Road Map to Reopening for Smithsonian Institution Museums, Galleries, & Zoo Version 2.0

8/6/20

SI Staff Day: National Zoological Park (NZP)

July 14, 2020

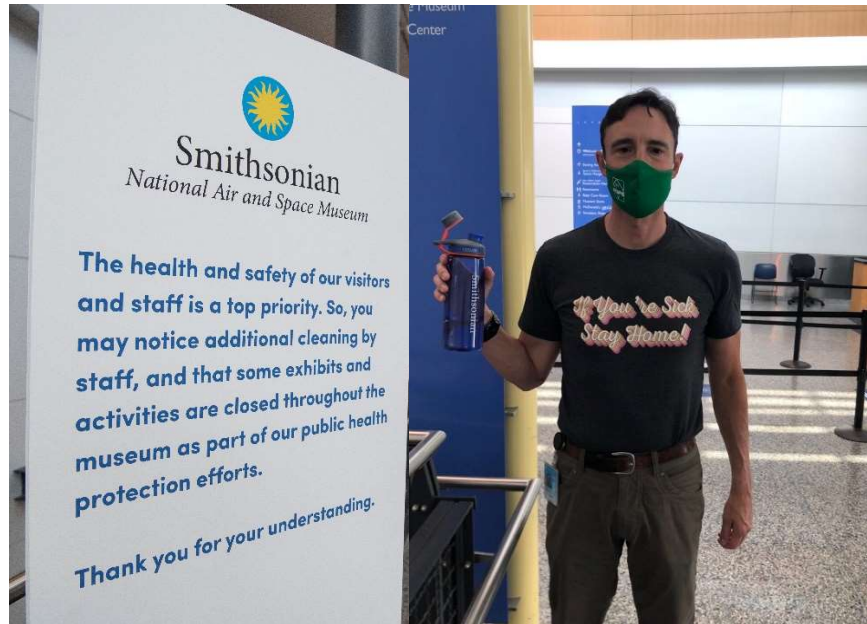*SI Staff Day: Udvar-Hazy Center (NASM-UHC)*

July 15, 2020

Photo credits:

All photos by Smithsonian Institution Photographer Jim Preston and NASM Photographer Mark Avino except for the one of Doug Hall (green mask).

Photo of Doug Hall by Dylan Garon, OPS.

INTRODUCTION

This document is being provided as a "road map" to reopening our museums to the public. As you know, we closed our doors in mid-March to both protect our staff and our visitors after the World Health Organization declared COVID 19 as a pandemic on March 11, 2020. The intent is to provide a consolidated resource of materials that have been developed by a diverse team to support units as we reopen to the public. We greatly appreciate the effort of all who have made this document possible as well at those who will help the Smithsonian move toward a safe reopening for our staff, volunteers, and docents and the public.

The Reopening Strategy requires that before a unit can officially reopen, it must have a written plan that both the Under Secretary for that unit and the Reopening Task Force have reviewed and approved, and that the applicable gating criteria have been met to support a reopening. If a unit is required to regress to a previous phase, that decision will be made between the Coordination Group and the applicable Under Secretary for that unit.

This playbook applies to developing written plans for museum reopenings where SI has direct interactions with the public. All other reopening operations (e.g. staff return, visiting researchers, interns, libraries, etc.) were required to be addressed within your Phase 2 template that was due on July 9th, 2020. Ultimately, it is up to the unit to evaluate the facts and circumstances and to use good judgment to apply the guidance herein to create the unit's reopening plan. As released, it is only a snapshot in time, and it is expected to evolve based on your feedback along with our collective understanding of the environment in which we are working.

This document and supporting material will be posted on the SI-Reopening TEAMS Site. If you do not currently have access, click on the link and you will be granted access within 24 hours of your request. The PRISM page Reopening the Smithsonian also contains many of the same materials. The Subject Matter Expert (SME) for each area has been identified where applicable if you would like to reach out for additional guidance.

Please direct all questions and suggestions on this document to the SI-CoronavirusInfo@si.edu account which is serving as our central communication resource during this incident.

1.   INTERNAL STAFFING

This section is intended to provide you the links to the policies and procedures that are available to support you and your team to make workforce decisions. You are encouraged to provide as much telework flexible opportunities and to minimize the risks to those individuals who are required to return to work. If you don't find an answer to your workforce questions here, please consult with your OHR Staffing representative for additional guidance.

Workplace Flexibilities

SME: Office of Human Resources (OHR)

AWS: Paige Jones and Shanaz Porter   *Telework: Paige Jones and Timothy Holloman*

Our staff is the core to what makes us function. Recognizing that challenge, OHR has developed a list of workplace flexibilities that can be used as you work with your staff to determine who is available to return to work.

Leave Guidance

SME: Paige Jones and Shanaz Porter; Office of Human Resources (OHR)

Guidance specific to Phase 1 and 2 of reopening can be found here. A summary of leave options is available here.

Training for Supervisors on how to administer the various types of leave is currently under development.

Short Term Details (30 days or less)

SME: Paige Jones, Office of Human Resources (OHR)

Guidance on 30-day details is available here.

Labor-Employee Relations (LER)

SME: Susan Reider and Gerard Yap-Gipps, Office of Human Resources (OHR)

Please reach out to LER if you anticipate changing your operating hours during the initial stages of reopening, changing the work schedules for bargaining unit employees, or if you have other union-related questions.

Volunteers

SME: Kristi Delich (Office of Visitor Services) & Andrea Lowther (National Museum of American History)

Any volunteer that may volunteer virtually may do so at any time and units may wish to consider adaptations to existing volunteer assignments to allow for "virtual" volunteering. In phases 1 & 2, there shall be no Information Desk volunteers/ambassadors or docents/program volunteers on site. Behind the scenes volunteers may return only if:

- Work is approved by unit director and/or departmental supervisor
- Supervisor (or designee) will be on-site, not teleworking
- Appropriate workspace is available that meets health and safety guidelines for social distancing
- Volunteers must meet Smithsonian guidelines for staff PPE

Any volunteer returning to site MUST complete the required COVID-19 training, as well as conduct a health screening questionnaire each day that they plan to arrive on site.

Higher Risk Employees

SME: Occupational Health Services (OHS) 202-633-WELL (9355)

As part of a unit's approved Reopening Plan, in each Phase some employees may be required to return to the workplace for the first time. Well before any employee's return, supervisors should talk with each employee to address questions about topics such as risk mitigation, safety protocols, possible accommodations for higher risk employees, and/or workplace flexibilities to help with commuting or caregiving challenges. Guidance is available on the Reopening and COVID-19 websites.

Staff aged 65 years and over or who meet the CDC's definition of Higher Risk due to a medical condition *and who are required to return to the workplace during Phase 2* can request accommodation. The form can be found here. Employees who have already been certified as Higher Risk by

Occupational Health Services do not need to recertify. If employees are able to return to work and do not need or want an accommodation, they do not need to submit documentation.

Daily Health Screening

SME: Occupational Health Services (OHS) 202-633-WELL (9355)

Everyone coming back to their workplace is required to thoughtfully answer health screening questions every day before coming to work. These questions do not pertain just to Smithsonian's employees. Everyone who works in our facilities, from contractors to visiting researchers, must answer these questions daily. No matter your role or the type of position you have, do not come into the workplace if you answer "yes" to any of the health screening questions.

The full version of the employee questionnaire can be found here. For easy reference, we have also provided this printable card you can carry with you to remind yourself to think about your health. The questionnaire provides information on who to notify and next steps if you answer "yes." Make answering the questionnaire part of your daily routine.

Tailored health screening questionnaires are also available for:

- Academic Appointees

- Visiting Professionals and Others

- Units with non-SI Agencies and Organizations working in their spaces

- Volunteers

Reporting and Handling Positive Cases

SME: Occupational Health Services (OHS) 202-633-WELL (9355)

Reporting positive cases will be of utmost importance to our reopening success. While infrequent within our current environment, we rely on individuals to report a positive test to OHS via SI-CoronavirusInfo@si.edu. SI policy mandates maintaining the privacy of all who report testing positive. As such, a positive case in a unit will only be reported to employees if OHS has identified them as a possible contact. Leadership for that building will be notified and deep cleaning protocols will be implemented as needed.

Staff

All positive cases need to be reported to the COVID-19 Response Team. Further guidance can be found here.

Contractors

All positive cases need to be reported to the COVID-19 Response Team. The policy for contractors has been distributed to all COTRs and can be found here. The form can be found here.

Visitors

The Smithsonian will not be responsible for investigating these cases and encourages all visitors to follow the reporting procedures of their local health departments. But in the event that an employee is notified that a recent visitor to a Smithsonian facility has tested positive, they should forward that notification along to OHS via the SI Coronavirus Response team. It is anticipated that these kinds of notification may come in via public Smithsonian communication routes such as info@si.edu or a museum's main contact number, etc.

Process for Handling Positive COVID-19 Cases

SI staff send initial positive report to COVID-19 inbox

SI receives notice of positive case from visitor, health dept., contractor, etc.

Important Contact Info
COVID-19 Inbox:
SI-coronavirusinfo@si.edu
OHS: 202-633-9355 (WELL)
OHS-MedicalReview@si.edu

Positive case report directed to OHS

Positive case and primary contacts reported to coordinating officers, building / department leadership, and public health department, where appropriate

OHS gathers info on on-site contacts, activities, and interactions

OHS contacts any SI staff who are deemed possible contacts based on information provided to OHS about the positive case

OHS works with OFMR to arrange targeted cleaning of facility, if necessary

NOTE: Privacy of all cases is maintained throughout the reporting and tracing process

SI Process for Handling Positive COVID-19 Cases
July 23, 2020

Employee Assistance Program (EAP)

SME: [Office of Human Resources (OHR)](#) / [Timothy Holloman](#)

Given how difficult it can be for staff to have to manage multiple issues during this situation, Smithsonian offers assistance through the EAP. Information is available [here.](#)

The Smithsonian Institution is pleased to announce effective July 10th, we are expanding our existing work life and Employee Assistance Programs (EAP) and for our employees and members of their households. The Smithsonian is partnering with Inova Employee Assistance (IEA), a nationally recognized company that has been in the business of helping employees manage workplace and family issues for nearly 38 years.

- A presentation of their services is available on the TEAMS site [here](#) for you to download and share with your staff.
- Highlights of the additional services offered may be found at [www.inova.org/eap](#).
  - Username is **Smithsonian**. Password is **EAP**.
- Information on the iConnectYou Mobile App (for both iPhones and Android) is available [here](#).

This enhancement does not replace our existing Smithsonian EAP and work life programs, rather we have added additional services which include:

- Short term counseling available 24/7
- Access to work life services online (e.g. consultation and services for day care centers, back up care, lactation support, eldercare, pet care, legal and financial counseling service, and many more)
- Life coaching
- Online Mindfulness sessions and stress reduction programs
- And much more!

In addition to your Smithsonian EAP counselors, Inova Employee Assistance counselors provide that support 24/7 in locations both inside and outside the National Capitol Region.

Inova Employee Assistance counselors are trained, licensed professionals who can advise you on a wide range of problems — emotional illness, relationship or family difficulties, alcohol or other drug abuse, major life or health changes. Inova Employee Assistance services are private and confidential. So, when you talk to an IEA counselor, you have security in knowing that information shared will be held in the strictest of confidence.

Should you wish to contact Inova Employee Assistance (IEA) directly you may reach them— 24 hours a day at 1-800-346-0110. IEA is available to answer your questions or schedule an appointment with you at your convenience.

Remember, you can continue to contact your Smithsonian EAP directly

2.   COLLECTIONS GUIDANCE

SMEs: [Bill Tompkins](#) and [Samantha Snell,](#) National Collections Program (NCP)

This section is intended to provide guidance and resources on the various risks and risk mitigation strategies for collections care activities during reopening. When considering collections activities, please see the following Playbook sections: "Establish Your Social Distancing Constraints," "How and When to Do a Risk Assessment," and "Face Coverings for Staff/Visitors." In general, all staff working in public spaces, must wear face coverings, and uphold social distancing. Should an activity not permit social distancing, speak with your unit's safety coordinator. They will work with you and OSHEM, if needed, to find a resolution.

It should be noted that nearly all of the Smithsonian's operations affect collections, whether directly or indirectly; and as such, a collections representative should be a member of the unit's reopening team, included in facility walkthroughs and other collaborative, decision-making processes along with OFMR, OSHEM, Safety Coordinators, and OPS.

Further information on these topics can be found at the [PRICE SharePoint site](#).

Exhibits

Labels, Context, and Display

In the context of recent protests and unrest regarding issues of race, social injustice, and inequality, it is vital that units reassess the collection items / label text for onsite and online exhibit content and context.

- It is recommended that each unit establish a multi-disciplinary team (curators, exhibits, collections managers, diversity inclusion, accessibility, and security) to review the label text and display methodology for collection items on display.
- This is an opportunity for units to reevaluate why they have certain collection items on display, what story they are trying to convey, and if the item(s) or message(s) is relevant or appropriate in the context of our current social and cultural environment.
- Sharing approaches to the modification of label text or context between units will support a unified message to visitors. Units should strive to collaborate, and share ideas and lessons

learned related to considerations for the placement and reinterpretation of collection items, gallery closures, or removal of selected items from display.

Visitor Movement and Safety in Galleries

The volume of visitors that galleries can accommodate with safe physical distancing will be greatly reduced during the reopening phases. One-way directional guidance through exhibits can support safety and security concerns and social distancing guidelines. Safety in exhibition spaces information is actively being gathered, discussed, and reviewed by the C^3 Object Safety-Exhibit Security working group, the Promoting Exhibit Access and Safety (PEAS) groups, and the OPS Exhibit Security Standards working group. To learn more, contact *Samantha Snell*.

Visitor interactions with sensitive items should be addressed by collections, OPS, and affiliated personnel. They should collaborate to protect collections in gallery spaces. Collections staff can provide OPS staff with information on culturally or socially sensitive items. This information can raise awareness to specific areas of concern. Collections and OPS staff should have clear lines of communication to report and discuss questions and concerns about collection items, display cases, or galleries. Sharing knowledge, information, and reporting can support collections stewardship and safety for the collection items, staff, and visitors.

Further information on these topics can be found here.

Active Gallery Work

In normal operations, collections care activities often necessitate staff working in close physical proximity, using shared equipment/spaces, and collaborating with a host of other professionals. Due to the limitations of some spaces and the need for mission critical activities to continue, some collections care activities may require additional mitigation strategies in addition to the mandatory face coverings and prescribed social distancing in order to protect the health and safety of personnel.

- In the event social distancing is not an option for gallery work, units may want to consider dividing their exhibition teams into mutually exclusive cohorts which will always only work together, in order to minimize a given employee's number of contacts.
- Contact your unit Safety Coordinator to discuss risk assessment strategies and controls.
- Examples and templates on risk assessment strategies and controls, approved Risk Assessments (RAs), Standard Operating Procedures (SOPs), and Job Hazard Analysis (JHAs) shared by unit's collections point of contact can be found here.

Cleaning Near Collection Items

Note: Collection items are displayed not only in exhibit galleries, but also in public spaces including research areas, reference rooms, reading rooms, and meeting rooms.

OFMR provided cleaning supplies that are being used throughout your facility are for high touch public areas and cleaning office spaces. They are not for use on collection items, in collection storage spaces, or near collections on exhibit. New information is emerging rapidly on cleaning products and their effects on collection items. It is always best to start a dialogue with collections staff and unit Facility Managers to ensure any new cleaning supplies are reviewed and approved before use near collections in public spaces and research/references areas. If unit staff have any questions about cleaning products that are found on the approved Logistics-Safety Supplies inventory, they should discuss with their unit's Emergency Operations Group (EOG) representative, Safety Coordinator, and Preparedness and Response in Collections Emergencies (PRICE) Team (NCP-PRICE@si.edu). Additional resources on cleaning products and procedures are available here.

Collection Item Handling

Access and Monitoring for Affiliated Staff
It is at the unit's discretion to allow researchers, visiting scholars, fellows, interns, and affiliated staff to reenter facilities and be allowed access to collection items. Documented procedures should be developed beforehand and implemented regarding access to and tracking of collection items that have been handled. Procedures including staff monitoring and oversight of visitors should be established or revised to account for physical distancing, material quarantine timelines and locations, and disinfection of shared spaces and material handling equipment (see Playbook Section "Working in Teams: Shared Space and Equipment").

- Do not apply disinfectant to collection items. Disinfectants and cleaning products can cause potential harm to collection items.
- Similarly, hand sanitizer should not be used before handling collections. Rather, hands should be washed with soap and water before and after handling collection materials. See the Library of Congress' study on the effects of hand sanitizer on paper-based collections.
- If PPE such as gloves are used, appropriate donning and doffing should be demonstrated by staff to affiliated personnel for application.

COVID-19 Specific Data

[The Reopening Archives, Libraries, and Museums (REALM) Information Hub: A Covid-19 Research Project](#) is conducting research on how long the COVID-19 virus survives on materials that are prevalent in archives, libraries, and museums. Test 1 & 2 results demonstrated that standard office temperature (68°F to 75°F) and relative humidity conditions (30 to 50%) provide an environment that allows for the natural attenuation of SARS-CoV-2 present on the specific materials tested (see list below) after 2- 4 days of quarantine.

Materials tested included:
- Hardback book cover (buckram cloth)
- Softback book cover
- Plain paper pages inside a closed book
- Plastic book covering (biaxially oriented polyester film)
- DVD case
- Braille paper pages
- Glossy paper pages
- Magazine pages
- Children's board book
- Archival folders

[The Canadian Conservation Institute's Covid-19 Task Force](#) recommends a quarantine timeline of at least 7 days for certain metal and plastic materials. This resource compiles information and recommendations to help those who are responsible for ensuring that collections and heritage materials remain safe. Additionally, they note that "Persistence does vary with characteristics of the surface material and the presence of other contaminants. Smooth surfaces, like metal and hard plastics, exhibit greater viral persistence and permit more transfer than porous surfaces, like paper and textiles."
- Depending on the materials, collection items that have been handled should be quarantined for at least 7 days before and after handling by staff and affiliated staff.

Additional resources can be found [here](#).

Education Collections

Access to onsite education collections or onsite experiences should be limited at this time unless the unit can develop and support enhanced cleaning, tracking, and quarantine procedures for publicly accessible educational collection items.

Collections Emergencies

Reporting an Incident

Regardless of the type or scale of an incident, all information should be reported via:

1. LiveSafe App (Instructions for download and setup),

2. Email SI-Communications@si.edu, and/or

3. Call the Smithsonian Communication Center 202-633-9300

Should an incident occur in public spaces such as exhibit galleries, the reporting structure should be the same as an incident occurring in non-public spaces. Each unit will make determinations as to how many staff will be on-site and how to continue operations and monitor collections and exhibition spaces. Each unit has Collections Emergency POCs who should be contacted for guidance. If you are unaware of your Collections Emergency POC, contact *Samantha Snell*.

Responding to an Incident

Most units and facilities have collections emergency carts located throughout their spaces, including exhibit galleries. As carts may have moved during enhanced telework and response team capacity may be limited during reopening and moving forward, collections staff should confirm the contents and locations of the carts to ensure that the appropriate supplies are readily available when needed. These carts contain supplies to respond to small scale collections incidents (leaks, minor damage, etc.). For questions related to collections emergency carts or supplies, contact your unit Collections Emergency Response Team or *Samantha Snell*.

OFMR also has emergency carts, or "crash carts," located throughout your facility. Contact your unit Facility Manager for information about the locations and contents of these carts, and who is the appropriate point of contact.

Additional information on collections emergencies can be found [here](#).

Preservation Environment and Indoor Air Quality

The intersection of human health and safety, collections care needs, and sustainable practices during the Smithsonian's extended COVID-19-related response is an area of ongoing collaboration, research, and discussion. Indoor air quality in public buildings must meet public health and safety standards; however, every facility, space, and situation are unique and need to be evaluated on an individual basis. Particularly during recommissioning of unit HVAC systems or implementing the new American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) COVID-19 guidelines, OFMR, OSHEM, and collections staff should continue to collaborate on a regular basis regarding monitoring and analyzing environmental conditions and data in exhibition and collections spaces.

- OFMR's Reopening checklist and the ASHRAE COVID-19 guidance regarding HVAC and building operation can be found [here](#).

Integrated Pest Management (IPM)

SME: [Allison Dineen](#), [Ed Kunickis,](#) Smithsonian Gardens (SG) Entomology
IPM is an essential component of collections stewardship and its policies and procedures for each unit should be conveyed to all staff. As museum cafes, shops, and mobile food carts are eventually reactivated, mindfulness of food debris or residue should be a part of [IPM practices](#).
- Coordination and communication should be established/continued between Smithsonian Enterprises, collections and SG Entomologists to ensure that upon reopening of food-related activities, IPM policies and procedures are followed.
- As new workflows and common spaces for eating are being established, collections staff (or whomever the IPM POC is at each unit) should reach out to colleagues returning to work to remind them of their unit's IPM policies and procedures.
- OFMR will continue cleaning buildings, but we all need to do our part. Take responsibility for anything you bring into a facility, and at the end of each day/shift, make sure you bring it back out. Follow the "Leave No Trace" principle.

3. DEVELOPING & SUBMITTING YOUR REOPENING PLAN

Build Your Team

The size of the team needs to be small enough to be nimble, but large enough so that no one person carries the whole project. There should be one person leading all reopening planning. Core representation should include an Executive (Deputy Director or equivalent depending on your unit), Building Manager, Security or OPS Lead, Visitor Services, Exhibitions, Collections, Education, Safety Coordinator and/or Emergency Operations, Communications. Bring in others as fits the needs of your unit.

As part of a unit's approved Reopening Plan, in each Phase some employees may be required to return to the workplace for the first time. Well before any employees' return, supervisors should talk with each employee to address questions about topics such as risk mitigation, safety protocols, possible accommodations for higher risk employees, and/or workplace flexibilities to help with commuting or childcare challenges. Guidance is available on the [Reopening](#) and [COVID-19](#) websites.

Establish Your Social Distancing Constraints

During Phase 2, in Front of the House operations, guidance suggests planning for 5 individuals per 1000 square feet. This aligns with the guidance provided in the DC Government reopening plan. Use this guidance to determine which entrances and exits and which public spaces should be opened. Using the [Updated Reopening Strategy Document](#) consider your reopening activities to be in Stages, starting small and expanding as your resources and capabilities to manage large spaces grows.

**Note that 113 square feet per person is being used for "Back of the House" calculations.

Confirm Available OPS/OFMR Staffing

Once you've developed your proposed plans, review your proposal with OPS and OFMR representatives to ensure that they can support your requests.

Develop Your Initial Written Plan

Develop your plans to include the following elements as a minimum in your written plan. Unlike the Phase 2 Template for the Back of the House, we're not prescribing a specific template. Use the order that works best for you and your team and adapt the structure accordingly.

- Complete a walk through to determine which entrances and exits will be used, which galleries will be used and document your maximum capacity
  - After working with OPS to make primary determinations on which entrances/exits will be used, also consider expected changes to visitor behavior outside our buildings.
  - Does your Visitor Services team plan to use any outdoor areas to offer programs in lieu of indoor activities? If so, are there methods in place to keep participants socially distanced from each other, from the docents, from visitors, or from those entering or exiting the facility?
  - Does your site allow for outdoor eating? If so, and a potential increase in usage is expected, consider the ramifications. Are social distancing signs required in that space? Are more trash cans needed? Is increased cleaning possible?
  - Do you anticipate visitor queueing outside? If so, are adequate procedures considered for visitor and staff safety and comfort during their wait?
  - Smithsonian Gardens should be a partner in these decisions anywhere their work and areas of responsibility are affected by the above considerations.

- Understand your visitor on-site experience and map out the anticipated routes of travel. Detail the exhibits/activities you plan to provide. After making primary determinations on which building spaces, galleries, or portions of galleries will be open, and establishing the necessary interventions in those spaces, also consider Life Safety Systems, Building Infrastructure, Historic Building Fabric, and Monumental Finishes. Interventions and new layouts, should be reviewed to not negatively impact such items as:
  - Life Safety: egress routes, fire alarm devices, or fire sprinkler heads
  - Building Infrastructure: airflow and distribution, access to electrical outlets, etc.
  - Historic Building Fabric: be particularly mindful of applying signage or adhesive to historic fabric, or inadvertently increasing risk to historic fabric by routing a line adjacent to a delicate surface, for example
  - Monumental Finishes: be mindful of applying signage, or anything requiring hardware or adhesive, to one-of-a-kind or valuable building finishes, potentially causing permanent damage

The Offices of Health, Safety and Environmental Management (OSHEM) and Planning, Design, and Construction (OPDC) are available for consultation on these issues.

Additional areas for consideration include:

- Determine what additional staff you will need to reopen
- Complete your risk assessment and required mitigation strategies, as discussed below
- Develop your proposed budget, using the template provided in **Appendix A**
- Develop your initial project plan, understanding what may constitute critical path items such as ordering supplies and installing signage
- Ensure that you have incorporated plans for contractors performing construction and/or maintenance-related activities
- Develop two separate plans for consideration, ensuring that a Phase 2 plan meets the criteria established in the Reopening Strategic Plan for Phase 2
  - Your minimum plan
  - What you would like to do with additional resources
  - No indoor retail initially
  - Determine if you need to provide strategic interactives for differently abled individuals.

A draft PPT template and examples are available on the SI Reopening Resources Site here.

Other Considerations

Anticipating Visitor Needs

Units should consider how they plan to handle queuing outside. This will be very important, especially when groups begin to visit. Units should think about a spillover area now. When SI announces the opening of our units, everyone should anticipate groups who may not know they need a pass nor that we are not expecting groups in the early weeks of reopening. Establishing this area now will help all units and visitors comply with social distancing guidelines.

Units should consider capacity and queuing for restrooms, as well as usage and cleaning requirements for wheelchairs. Evaluate if lockers should be available during Phase 2 or if you want to wait until a later phase to make those available. Determine what sort of cleaning wipes will be available for use to clean these high touch areas.

Accessibility and Accommodations

SME: [Beth Ziebarth](#) (SF Access)

Effective communication for people with disabilities who rely on tactile experiences for understanding content needs to be factored into decisions about what is available for visitors. Signage, cleaning protocols, and hand sanitizer stations are necessary for the tactiles elements that will be available. Units should consider touchless alternatives to deliver digital content, such as [Smithsonian Hi.](#)

A small supply of clear facemasks for those who work with hearing impaired staff will be available through OFMR at SF-SI-Supply-Team@si.edu

Things to consider as you are preparing for visitors who may require accommodations based on feedback received from the Tranche 1 museums:

- ✓ Asking a series of questions when visitors request timed entry passes to help prepare accommodations for them. This includes whether they would like to utilize tactile models, raised line drawings and Braille guide, contactless sighted guide, and wheelchairs. We also have an "other" field so folks can ask questions or request other types of accommodation.

- ✓ The need for manual wheelchairs. Being able to pull that information has helped us remember our new procedures of sanitizing the wheelchairs between use.

- ✓ More critically, we've had one visitor indicate they are bringing a child at 4:30 pm who cannot wear a facemask for medical reasons. Since it's our first visitor who is indicating this, having the heads-up via the accessibility accommodation report allows us to reinforce ADA policy and mask guidelines with our front-line staff.

- ✓ We've had one or two people put questions in the "other" field, such as, "Can I bring an emotional support animal?" Since visitors tick the box indicating we can communicate with them and we have their email on file, we are able to reach out in advance of their visit to let them know important information (in this case, that service animals are welcome, but emotional support, comfort animals are not included in this category.)

Retail

SME: [Ed Howell (](#)Smithsonian Enterprises (SE))

Note that inside retail activities are not approved for initial Phase 2 reopening activities.

Accommodations were made for external retail for Udvar-Hazy and the National Zoo. Depending on the implementation of your reopening proceeds, a unit may request additional SE support. Requests should be made by reaching out to SI's Senior Coordinating Official (SCO) Doug Hall to request a conversation.

When a museum is planning to incorporate retail into their operations, they should engage SE and include them in the specific museum reopening plan. SE will have their own plans for the "back of the house" operations but given that this is expected to be a fluid part of the operations, the Museum Reopening Plan should address how retail will be managed at each location.

Submit Your Written Plan

Once you have developed your proposed plans (both the minimum and the preferred), including your financial estimates, please submit them to the SI-CoronavirusInfo@si.edu Resource Account. Label these plans as MUSEUM REOPENING PLANS to differentiate from the back of the house plans.

These plans will be forwarded to the Reopening Implementation Task Force Leader (Rich Wright) for initial review to ensure that they meet the minimum requirements. They will then be shared with your Under Secretary for review and approval. There will be a concurrent review of additional resource requirements beyond your unit's "normal" operating budget at the same time.

As has been communicated before, SI does not anticipate that a facility will return to full operating status until Phase 4. And in the spirit of "One Smithsonian", SI must ensure that there are resources available for all units, not just those that reopen first.

Note that you may propose reduced operating hours for your specific unit. However, that decision remains in the purview of the Secretary, who will review all plans with the Under Secretaries and take your suggestions into account. The intent is to provide a coordinated public messaging.

Your unit will not be authorized to proceed until you have an approved Phase 2 plan for both the back of the house and front of the house and all additional resources have been approved.

Change Management Process for Future Plan Updates

We know that your plans, much like this playbook, represent a snapshot in time. Your plans will evolve based on the public health environment, lessons learned, and your exhibit changes, among others.

We are in the process of developing a change management action tracker that will allow Rich to clearly understand what parts of your plans are changing and when they changed. We are looking at this as a tool to ensure that we can easily differentiate how each museum's plan evolves to facilitate an easier review for all.

That template will be shared as a museum indicates that it is ready to move to the next stage.

4. OVERVIEW OF RISK ASSESSMENTS & RISK CONTROLS

SMEs: OSHEM and Facility/Organization Safety Coordinator

Overview

A first, critical step to identifying, developing, and implementing effective control and mitigation measures is a risk assessment. The Occupational Health and Safety Administration (OSHA) has divided job tasks into four risk exposure levels: very high, high, medium, and lower risk. The Occupational Risk Pyramid (below) shows the four exposure risk levels in the shape of a pyramid to represent probable distribution of risk. Most Smithsonian work activities will likely fall within in the lower exposure risk (caution) level with a limited number in medium exposure risk level and few, if any, in the high or very high-risk levels.

Occupational Risk Pyramid for COVID-19

Very High

High

Medium

Lower Risk (Caution)

Source: OSHA, *Guidance on Preparing Workplaces for COVID-19*

Roles & Responsibilities

Directors shall ensure implementation of a COVID-19 specific risk management process to supplement existing safety and health risk management programs.

Office of Safety, Health, and Environmental Management (OSHEM) shall provide technical assistance to Directors, Safety Coordinators, and supervisors.

Safety Coordinators (Unit, OFMR, OPS) shall support supervisor development and implementation of risk control and mitigation measures. They shall maintain Unit/Organization records related to COVID-19 risk control and mitigation.

Supervisors shall employ the following risk management process to assess work areas and activities within their purview:

- Classify the occupational exposure risk based upon workplace conditions and job-specific tasks.
- Identify the most effective risk control and mitigation measures to address the exposure risk.
- Implement control and mitigation measures through:
    - Staff training and education. See training info below.
    - Regular workplace oversight.
- Maintain required records related to risk control and mitigation and share with the Safety Coordinator.

Employees shall participate in the development of job-specific assessments and adhere to the safe work practices identified for each workplace and task.

How and When to Do a Risk Assessment

Work locations and activities should be assessed by each Unit to assign occupational exposure risk levels and to identify and implement risk control and mitigation measures. Use the SI Risk Assessment Template to complete a risk assessment for each work area activity with the potential exposure to COVID-19. Ensure that the risk assessment is completed, and controls are implemented prior to staff returning to work.

Overview of Risk Control and Mitigation Measures

Upon the assignment of a risk category to a work location or activity, control and mitigation measures should be identified and employed. In this context, control and mitigation measures are actions that workplaces can take to limit and reduce the spread of COVID-19, particularly prior to the availability of a pharmaceutical intervention such as a drug or vaccine.

The goal of COVID-19 risk management is to reduce the risk of transmission to the lowest possible level. The Hierarchy of Controls concept used by the National Institute for Occupational Safety and Health (NIOSH) provides a framework for evaluating the effectiveness of COVID-19 control and mitigation measures. The Johns Hopkins Center for Health Security has modified the traditional

hierarchy of controls (bottom left) to reflect a control and mitigation framework for COVID-19 (bottom right).
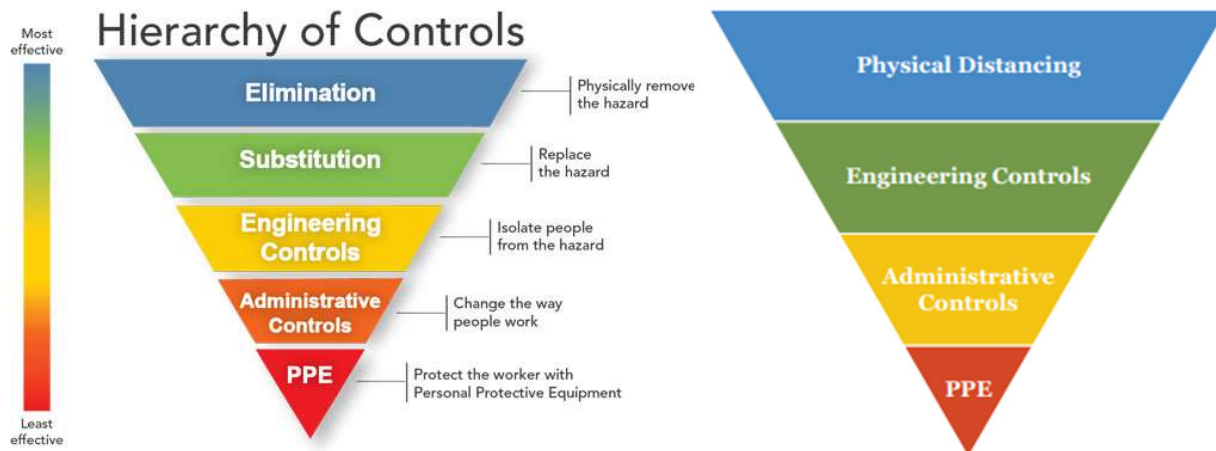
Utilizing this modified framework, the first and most effective control measure (physical distancing) should always be selected and employed prior to selecting a less effective control. Please note that multiple control categories can be employed at once to increase the overall control effectiveness.

The feasibility and effectiveness of a control measure will vary based upon work locations and activities.

Specific guidance is available in the COVID-19 Risk Mitigation Strategies document.

5. IMPLEMENTING MITIGATION & CONTROL MEASURES

Once you have completed your risk assessments and know which areas will require what levels of controls, you can use the following sections to implement your mitigation and control measures.

Preparing Smithsonian Buildings for Staff and Visitors

SME: [Rick Petito](#) (OFMR)

Readying buildings as large and complex as Smithsonian's for staff after months of limited occupancy is a significant undertaking. Doing this while increasing cleaning measures makes for an even larger challenge. This responsibility is falling on Smithsonian Facilities (SF) with Office of Facilities Management and Reliability (OFMR) as a key contributor.

In addition to completing routine maintenance, the OFMR team is evaluating several building systems for potential improvements including:

- HVAC
- Drinking water stations
- Preparing restrooms and the use of hand dryers
- Increased cleaning protocols as mentioned below
-

Under direction of the Senior Coordinating Official (SCO), OFMR has developed standards for the reopening procedures of restrooms and water fountains in coordination with OSHEM and other Safety Coordinators. That guidance can be found [here](#).

Additional information should be discussed with your Building and Zone Managers.

Acrylic and Stanchions (Engineering Controls)

Units should identify locations where acrylic barriers or sneeze guards are needed in public spaces. Fabrication and installation should be through the units exhibits fabrication shop where available and in consultation with OFMR and OPS when needed.

In the event units need to purchase commercially available barriers or sneeze guards, purchasing can be requested through the Logistics cell.

If you anticipate installing over 100 square feet of acrylic panels (Plexi-glass) in a single area, please check with OSHEM's Fire Protection Division to verify that you have not exceeded the fire loading for that area.

Additional info as provided to unit safety coordinators previously:

- Sneeze guards and other such panels may be subject to SI fire safety requirements, if:
    - They are over 100 sq. feet
    - Their aggregate area is over 10% of the wall (if mounted on a wall)

    (SI Fire Protection & Life Safety Design Manual (8.5.C))

- Panels subject to SI fire safety requirements, are required to be:
    - Class A in non-sprinklered areas and in all exits (flame spread of 25 or less, smoke developed of 450 or less)
    - Class B in sprinklered areas (flame spread of 75 or less, smoke developed of 450 or less)
    - Fire test used to evaluate flame spread. ASTM E-84 (Steiner Tunnel Test)

    (SI Fire Protection & Life Safety Design Manual (2.5.B))

- We are **not** aware of any clear acrylic panels that meet either the Class A or B criteria.
- You can review the complete Fire and Life Safety Design Manual here

Ordering Signage (Administrative Controls)

SMEs: *Susan Ades*/*Matthew O'Connor* (SIE)

A catalog of signs has been developed by SIE. For nearly all signage, bilingual text is on the same sign. In a few cases where text is too long, there will be two versions to place near one another, one in English and one in Spanish.

1. Smithsonian Exhibits (SIE) is working closely with the Reopening Task Force Implementation Team to design and produce new graphics for the National Zoological Park and NASM-Udvar Hazy Center, and all other reopening units.

2. The graphics will have the Smithsonian logo and a pan-institutional look.
3. All language has been vetted and approved by the Office of Communications and External Affairs (OCEA).
4. Graphics will cover the full visitor journey, from arrival sequences and security/bag checks to social distancing reminders at restrooms, galleries, seating areas, and when open, eating areas and shops.
    a. **Please note:** The Reopening Task Force and OCEA have determined some minimum requirements for signage across all reopening units. This mandatory signage is designated as "REQUIRED" in the SIE signage catalog. Some exceptions can be made (for example, if your unit is not implementing timed entry) as you determine your signage needs with SIE; please contact Alise Fisher and Jess Sadeq in OCEA with questions.
5. Based on the updated health screening guidance provided the week of Aug 3, SIE has created a new version of REQ EX 04 01/02 which no longer includes bullet 4 on international travel.
6. The updated graphics catalog including the new signage mentioned above is available here.
7. Many units will need indoor and outdoor sign holders for these new graphics. SIE is designing and manufacturing or sourcing standardized products that can be used by all units.
8. SIE will work with each unit's reopening team, along with the SI-wide team, to make sure your reopening graphic needs are covered. Site surveys and walkthroughs will be scheduled with each unit.
    a. Following the site walkthrough, units will review the catalog of required reopening graphics, establish quantities and sizes needed for each graphic type, and submit to SIE. SIE will then provide a quote for sign holder production and graphic production. Units are to include this cost in their reopening itemized budgets.
9. Discuss any requests for "one-off" signs with SIE, as it may be feasible with sufficient lead time.

Cleaning Protocols (Administrative Control)

SME: John Bixler/Kathleen Fleming (OFMR)

Cleaning strategies are posted here. OFMR capacity will support additional cleanings including

- Restrooms and Closure of Restrooms as needed
- High Touch areas
- Elevators and Escalators
- Wheelchairs
- Deep cleaning

Ordering Materials (Administrative Control)

SME: SF-SI-Supply-Team@si.edu

As shared via an SI email Announcement on July 28, 2020.

The process for ordering Personal Protective Equipment (PPE), Community Protective Equipment (CPE), and cleaning supplies has been updated to increase efficiency and reduce duplicate orders.

For most staff, very little will change should they need to request any of these items. Requests for cleaning supplies, PPE, and CPE, including face coverings, should continue to be made through your unit's Emergency Operations Group (EOG) representative or safety coordinator. Contact them and let them know what you need. These approved representatives will compile the requests from staff and can place orders with the Central Supply Team.

Approved representatives are able to order only the supplies listed on the downloadable supply order form. If your representative alerts you that what you have requested is not available, work through your supervisors to order that item directly. Due to high demand and funding, the variety of items included in the central ordering process is limited so that sufficient supplies can be in stock and ready for deployment to all units.

If you, or someone in your unit recently placed an order that has not been delivered, that request should be resubmitted by your unit's authorized representative using the order form. As a reminder, only request supplies if you are required to work on site.

Smithsonian has centralized the supplies to the Pennsy location and will deliver orders to the National Capital Region facilities once a week. The authorized requestor will be notified when an order is scheduled to be delivered.

Additionally, if you require additional hand sanitizer stations in your building, please communicate that directly to your Smithsonian Facilities OFMR Building Manager. They will assess sanitizer station locations and will arrange for refills as needed.

Face Coverings for Staff (Administrative Control)

SME: Reach out to SF-SI-Supply-Team@si.edu for ordering Reach out to SI-CoronavirusInfo@si.edu for policy questions

As shared via email to the Directors and EOG members on July 9, 2020.

For the health and safety of all members of the Smithsonian community, the Institution has mandated the use of face coverings by employees, affiliated persons, and visitors on Smithsonian property and established guidelines for social distancing. Please note, face coverings are "community protective equipment" that help protect against the spread of the coronavirus. They are not a substitute for staying home when you are ill, social distancing, proper hygiene, or workplace cleaning. The guidance for employees and affiliated persons can be found here.

Face Coverings for Visitors (Administrative Control)

Complete guidance, along with the internal procedures for visitor accommodations and enforcement, can be found here. Please note, the internal procedures are for staff involved in the visitor accommodation and enforcement process and are not for public distribution.

All visitors ages 6 and older will be required to wear a face covering when entering, exiting, and spending time on Smithsonian property, including outdoor spaces such as the National Zoo. The Institution highly recommends that guests between the ages of 2 and 6 wear face coverings during their visit. While on Smithsonian property, visitors will maintain at least 6 feet (2 meters) of distance with individuals outside of their household or visitor group.

SME: SI/Logistics Cell/ SF-SI-Supply-Team@si.edu

The Logistics Cell can provide a limited number of disposable face coverings for units to keep in reserve for visitors for distribution on a limited basis. In some locations, face coverings may be available for purchase nearby. If available at your location, staff may offer a free, disposable mask. Supplies are limited and not guaranteed.

Guidance on Respiratory Protection (Personal Protective Equipment)

SME: *Kim Harmon* *(OSHEM)*

"Smithsonian Institution Guidance for Supervisors and Safety Coordinators Navigating the Use of Filtering Facepiece Respirators (FFR) (aka N95), surgical masks, KN95s, and Cloth Face Coverings During the COVID-19 Pandemic" is available on the SI-Reopening Resources Teams Site.

Shortages of surgical masks and respiratory protection, in particular the N95 respirator, during the COVID-19 pandemic have prompted the Centers for Disease Control and Prevention (CDC), the Occupational Safety and Health Administration (OSHA), the National Institute of Occupational Safety and Health (NIOSH), and the Food and Drug Administration (FDA) to publish options for employers to help protect employees and manage shortages of this critical personal protection equipment (PPE). The bottom line from the CDC is focused on preserving supplies of N95s and surgical masks, whenever possible, for healthcare workers caring for patients at the frontline of the pandemic.

Tasks at the Smithsonian Institution (SI) that require the use of FFRs (i.e., N95) or surgical masks, per a Job Hazard Assessment (JHA), should be evaluated to determine, first, if they are essential to be performed, and secondly, if other controls, respirator types or PPE can be used to eliminate their need. **Contact OSHEM EMD and your Safety Coordinator for assistance in determining other hazard control options and alternative respiratory protection and PPE selection.**

All other types of respiratory protection (i.e., reusable half and full face elastomeric-type respirators with cartridge filters, etc.) previously required for specific work tasks by the JHA, should continue to be used by staff as required.

To help employers cope with surgical mask and FFR shortages needed for essential work activities, the CDC, NIOSH, OSHA, and the FDA are allowing extended use and reuse of this PPE, along with the use of expired FFRs. In addition, the Smithsonian now requires the use of Community Protective Equipment (CPE) in the form of cloth face coverings in certain situations. The Guidance helps summarize these allowances and provides direction on their implementation and CPE use at SI.

During the pandemic, NIOSH and the FDA are also allowing limited use of non-NIOSH approved FFRs, like KN95's, and non-FDA approved surgical masks. **SI is allowing these types of devices to be used**

only as CPE, and only in workplace settings where FFRs or surgical masks are not routinely used, such as office settings. Note that any JHA which requires or allows "voluntary use" of a surgical mask or FFR constitutes PPE, not CPE, and only NIOSH or FDA approved PPE may be issued.

Safety Training

SME: Janice Ruggles (OSHEM)

COVID-19 Safety Awareness Training

All staff have been assigned training on workplace best practices related to COVID-19 safety. The 30-minute course must be completed before returning to work or volunteer duty on-site.

Federal and Trust employees can access this course as follows:

- **If you have an SI network account**, click HERE. Enter your regular SI network username and password and click the "Login" button.
- **If you do not have an SI network account**, click ALTERNATE to access the alternate SI log-in page. Enter username (non-SI email address used in HRMS) and follow the instructions for "Forgot your password," to initiate a reminder/reset.

Click on "View Learning Plan" to see what courses are due to be completed and click "Launch."

Affiliated Staff (contractors, academic appointees, volunteers, and others) without access to Smithsonian's Skillsoft training environment can access this training through Moodle as follows:

- **If you have an SI network account**, go to the course link and log into the external Moodle site with your network credentials. If the above link does not work, copy and paste this link into your browser: https://moodlex.si.edu/course/view.php?id=427. When prompted for a course enrollment key, enter: **covid19**

- **If you do not have an SI network account,** you must first create an external Moodle account. Use the account registration instructions to create and confirm your account.

  After you have confirmed your account, go to the course link and log into the Moodle site with your newly created username and password. If the above course link does not work, copy and paste this link into your browser: https://moodlex.si.edu/course/view.php?id=427. When prompted for a course enrollment key, enter: **covid19**

Please contact SISafetyTraining@si.edu if you have questions.

Unit Specific Orientation

In addition to Skillsoft or Moodle training, Units must provide a COVID-19 site specific briefing to all returning employees to cover facility-specific control and mitigation measures.

6.   VISITOR SERVICES

Timed Ticketing

SME: [Kristi Delich](), OCEA/OVS

Smithsonian Leadership identified the need for timed entry for select Smithsonian sites. The purpose of timed entry is to allow for better crowd management to ensure proper safety and health measures for our visitors, staff, volunteers, and collections based on guidance from the CDC and local governments.

The Timed Entry Implementation Team will assist units with identifying questions and gathering requirements for equipment, communications, logistics, IT infrastructure, accounting, and reporting. The team will implement the solution for each phase of re-opening until all required units have successfully implemented timed entry.

Next Steps (August): the team is currently scheduling meetings with the units to
kickoff planning, provide an overview of project deliverables, and review the implementation timeline.

Coordinated Visitor Experience Training

SMEs: [Andrea Lowther]() / [Tiffany Spriggs]() / [Vanessa Herndon]()

The team has developed a COVID-19 Customer Service training for frontline staff available as a PowerPoint, a PDF handout, and as a self-paced training in Moodle.

[COVID-19 Customer Service Training]()

This training covers the basic elements of the following topics:
1. COVID-19 Policies and Procedures
2. Customer Service Standards
3. Intervention and De-escalation Strategies
4. Keeping Frontline Staff Safe
5. Tips for Returning to Work

Units can opt to use the whole training module or just specific sections, depending on existing training for frontline staff and volunteers, and can customize with unit-specific information.

Presenter talking points, links, and additional information are included in the notes section for each slide in the PowerPoint. There is also a PDF handout version that can be shared with attendees or given to staff and volunteers without ready computer access.

This training is also available as an online external Moodle course.
1. Sign into Moodle at https://moodlex.si.edu/course/index.php?categoryid=115.
2. Self-enroll using the enrollment key **COVIDcustomerservice**

Another training resource on de-escalation training as used by NASM-UHC is available at https://www.ihollaback.org/harassmenttraining/

Virtual Volunteers

SME: Meg Caulk *(NASM)*

One of the options that Udvar-Hazy developed was a Virtual Volunteer to help guide visitors as they entered the museum. She and her team are developing a Standard Operating Procedure that will speak to how to set this up for your museum.

Education and Outreach Activities

SME: Teng Chamchumrus, (OUSE)

Members of Education Advisory Group: Teng Chamchumrus (OUSE, liaison to the Reopening Task Force), Carrie Heflin (NMAH), Michael Hulslander (NASM), Michael Hussey (NMAI), Maggie Lisman (CH), Irina Rubenstein (NPG), Donna Tuggle (NMNH), Nicole Webster (NMNH)

No educational events are planned until Phase 3. The Educational Advisory Group has developed scenario-based recommendations for these types of activities. The recommendations are to provide guidance on reopening education activities that is consistent across the Smithsonian and that considers unique characteristics of education activities such as venues (at and away from Smithsonian facilities), audience types, levels of interactivity, etc., within the criteria of public health and other reopening considerations.

The scenarios for education and outreach activities include:
- Hands-on learning spaces
- School groups
- Camps/sleepovers
- Drop-in on-site programming/activities & registered on-site programs
- Teacher training
- Lectures/speaker series
- Festivals/family days
- Internships
- Tours

A draft version of the recommendations is currently under review and will be shared in a later version of the Playbook. The Education Advisory Group will continue to work with the Education community across the Smithsonian to build and improve these recommendations and answer questions.

Special Events

SME: [Katie Desmond](#)

Guidance is in development and planned for the next iteration of this Playbook

Helpful Hints

As the units have reopened, there have been some interesting and creative ideas shared during the Museum Reopening Task Force meetings. A few of them are listed here. And our Tranche 1 units are more than happy to help future reopening units talk through how they approached their problem solving.

- Staff days have been really helpful in testing the systems and in making staff feel more comfortable that they have the tools in place to address the new environment.
- Having your IT person available during the first few days of using Etix will be critical to your success.
- Employees wearing buttons that say something like "Please give me 6' of space" sends the message to visitors that we want to be helpful as well as keep everyone safe. This approach made the employees feel that we heard their concerns.

7. COMMUNICATIONS

External Communications

SME: [Julissa Marenco](#)/[Alise Fisher](#) (OCEA)

The Central Office of Communications & External Affairs (OCEA) has developed a high-level strategic marketing plan for the Institution's public reopening in coordination with SI leadership. While developing assets on behalf of the Smithsonian, OCEA is also working in close coordination with the National Zoo and Udvar-Hazy teams to identify and support unit communications needs.

All museums can expect OCEA to coordinate all public reopening announcements, with guidance and support for individual unit efforts. Updates will be provided directly to unit communications staff in weekly meetings convened by OCEA.

Unit communications teams can expect to receive the following assets to support their public outreach efforts:

  a. Reopening marketing plan, including external messaging
  b. Central press release/statements
  c. Sample language for unit websites and social media
  d. Graphics and graphic templates for unit websites and social media
  e. High-level FAQs for press and social media

Internal Communications

If there are still questions or perceived gaps that need to be addressed, please direct all questions and suggestions on this roadmap to the SI-CoronavirusInfo@si.edu resource account which is serving as our centralized internal communication method.

8.   UNIT REOPENING LEADS

ACM	Willette Matthews
Cooper Hewitt	Ashley Tickle
Freer/Sackler	Danielle Bennett, Richard Skinner
HMSG	Jaya Kaveeshwar
NASM	Meg Caulk
NMAAHC	Shanita Brackett
NMAfA	Ashley Jefe
NMAH	Irene Kariampuzha
NMAI-DC	Kevin Cramer
NMAI-NY	Scott Merritt
NMNH	Ian Owens
NPG	Richard Reichley
NPM	Toby Mensforth
NZP	Brandie Smith
Renwick/SAAM	David Voyles
Ripley	Joanne Flores
Smithsonian Castle	John Lapiana
Smithsonian Gardens	Jeff Schneider

APPENDIX 1 – FINANCIAL ESTIMATES

Unit:
Date prepared:
Prepared by:
Plan Type Descriptor: (e.g., Minimum/More Robust – how are you differentiating between the plans?)

Resources Required	Estimated One Time Costs	Calendar Year Projections if applicable (e.g. staffing)			
Expense		*3Q20*	*4Q20*	*1Q21*	*2Q21*
Site specific barrier and crowd control needs including stanchions, plexiglass safety shield, barriers					
Required Signage (Fabricated by SIE)					
Supplemental Signage					
AV/IT Needs (Provide Description)					
Support Staff 7 days per week for line management, crowd control and ticket scanning					
OPS support including Allied Universal posts additional to standard operations					
OFMR support – Additional Cleaning Services and/or Supplies					
Total					

Examples in italics – feel free to replace and/or update these to reflect your situation and eliminate options you do not use.

Note: There are a number of items that are going to be managed centrally – to ensure the best cost and the best consistency in messaging. This includes

- Etix (OCEA: Kristi Delich)
- OPS personnel (including Allied) (OPS: Jeanne O'Toole)
- Required SI Reopening Messaging Graphics and Sign Holders (SIE: Susan Ades and Matthew O'Connor)
- Cleaning and PPE/CPE supplies (OFMR/Logistics Cell)
- External communications (OCEA: Julissa Marenco and Alisa Fisher)

SE is one of the few resources that will be managed BOTH individually and centrally, depending on the need.
- Please coordinate directly with SE for retail and food, following the Strategy Document guidance.
- If you are thinking you will need additional staffing to support your reopening efforts, indicate the staffing needs in your financial template. Please do not approach SE individually. Requests will be managed centrally based on the needs identified in the Financial Estimates template.