, or if possible, outside Milwaukee Rep facility, pending further guidance from the Infection Control Prevention Coordinator and Medical Consultant. Procedures must be followed that allows the individual to be quickly and safely isolated in a manner that minimizes contact with others.
- Notify Infection Control and Prevention Coordinator.
- Arrangements will be made for the individual to be tested
- Arrangements for medical evaluation and treatment (if necessary)
- Transportation option, if needed, will be via Milwaukee Rep company van. One designated Milwaukee Rep personnel will drive the van in appropriate PPE, including gloves, surgical grade mask and face shield. Following transport, van will be disinfected and will sit for 24 hours before further use. Individual will be transported to their housing, or medical facility.
- If an individual exhibits symptoms, Milwaukee Rep will provide that individual with a surgical grade face mask, a face shield and gloves.
- Milwaukee Rep will follow tiered contact tracing protocol to identify potential close contacts and any additional testing needs for potential Milwaukee Rep staff or personnel that had immediate contact.
- The Infection Control and Prevention Coordinator will oversee the identification of areas of the Rep that individual exhibiting symptoms has had contact with. The Day Porter (in mask, gloves, face shield, and gown) will use the Clorox Total 360 System for disinfecting and the QT Plus Disinfectant Cleaner with microfiber cloths.

Protocol for Positive Tests. In the event that an actor/creative personnel/staff member is notified of a positive test after entering Milwaukee Rep facility, the following protocol will be initiated:

- The individual will be immediately moved to the Dedicated Isolation Area, or if possible, outside the Rep facility, pending further guidance from Infection Control Prevention Coordinator. Procedures must be followed that allows the individual to be quickly and safely isolated in a manner that minimizes contact with others. The individual will be provided with mask, gloves, face shield, and gown.
- Notify Infection Control and Prevention Coordinator (and Medical Consultant), who will arrange for necessary reporting, medical evaluation, and treatment (if necessary)
- Transportation option, if needed will be via Milwaukee Rep company van. One designated Milwaukee Rep personnel will drive the van in appropriate PPE, including gloves, surgical grade mask and face shield. Following transport, van will be disinfected and will sit for 24 hours. Individual will be transported to their housing, or medical facility.

- Family assistance – appropriate PPE, testing and health guidance will be accommodated to the best of Milwaukee Rep’s ability.
- Milwaukee Rep will follow tiered contact tracing protocol to identify potential close contacts (with additional needs and assistance possibly through health department contact tracing protocols) and any additional testing needs for potential Milwaukee Rep staff or personnel that had immediate contact.
- The Infection Control and Prevention Coordinator will oversee the identification of areas of the Rep that individual exhibiting symptoms has had contact with. The Day Porter (in mask, gloves, face shield, and gown) will use the Clorox Total 360 System for disinfecting and the QT Plus Disinfectant Cleaner with microfiber cloths.

Protocol for Return to Work

- In accordance with CDC guidelines and advice from Dr. Niedfeldt, those with potential cases will self-isolate until a test result is obtained.
- Symptomatic individuals with a positive test can return to work when ten days have passed since symptoms first appeared, AND they have gone over 3 days with no fever or fever-reducing medication, AND symptoms have improved.
- Asymptomatic individuals with a positive test can return to work when ten days have passed since a positive test, AND they have experienced no symptom onset.

Production Specific Information

Venue and Staging

Venue

- This production will be held in the Quadracci Powerhouse Theater, a 720 seat thrust space. The thrust is 33’4 wide and 23’8 deep.
- The stage is raised 6” from the first level of seating providing a natural visual boundary. Audience seating will begin in Row B which has an average distance of 5’6 to the edge of the stage.
- Blocking for the performer will bring them no closer than 18” to the edge of the stage giving us a total distance of no less than 7’ from the closest audience member.
- Backstage spaces are fully removed from the audience area with a separate entrance/exit. These spaces include the “horseshoe”, offstage space upstage of the proscenium, and 3rd floor dressing rooms. The horseshoe is located underneath the seating bank and contains 3 dressing rooms, 2 single person restrooms for cast and crew, green room, crew run room, and storage.
- Ground plans of the QPH 1st and 3rd Floors are located in Appendix A
- Backstage access will be limited only to essential personnel actively running the show during performance: Stage Manager, Asst Stage Manager, Deck Chief, Light Board Operator, Sound Board Operator, Wardrobe personnel, and Asst Stagehand.

- No members of the public will be allowed backstage.

Staging

- This [REDACTED] show lends itself to social distancing conventions and, as such, should need minimal adaptation to our current circumstances.
- Milwaukee Rep is planning to bring in a foley musician and a leading actor for this production. The foley musician will always be blocked a minimum of 6' away from the actor at all times, and both will be a minimum of 6' away from the first row of audience members. There will be self-contained movement in the piece [REDACTED] with no costume changes or entrances and exits during the show.

Auditions & Pre-Rehearsal

- Auditions: This production is already cast, and the creative team in place. The foley musician is likewise already cast. No auditions will be necessary.
- Pre-rehearsal:
 - Before out-of-town artists arrive, all staff, and local artists will attend a Zoom meeting focusing on company-wide and rehearsal-specific safety protocols. It will be an opportunity to refresh and update returning staff while communicating expectations to incoming artists. This meeting will occur at least two weeks prior to the rehearsal period. At this meeting, the health questionnaire will be distributed and reviewed along with reminders about safe physical distancing, mask usage, and other CDC advised protocols that all staff and artists should follow from then through the end of the production period.
 - An approved safety policy guide will be distributed in advance of this meeting and all participating staff and artists will sign a copy acknowledging receipt, review, and agreement.
 - The rehearsal hall and adjacent areas will be deep cleaned by our contracted House Keeping Company, Anointed and will then be maintained daily by implementing the following:
 - Hand sanitizer station outside the rehearsal hall.
 - Stage management will have cleaning kits in the room consisting of hand sanitizer, alcohol wipes, Lysol, cleaning/disinfectant and microfiber rags.
 - After rehearsal and prior to the next rehearsal the room will be cleaned and disinfected using the Clorox Total 360 System.

Artist Arrival and Housing

- Transportation options to and from the airport will be through an approved and licensed taxi service using COVID-19 regulations. Additionally, we may use our company vehicle, which will be driven by a Milwaukee Rep staff member who is also going through weekly testing and will be wearing a mask and face shield. Following transport, company vehicle will be disinfected.

- Housing for out of town artists will be at the Plaza Hotel/Apartments, which have private suites with single entrance/exit points and limited access. Should they wish, artists may request to hold the weekly housekeeping services.
- Artists will walk from the Plaza Hotel/Apartments to the Milwaukee Rep's rehearsal and performance spaces.
- OOT Artists will be encouraged to order their groceries via an online delivery app.
- OOT Artists will be provided round-trip airfare with an airline that follows all CDC guidelines; direct flights, if possible, will be arranged. Milwaukee Rep also commits to choosing airlines that require masks to be worn by all passengers.
- Artists that are flying will be asked to wear masks in airports prior to boarding the plane.

Rehearsals

Rehearsal Room

- All rehearsals will be closed and only essential personnel will be allowed entry. For this production [REDACTED], that includes the following: Director, Producer, Stage Manager, ASM, Foley Artist/MD, Actor, and all designers working on the project.
- All rehearsals will take place in our RH3 rehearsal hall, a 38'x47'xhall. This room has two entrances/exits with handle-free swinging doors. Rehearsals will always occur in this room, and will not be utilized for any other purpose.
- All screening guidelines listed in "Testing and Contact Tracing" and all hygiene practices listed in "General Staff Coronavirus Protocols" will be followed.
- The rehearsal space will be cleaned and disinfected before stage management's prep week begins, and nightly after that.
- The rehearsal space and company restrooms will have hand sanitizer and wipe stations.
- Rehearsal breaks will be extended as needed to assist with physically distanced restroom trips.
 - Toilets have non-touch sensors.
 - Urinals have dividers
 - Soap Dispensers and faucets are non-touch.
 - Trash receptacles are non-touch.
- Physical distancing practices will be followed.
- Masks will be provided by the Milwaukee Rep. All non-performing rehearsal staff will be required to wear a mask at all times.
- The theater will not provide food and no food should be shared. Actors will have access to bottled water or a water dispenser. Beverage containers should have tops or lids.
- Each person will have a designated location for their personal items.
- Each person will have designated tables, music stands, chairs, and any other high-touch objects. Items such as pens, pencils, scripts, and other paperwork should not be shared.

- Anyone printing scripts will do so with a mask on. Digital copies will be available to all cast and crew.
- If stage management or a production staff member needs to touch an actor-used object it will be disinfected before being returned to the actor.
- All rehearsal props will be cleaned and disinfected at the top of each rehearsal period by stage management or a representative from the prop shop. Should any props need to be removed from the room to be worked on they will be cleaned and disinfected prior to removal and then again prior to returning to the room.
- Rehearsal garments will be cleaned and disinfected prior to delivery to the rehearsal hall. All costume pieces will be laundered daily during the rehearsal process.

Understudies

- The actor and musician will both be understudied by members of our Emerging Professional Residents program. These understudies will participate in rehearsals remotely via Zoom, and will remain distanced from the cast. Once in tech, the understudies will undergo the same testing protocol as the other artists involved, but will remain separated from the cast unless they are needed to step into a performance.

Artists Press Interviews/PR Appearances

- Every effort will be made to conduct Press Interviews or PR Appearance remotely using technology like Zoom. In the event that this is not feasible, Milwaukee Rep will transport the artist to the designated location, via Milwaukee Rep company van, if it is not within walking distance. One designated Milwaukee Rep personnel will drive the van in appropriate PPE, including gloves, surgical grade mask and face shield. Following transport, van will be disinfected. Artist will also wear PPE during this time.

Technical Rehearsal.

General

- The stage and backstage areas will be cleaned and disinfected before the first tech rehearsal and throughout the technical rehearsal process.
- Shared workspaces such as light and sound board stations will be disinfected between users.
- High-touch objects – keyboards, switches, handles, headsets - will be disinfected at breaks and after each tech rehearsal and performance.
- If an actor-used object is touched by a crew member, it will be disinfected before being stored or returned to the actor.
- Backstage crew will always wear masks. Actors will wear masks when they are not running their show track and in a shared space while not performing.
- If a crew member must interact with an actor not wearing a mask, they will wear a face shield in addition to their mask.
- As with rehearsals, no shared food and closed beverage containers only.

- Generic looking beverage containers like bottles of water must be labeled.
- Food and trash should not be left at workstations and must be discarded in a trash can at breaks and after rehearsals.
- As with rehearsals, breaks will be extended to allow for physically distanced restroom trips and disinfection.

Crew

- At most, there will be three crew members backstage: an assistant stage manager, wardrobe personnel, and Deck Chief. They will be provided multiple cloth or disposable masks, so they can be changed out throughout tech rehearsals if they get damp.
- Backstage crew locations will be choreographed to ensure physical distancing.
- Access to our suite of control booths is controlled by key access and will be restricted to essential personnel only: Stage Manager, Light Board Operator, Sound Board Operator.
- Each operator / stage manager occupies their own booth. All booths have doors which will remain closed while they are occupied.
- Should a technician need to enter the booth, they will be provided with a mask, and the booth will be disinfected after their work is complete.

Props

- There will be minimal props. When props are used, they will be disinfected pre-show, at intermission (if applicable), and after performances by the Deck Chief or Asst. Stagehand.
- All props will be covered when not in use

Musical Instruments

- Musical instruments will only be used by the Foley Artist and will be disinfected before and after each use by the Deck Chief or Asst. Stagehand.
- All instruments will be covered when not in use.

Sound

- Microphones, mic stands, and headsets will not be shared and will be labeled with the user's name.
- All sound equipment touched or in proximity to singing during the performance will be disinfected pre-show, at intermission (if applicable), and after performances by the Sound Board Operator.

Costumes and Fittings

- Please see separate section to address these specific concerns.

Directors and Designers

- The director and designers will practice social distancing and will have personal, designated workspaces more than 6' apart.
- All headsets and mics for communication will not be shared and will be labeled with the user's name.

Performances

- The performance will run 95 minutes without an intermission.

- All safety guidelines listed above for tech rehearsals will be observed during performances and are not re-listed here. Actors and crew will maintain physical distance from audience members.
- Live mic and instrument problems:
 - Actors will be double mic-ed, so that if there's an issue with one mic, we can switch to the back-up without any physical interaction.
 - If a mic or instrument issue must be addressed during a performance, the actor should step away from their mic or move away 6' away from their instrument.
 - Plans for where an actor should move to in this situation will be determined in rehearsal.
 - Backup instruments will be kept backstage to simplify this process. Ex: The Deck Chief will place the disinfected backup guitar on a stand that is 6' from the actor so the actor can then take it.

Costume Fittings

- During fittings the designer and shop manager will view the fitting through a window into a separate room. The performer and draper will be the only people in the fitting room.
- The fitting room has exterior windows that can be used to maximize the amount of outside air weather permitting.
- The Draper and performer will be masked during & sanitized before & after each interaction
- All fittings will add 10 extra minutes to cater to the extra precaution/protocol safety needs
- Performers may not bring personal items, food, or drink into the fitting area.
- A plastic bag or laundry basket will be issued to each performer to store their clothing and belongings such as backpacks, phones and purses. When the performer leaves, the bag will be discarded, or the basket cleaned with a disinfectant.
- Proper hygiene is required and critical since there is close contact between staff and performers.
- There will be no fitting if the above conditions are not followed.
- Do not come if you have:
 - Fever or chills, cough, shortness of breath, fatigue, muscle or body aches, headache, new loss of smell or taste, sore throat, congestion of runny nose, nausea or vomiting, diarrhea or other signs of an infection,
 - Had known or suspected exposure to COVID-19 within the previous 14 days,
 - Been diagnosed with COVID-19 and have not been released by your physician or other health authorities.
 - Reschedule when you have recovered.

Costumes

- Each performers wardrobe will be individually bagged

- Record date, time, people present, and items tried on for every fitting. If a person becomes COVID-19 positive, documentation will enable contact tracing of exposed individuals and contaminated costumes.
- Costume pieces must be sanitized before and after each fitting. Records will be kept to monitor the handling of each piece.
- Post fitting sanitizing: Keep a tag on each garment piece tracking its journey of fittings including performer's name, date and time of fitting, dates of airing and date of re-fitting.
- Once worn, costume pieces are considered contaminated. Educate the performer not to shake costume pieces during removal.
- Clothes, wigs, crafts, shoes etc. that have been fitted to an actor and need to be repurposed to a different actor, will be placed in an enclosed room for ozone treatment for 24-48 hours before they are used again.
- Do not cover costumes and accessories with plastic. Items needed prior to 48 hours can be washed with hot water and soap, steamed, or dry cleaned, depending on the material.
- Spraying items, such as clothing and wigs, with a disinfectant may cause damage. However, spraying vodka on wigs may successfully disinfect them.
- Fitting area cleaned and disinfected by costume shop staff
- Any pins/scissors used sanitized

Backstage Crew

- Wardrobe personnel will wear a face mask at all times and will additionally wear a face shield if interacting with an unmasked actor.
- All wardrobe personnel will be provided with a headlamp.
- Wardrobe personnel will utilize hand sanitizer before and after every interaction with actor or garments. There are no quick changes planned for this production

Dressing rooms

- Each performer will have a separate dressing room with their own mirror, table, chair, laundry bag, laundry basket, towels, makeup/hair kit, garment bags, vodka garment spray, and disinfect wipes and spray that is safe for garments.
- Only performers and wardrobe personnel may enter dressing rooms.
- Cast members who wish to leave personal items on site should place them in a provided, personal Tupperware container at the end of each evening.
- No eating is permitted in the dressing rooms. All beverages must have a lid or top.
- All trash must be placed in receptacle each night.
- Performers will be responsible for wiping down their own spaces with provided sanitizer when they arrive and before leaving each day.

Makeup/Hair

- If makeup is used, each performer will be assigned personal, labeled supplies in a plastic caddy
- Sanitizing/cleaning products, such as Barbicide, will be provided for post-show use
- Wardrobe personnel may not clean/handle any items that are applied to the face (lipstick, mascara, etc.)
- Performers will be instructed how to properly clean & store these supplies

Laundry

- Performers will place their dirty laundry in labeled, individual laundry bags
- Wardrobe personnel must wear gloves and mask when handling soiled laundry
- Hampers/containers must be wiped down after use
- Cleaned laundry should be immediately placed in garment bags for transfer to dressing rooms
- Costume-related props like purses, watches, or jewelry, will be disinfected each night

Front of House

Patron Protocols

In advance of patron's arrival

- Patrons will be provided all relevant CDC, State of Wisconsin and City of Milwaukee guidelines in advance of their attendance with instructions on these protocols. They will be instructed not to attend if they are not feeling well or have a fever (our Ticket Office will be flexible with exchanges and offering a streaming virtual ticket option if desired). These protocols will include wearing a mask throughout their time in our building as well as having their temperature taken upon arrival.
- No physical programs (playbill) will be distributed. Electronic programs will be emailed a week in advance of a patron's performance as well as available on our website. Performer and union member credits will be visible in the lobby via houseboards.
- For all performances we will replace paper tickets with electronic tickets that will be scanned upon entrance. No cash transactions will be conducted on-site; all ticket sales will be made in advance online or over the phone.

Upon arrival

- Once a patron reaches our outer lobby, a member of our front-of-house team will confirm they are wearing a mask. If they are not wearing a mask they will be informed of our policy. If they do not have a mask with them we will offer them a mask in a sealed bag. If they are unwilling to wear a mask they will be asked to leave

- and will not be allowed entrance. If they refuse to leave we will contact our building security to escort them from the premise.
- If they have a mask they are then directed to one of 3 lines that are socially distanced (including the usage of floor decals, stanchions and line dividers) leading up to the temperature check area. Throughout the line process there will be free standing, non-contact hand sanitizers that they are welcome to use.
 - At the temperature check area a member of the front-of-house team will use a Non-Contact Infrared Thermometer. We are also exploring free standing temperature takers that will put even greater distance between the front-of-house team member and the patron.
 - If a patron's temperature is below 100 degrees Fahrenheit, the patron will be allowed to proceed to the entrance to the lobby.
 - If the patron's temperature is at or above 100 degrees Fahrenheit, they will be asked to step to the side behind a designated waiting area that is screened off from the other patrons. They will be allowed to self-isolate for 5 to 10 minutes (in order to possibly bring their temperature down if it was high due to elevated blood pressure racing to get to the theater) at which time a front-of-house team member will step over to the waiting area, ask questions about symptom and exposure and take their temperature again. If they answer "no" to all questions and their temperature is below 100 degrees Fahrenheit, they will be allowed to proceed to the lobby. If they answer "yes" to any of the questions and/or their temperature is above 100 degrees, we will kindly ask them to leave and to contact our Ticket Office to reschedule or to arrange for a virtual ticket. If they do not wish to leave building, security will be called to escort them out. All of this is done behind a screened area as not to embarrass the patron or expose them to other patrons.
 - Once a patron passes the temperature check area they proceed to the entrance to the lobby where their electronic ticket is scanned by a front-of-house team member behind a plexiglass countertop shield in a non-contact environment.

Lobby

- Signage will be displayed in all patron-traffic areas reminding them of personal hygiene procedures and social distancing.
- Free standing, non-contact hand sanitizer stations will be located throughout the lobby.
- For this performance we will not offer coat check or concessions and our donor lounge will be closed.
- Our Guest Services desk will be open for questions with our front-of-house team member standing behind plexiglass countertop shields
- Any lobby furniture that cannot be cleaned daily with Lysol or Clorox, due to the fabric/material of the pieces, will be removed.

Restrooms

- Restrooms are cleaned prior to the lobby opening, right after show starts, and at the end of the evening and on an as need basis, if an individual uses the facilities.
- The line going into the restrooms will include social distancing floor decals to spread out patrons. Signage will be displayed reminding them of personal hygiene procedures and social distancing.
- Restroom main doors will be left open to avoid patron's having to touch the doors and a member of the front-of-house team will stand at the entrance to server as an attendant to allow for timed entry and reduce the number of people in the restroom area at one time.
- Toilet/Urinal flush handles have been replaced with non-touch sensors
- Urinal Dividers have been installed.
- Faucets and Soap Dispensers are non-touch.

Theater

- The theater house will be cleaned and disinfected, including high touch areas like doors, railings, seats and arm rests, daily and in between a two-performance day.
- In addition, we will use the Clorox Total 360 System with Power Wrap Technology to spray/midst the entire seat unit after the wipe down/clean, 2 hours prior to each performance.
- Free standing, non-contact hand sanitizer stations will be located near the top of each aisle
- For [REDACTED] our 720 seat venue has been reduced to 250 seats as per current Federal, State and local guidelines. 250 seats provide proper social distancing between patrons within a row as well as behind and in front. We have eliminated seating in the first row to provide more distance between the patrons and the stage.
- For all performances the seating configuration will remain the same which will allow us to tape off seats (in a visually appealing way) that are not available for seating thus reducing the ability for patrons to move to an "open seat" that might not be social distanced.
- A small number of ushers will be available to guide patrons to their seats in a non-contact environment. Patrons will be reminded to keep their masks on throughout the performance and that there is no intermission.
- At the end of the performance, the house will be released by row starting with the back rows moving to the front in order to provide social distancing as patrons leave the theater and the lobby.
- There will be absolutely no backstage tours.

Emergency Protocols

- Evacuation plans that facilitate physical distancing will be created and posted in the rehearsal space and backstage at the venue. These plans will be reviewed with actors and crew on their first day in each space.

Workers Compensation and Medical Care

- Employees who believe they were exposed to COVID-19 in the workplace may be eligible for workers compensation. Workers Compensation insurance covers the cost of medical treatments for work related injuries and occupational disease. The insurance also partially replaces wages lost during recovery, diminished earning capacity for permanent disabilities and death benefits for survivors as provided for by WI statute.
- Claim coverage will be determined by our Workers Compensation insurance carrier.
- The carrier will seek the following information when evaluating a Workers Compensation claims for COVID-19:
 - Evidence of work related COVID-19 exposure
 - A medical diagnosis and/or a positive COVID-19 test
 - Prompt report of the injury to the employer
 - Prompt filing of a workers compensation claim, by employer
 - Cooperation with workers compensation claim representatives
 - Cooperation with medical providers on treatment
 - Cooperation with employer regarding return to work opportunities and rules
- Employees should provide notice of a suspected Workers Compensation injury or illness to the employer as soon as practicable.
- The Families First Coronavirus Response Act (FFCRA) provides employees with paid sick leave for specified reasons related to COVID-19. The act is effective through December 31, 2020.
- Generally, the Act provides that employees of covered employers are eligible for:
 - Two weeks (up to 80 hours) of paid sick leave at the employee's regular rate of pay where the employee is unable to work because the employee is quarantined (pursuant to Federal, State, or local government order or advice of a health care provider), and/or experiencing COVID-19 symptoms and seeking a medical diagnosis.
- Qualifying Reasons for Leave: Under the FFCRA, an employee qualifies for paid sick time if the employee is unable to work due to a need for leave because the employee:
 - is subject to a Federal, State, or local quarantine or isolation order related to COVID-19
 - has been advised by a health care provider to self-quarantine related to COVID-19
 - is experiencing COVID-19 symptoms and is seeking a medical diagnosis
- In regard to COVID-19, when an employee reports off for "flu symptoms," record an onset date and if possible, the medical practitioner who made the diagnosis.
- Record if employee alleges a workplace exposure, a community exposure or an unknown cause.
- In follow-up, determine if the virus diagnosis has been confirmed by testing ordered by a medical practitioner.
- Some questions to ask as part of a Worker's Compensation Inquiry:

- Are any other members of the work force diagnosed by a medical practitioner?
- Did this employee have any known work-related (not social) contact?
- Are any members of employee’s family or social acquaintances known to be diagnosed?
- Does employee have any “risk factors” for exposure – travel?
- Do your employees work in close proximity with vendors or business partners with employees who are a greater risk for infection?
- Has the employee been on work-related travel versus recreational travel?
- Does employee reside (recreate) in an area of reported communal diagnoses?

Links/Sources

1. Badger Bounce Back Plan: <https://www.dhs.wisconsin.gov/covid-19/prepare.htm>
2. Milwaukee County COVID-19 Response: <https://county.milwaukee.gov/EN/COVID-19>
3. Milwaukee City COVID-19 Response: <https://city.milwaukee.gov/Coronavirus#.XpdUA1NKjB>
4. WI Worker’s Compensation COVID-19 information: <https://dwd.wisconsin.gov/covid19/public/wc.htm>
5. Families First Coronavirus Response Act: Employee Paid Leave Rights <https://www.dol.gov/agencies/whd/pandemic/ffcra-employee-paid-leave#:~:text=The%20Families%20First%20Coronavirus%20Response,reasons%20related%20to%20COVID%2D19.>

Staff, Consultants and Other Resources

In developing this plan, extensive research and review of best practices has been conducted by a safety task force featuring seven staff members. In addition, third party counsel is listed in the Introduction

- Facility Personnel Contact Information
 - HR Manager and Infection Control and Prevention Coordinator, Emily Hill: [REDACTED]
 - Managing Director, Melissa Vartanian: [REDACTED]
 - General Manager, Jen Smith: [REDACTED]
 - Management Associate, Amaris Bates: [REDACTED]
 - Director of Production, Jared Clarkin: [REDACTED]
 - Artistic Producer, Laura Braza: [REDACTED]
- Milwaukee County and City of Milwaukee Department of Public Health
 - Dial 211
 - <https://county.milwaukee.gov/EN/COVID-19/Coronavirus-Community-Resources-Guide>
 - <https://211wisconsin.communityos.org/>
- Local COVID-19 Treatment option

- **Aurora Sinai Medical Center of Aurora Health Care Metro, Inc.**
 Located at Aurora Sinai Medical Center
 945 N 12th St Milwaukee, WI 53233
 414-219-2000
 COVID-19 24-hour hotline: 866-443-2584
- Local COVID-19 testing centers
 - Free testing (may take 5-7 days)
 - UMOS – Corporate Headquarters
 2701 S. Chase Avenue, Suite B
 Milwaukee, WI 53207
 (414) 389-6000
 1-800-279-8667 (toll-free)
 - Walgreens.com (Appointment needed)
 Location of Test, self-administered
 620 W Oklahoma Ave, Milwaukee, WI 53215
 Results emailed within 24 hours
- Milwaukee Rep weekly testing for Actors, SMs, Directors, Designers (when coming onsite), and some key personnel that will interact with creative teams.
 - Testing will be done through the office of Dr. Niedfeldt, although a courier service will be used to allow for testing in their hotels or homes, and then to be mailed out via Fed Ex.
 - <https://microgendx.com/covid19/>
 - <https://www.labcorp.com/coronavirus-disease-covid-19/patient-information/covid-19-testing-options>
- Actors Equity contacts
 - Andrea F. Hoeschen, Central Regional Director/In-house Counsel, [REDACTED]
 - David Kolen, Senior Business Representative, [REDACTED]
Actors' Equity Association
 557 West Randolph Street
 Chicago, Illinois 60661

The following staff members contributed to the development of this Safety Plan:

Chad Bauman, Executive Director
 Melissa Vartanian, Managing Director
 Jen Smith, General Manager
 Emily Hill, Human Resources
 Jared Clarkin, Director of Production
 Kaitlyn Anderson, Associate Production Manager
 Lisa Fulton, Chief Marketing Officer

Appendix 1: Quadracci Powerhouse Theater Ground Plans Floors

1st Floor Stage Space

2nd Floor Lobby Space

3rd Floor Dressing Room and Lobby

4th Floor Technical Booths

Appendix 2: Patty and Jay Baker Theater Complex 4th Floor Ground Plan Detailing Rehearsal Halls

Appendix 3: Flow Chart for COVID-19 Testing and Tracing