



***The Future
of Maryland's
Arts Sector:***
**STRATEGIES FOR
STABILITY AND
SUSTAINABILITY**

Xiaomara Rivera of Puerto Rican cultural arts group Cultura Plenera
Photo by Edwin Remsberg Photographs

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The Future of Maryland's Arts Sector: Strategies for Stability and Sustainability

Introduction

The arts sector experienced unprecedented loss due to the COVID-19 pandemic. The estimated total economic impact to date is \$5.5 billion, nationally, and \$14.6 million in Maryland. 95% of all scheduled events were cancelled resulting in 1.3 million Marylanders, and 57.3 million Americans, not attending arts events.

As an immediate response to the pandemic, the Maryland State Arts Council (MSAC), Maryland State Department of Education's Fine Arts Office, Arts Education in Maryland Schools Alliance and Maryland Citizens for the Arts collaborated to offer four public LISTENING SESSIONS. The initial sessions were attended by 250 stakeholders who shared recommendations and prioritized actions to mobilize support. Through the public sessions, consistent communication guided independent artists to think of themselves as entrepreneurs and arts organizations to think of themselves as small businesses, and, for both individuals and organizations, to encourage the pursuit of applicable state and federal loan and grant programs. In addition to the LISTENING SESSIONS, three recurring virtual communities were established to deal with immediate concerns in real time, provide updates, hold the space for peer-to-peer sharing, and offer relevant professional development. A common thread evident in all public sessions was re-envisioning of the arts in Maryland. Total constituents in the combined virtual sessions was greater than 1,000 attendees, and the information collected is the basis for ***The Future of Maryland's Arts Sector: Strategies for Stability and Sustainability***.

Within days of the declared state of emergency, the MSAC staff began drafting Emergency Grant guidelines and applications for arts organizations and independent artists to distribute \$1M of MSAC and CARES Act funding (through the National Endowment of the Arts). 165 applications were reviewed and evaluated and funding was approved for 125 applications: 64 arts organizations (\$871,318) and 61 independent artists (\$128,682).

In other MSAC grant programs matching requirements were suspended to allow programming to continue without the need for private contributions, funding timelines were extended by request, and restrictive language on allowable expenses was removed. All outstanding Arts in Education grant agreements for the remainder of the current academic year were submitted for payment in full with no additional activity expected of teaching artists.

The culmination of the above-listed activity resulted in the formation of the Maryland Arts Recovery Task Force, composed of representatives from the Maryland arts sector, private philanthropy and members of state government to provide guidance for the reopening and recovery of the arts in our State. Four overarching strategies were revealed:

- *Encourage Collaboration*: How can artists and organizations work more collaboratively to strengthen their sustainability in the 21st Century?
- *Sustain Current and Create New Funding Opportunities*: What is the future of arts funding and how can expanded and equitable funding practices be ensured?
- *Design a Shared Marketing Campaign*: What is the unified message announcing a new vision for

statewide arts engagement?

- *Strengthen the Arts Advocacy Message:* How is the importance of the arts as an economic driver, and as a necessity for the highest possible quality of life, brought to the attention of all lawmakers?

The COVID-19 pandemic acted as the inspiration for a reimagining of the work of artists and arts organizations across our State. ***The Future of Maryland's Arts Sector: Strategies for Stability and Sustainability*** is published for use by all Maryland arts stakeholders specifically inviting statewide arts leadership (Maryland State Arts Council, Maryland State Department of Education's Fine Arts Office, Arts Education in Maryland Schools, Maryland Citizens for the Arts and the County Arts Agencies of Maryland) to utilize the findings as guideposts for short and long term planning. ***The Future of Maryland's Arts Sector: Strategies for Stability and Sustainability*** includes contributions to Governor Hogan's ROADMAP TO RECOVERY: Recommended Tactics for Digital and In Person Engagement. The objective of the work of the Maryland Arts Recovery Task Force is to motivate an immediate and urgent response to artists, arts organizations and arts audiences who have an integral and cost effective impact on Maryland's economy. By proactively investing in the social transformation provided by the creative sector, Marylanders will experience increased health and well-being as the result of an emboldened public spirit.

Strategy 1: Encourage Collaboration

Objective 1: Create an Arts Network

Lead Organizations: Maryland State Arts Council, County Arts Agencies of Maryland

Identify, support, and expand the network of organizations and collaborators to increase access both equitably and systemically to resources through connecting, sharing, and disseminating information in all communities throughout the state.

Actions:

- Capitalize on existing “organizations” and create new connectivity among them.
- Identify and address information gaps in specific geographic areas.
- Identify and address digital equity.
 - Market grants from the Governor's Office of Rural Broadband to provide financial assistance through the Maryland Department of Housing and Community Development to expand internet access in the state.
- Leverage funding opportunities to learn more about constituencies and develop resources that meet their needs.
 - Collect basic information on supports needed beyond funding.
 - Invest in partnerships that can help in developing these resources.
 - Include opt-in questions that enable the reviewer to connect applicants to other good-match funding opportunities to expand their access to capital.
 - Highlight individual artists and their needs (funding, other needs)/interests through an ongoing Creative Conversations series.
- Engage the County Arts Agencies of Maryland to engage and strengthen local and regional partners.
- Utilize calendars that already exist or build statewide calendaring/resources guides (Example: CultureFly, CultureSpotMC).
- Create a regional portfolio (Example: Baker Artist Portfolio (with or without awards)) to create online communities for artists and to foster collaboration, partnership, and communication.
- Disseminate information including a digest of national service organizations recommendations and resources:
 - Communicating access to resources;
 - Communicating Best Practices;
 - Increasing efforts to ensure equity and inclusion;
 - Supporting communications strategies;
 - Supporting online commerce;
 - Supporting sector-wide announcements and messaging.

Objective 2: Create a Centralized List or Listserv

Lead Organizations: Maryland State Arts Council, County Arts Agencies of Maryland

Develop and manage a centralized list/listserv, populated by regional organizations and sortable by discipline and organizational budget size to build trust for collaborative relationships.

Actions:

- Create communication procedures with an awareness of regional inequities that affect timeline and cost.
- Ask County Arts Agencies to provide lists of artists, arts organizations and other stakeholders to create an inclusive listserv.
- Place special emphasis on the need to ensure equity among marginalized communities and isolated artists:
 - Share best practices of how communicating, connecting and sharing occurs within these communities.

Objective 3: Support Collaborative Efforts

Lead Organizations: Maryland State Arts Council, County Arts Agencies of Maryland

Provide access to consultants and officials that have experience in developing partnerships, mergers and memoranda of understanding.

Actions:

- Create and share a tool kit for governance evaluation.
- Create and share an organizational assessment tool to determine merger readiness.
 - Include access to case studies so that organizations can assess their situation prior to taking action.
- Coordinate forums and professional development to encourage the investigation of combining efforts among organizations.
- Facilitate collaborative meetings between possible partners including private, candid meetings between boards and administrators.

Strategy 2: Sustain Current and Create New Funding Opportunities

Objective 1: Expand Access to Funding and Philanthropic Practices

Lead Organizations: Maryland State Arts Council, Maryland Citizens for the Arts, Maryland State Department of Education's Fine Arts Office, Arts Education in Maryland Schools, County Arts Agencies of Maryland

Establish regular convenings for the Maryland arts sector with local and national arts organizations to explore funding models and philanthropic opportunities.

Actions:

- Invite national partners (Examples: Theatre Communications Group (TCG), American Alliance of Museums (AAM), Association of Art Museum Directors (AAMD), Working Artists and the Greater Economy (WAGE), Americans for the Arts (AFTA), National Assembly of State Arts Agencies (NASAA), National Endowment for the Arts (NEA)) to present information at the Maryland Arts Summit focusing on the current state of funding in the national arts sector.
- Develop a financial workshop series for organizations and independent artists that addresses critical best practices in developing financial plans and encouraging support on how to do so.
 - Develop one-pager resources on best practices.
 - Provide professional development learning opportunities about rainy day funds/reserves/financial planning and models
- Develop and fund Professional Development series to engage in honest conversations about rapid response to the ways in which arts organizations suspend their established programming (Emergency Preparedness Training), and how to find new ways to engage the community as participants and supporters.
- Increase the visibility of grant writing assistance through a consistent marketing campaign.
 - Host additional and geographic diverse grant writing workshops in preparation for grant deadlines.
- Create a unified ("common") application for County Arts Agencies (apply once to multiple counties with one application process).
 - Keep applications short and simple.
 - Keep scorecards simple and transparent.
- Create simple and clear rounds for review with reflection and adaptation points.
 - Create space for reviewers to process questions together before making final decisions.

Objective 2: Examine and Revise Programs

Lead Organizations: Maryland State Arts Council, Maryland Citizens for the Arts, Maryland State Department of Education's Fine Arts Office, Arts Education in Maryland Schools

Equitably engage with the target constituency to design programs that impact educational, social, environmental and economic goals.

Actions:

- Engage the constituency in all aspects of programmatic development.
 - Listen and evolve based on recommendations.
 - Offer compensation to all participants.
 - Treat programmatic development as a learning moment (as funder to learn constituent perspective, as a constituent to learn funder perspective).
- Integrate creative community leaders into state agency and departmental teams to support creative problem-solving focused on complex social issues, especially around social determinants of health.
- Fund a statewide Maryland Arts Corps of creative leaders at emerging, mid, and executive levels available to serve embedded in public-facing, grassroots arts and non-arts organizations to apply creative perspectives, tools and methods.
- Create a Teaching Arts Corps as a distinct aspect of the overall program that includes partnerships in schools (Example: Turnaround Arts).
- Adjust for disparity or imbalance of applicant resources to apply (Example: Organizations with advancement teams will have different capacity to complete applications than one without and the application might look different; and applicants without reliable internet).
 - Prioritize funding to and for marginalized communities with limited access.
 - Create a new funding opportunity to support digital access and reduce digital disparity.
- Set specific, quantifiable goals around racial equity.
 - Prioritize communities disproportionately impacted.
 - Be transparent about the prioritization and why.
- Examines funding formulas for FY21 (and possibly future) grants, taking into account the loss of income associated with COVID-19 in FY20.
- Create new project grants to assist community-based arts organizations/artists who are in the trenches directly assisting with the healing of the community members post COVID-19
- Add a capacity building grant (particularly in connection to positions needed or lost due to COVID-19).
- Invest in at least one new A&E district in each county and county equivalent as an economic engine to rejuvenate that region.
- Make a large, strategic state investment in Maryland's most competitive commercial creative industries in order to attract and direct flows of social impact investments to back a pilot portfolio and seed the enterprise ecology with smaller, targeted investments.

Strategy 3: Design a Shared Marketing Campaign

Objective 1: Enhance Storytelling

Lead Organizations: Maryland State Arts Council, Maryland Citizens for the Arts, Maryland State Department of Education's Fine Arts Office, Arts Education in Maryland Schools, County Arts Agencies of Maryland

Highlight and distribute stories focused upon the vision for the future of Maryland's arts sector to current and yet to be engaged audiences to elevate the awareness of the impact of the arts.

Actions:

- Amplify the stories of people-of-color owned and operated arts orgs in an effort to underscore their importance to the region and their resilience.
- Ensure that constituents with limited or no Internet access may engage with new marketing materials.
- Create three marketing toolkits that enhance constituents' ability to engage.
 - Invite and pay independent artists to design some graphic elements used in marketing toolkits.
 - Develop marketing toolkit for artists informed by public safety best practices and focusing on artists' roles as creators and ambassadors
 - Develop marketing toolkit for arts organizations that are informed by public safety best practices and focusing on arts organizations' roles in facilitating milestone events and highlighting cultural workers as local ambassadors
 - Develop audience marketing toolkit informed by public safety best practices and focusing on story-sharing mechanisms for engaging with the arts in public or at home
- Develop online "dashboard" giving constituents access to artist, arts organizations, and audience marketing toolkits
 - Develop print version of "dashboard" for distribution in areas with limited or no Internet access
- Create an "Arts Ambassadors" initiative using well known public figures to highlight the return of the arts sector.
 - Create a scalable version of "Arts Ambassadors" initiative to be deployed at regional and county levels.
- Repurpose "Coffee With Ken" series to collect stories from artists, arts organizations, and individuals for potential use in future marketing materials.
- Identify three milestone events to be celebrated at arts organizations in conjunction with the progress of the Roadmap to Recovery plan.

Objective 2: Publicize the ROADMAP TO RECOVERY

Lead Organizations: Maryland State Arts Council, Maryland Citizens for the Arts, Maryland State Department of Education's Fine Arts Office, Arts Education in Maryland Schools, County Arts Agencies of Maryland

Develop a flexible reopening timeline with associated actions based on the most current Roadmap to Recovery information.

Actions:

- Include ROADMAP TO RECOVERY information as featured collateral with each of the three marketing toolkits.
 - Create webinars for the three marketing toolkits to explain the unique purpose of each one
- Develop a marketing plan that amplifies the recommendations of other Task Force Work Groups.
 - Advocate for funds to support costs associated with the reopening marketing plan.
 - Create a webinar series highlighting the recommendations of each Task Force Work Group.
 - Via social media, frame the story of public art as an opportunity for arts engagement that is possible in the early stages of the reopening.
- Frame all reopening marketing efforts as best practices informed by the data-driven work of cultural consultants.

Objective 3: Create a Collaborative Marketing Plan

Lead Organizations: Maryland State Arts Council, Maryland Citizens for the Arts, Maryland State Department of Education's Fine Arts Office, Arts Education in Maryland Schools, County Arts Agencies of Maryland

Align marketing efforts across the Maryland State Arts Council, Maryland State Department of Education's Fine Arts Office, Arts Education in Maryland Schools, Maryland Citizens for the Arts, the Office of Tourism and the Department of Commerce.

Actions:

- Establish a collaborative marketing team with lead representatives from Maryland State Arts Council, Maryland State Department of Education's Fine Arts Office, Arts Education in Maryland Schools, Maryland Citizens for the Arts.
- Make regular efforts to re-engage with constituents to ensure that marketing efforts are of service.
 - Develop unified messaging for use in artist, arts organizations, and audience toolkits, as well as across reopening marketing efforts.
 - Leverage existing media resources to highlight stories from Arts in Education grantees.
 - Amplify constituent stories in all marketing efforts.

- Develop graphic resources, including logos, decals, stencils, and social media profile picture frames, for inclusion in marketing toolkits.
- Identify strategic media channels most suited to each of the three marketing toolkits.
- Leverage the video storytelling resources of the Wide Angle Youth Media (WAYM) portfolio to highlight region-specific arts activities.
- Invite Arts & Entertainment Districts to champion marketing toolkits for artists, arts organizations, and audiences in their own regions.
- Invite county arts agencies to champion marketing toolkits for artists, arts organizations, and audiences in their own regions.
- Align marketing efforts with local and regional needs regarding the severity of the public health emergency in different areas.
- Leverage existing media resources to highlight stories from Presenting & Touring grantees.
- Leverage the visual storytelling resources of the Remsberg, Inc., photographic folklife portfolio to highlight region-specific traditional arts activities.

Strategy 4: Strengthen the Arts Advocacy Message

Objective 1: Communicate Current Regulation and Legislation Considerations

Lead Organizations: Maryland Citizens for the Arts, Arts Education in Maryland Schools

Advocate for the best possible funding scenario for current appropriations.

Actions:

- Request full funding for the Maryland State Arts Council FY21 budget.
- Support an override SB465 Bill veto from the 2020 session to continue the \$1M transfer from Preservation of Cultural Arts Special Fund to the Maryland State Arts Council
- Provide income tax exemption for individual artists who received Maryland State Arts Council Emergency Grants.
- Issue official re-opening requirements and best practices from a centralized state entity.
- Support infrastructure needs for organizations via special grants or centralized ordering system:
 - Broadband access
 - Personal Protective Equipment
 - Sanitization Supplies
 - Testing Supplies

Objective 2: Communicate Pandemic-related Data

Lead Organizations: Maryland Citizens for the Arts, Arts Education in Maryland Schools

Collect, organize and disseminate data that clarifies the impact on Maryland's arts sector.

Actions:

- Report unemployment figures for artists and arts organization staff including:
 - Total job loss;
 - Hiring freezes.
- Create comparison models with quarterly current and pre-pandemic figures to demonstrate stabilization or risks.
- Define tax loss and tax revenue sustained for the arts sector.
 - Develop quarterly reporting to show growth and or potential stabilization;
 - Clarify access to future tax revenue due to sustained losses.
- Create a unified presentation around the work of the Maryland Arts Recovery Task Force and guidelines to be conducted by Arts Education in Maryland Schools and Maryland Citizens for the Arts targeting the County Arts Agencies of Maryland, arts organizations and independent artists.
 - Build a case against potential MSAC budget reductions;
 - Include a long term Arts Advocacy Marketing Campaign (videos and testimonials);
 - Provide talking points for arts constituents around economic impact, need for support (public and private);

- Provide County Arts Council Executive Directors guidance and support to develop messaging for their constituents to engage with lawmaker engagement (out of session) utilizing the Maryland Arts Recovery Task Force messaging as the guiding framework.

Objective 3: Communicate Future Regulation and Legislation Considerations

Lead Organizations: Maryland Citizens for the Arts, Arts Education in Maryland Schools

Advocate for comprehensive reform to strengthen and stabilize Maryland's arts sector.

Actions:

- Allocate the Preservation of Cultural Arts appropriation (\$2M), in its entirety, to the Maryland State Arts Council budget.
 - Utilize these funds for continued relief efforts and stabilization of sector
- Extend, permanently, unemployment benefits for 1099 workers (freelance/gig economy).
- Explore the creation of Maryland ArtsCorps (WPA like job program for artists).
- Explore opportunity and potential guidance for merger or transfer of assets.

**ROADMAP TO RECOVERY:
Recommended Tactics for Digital and In
Person Engagement**

BEST PRACTICES FOR DIGITAL ENGAGEMENT

Arts Experiences, Exhibitions, and Performances Online

Prepare the Site	Prepare the Workforce	Site Control	Communicate Procedures for Stakeholder Confidence
<p>Identify your organization’s existing content (exhibit, performance, etc) and its potential to be made digital.</p>	<p>Identify your organization’s staff capacity for maintaining your digital engagement and allocate time and resources accordingly.</p> <p>Consider the accessibility of the content being presented. The National Endowment for the Arts offers guidance on making virtual arts businesses accessible to all audiences.</p>	<p>Poll your audience to determine their ability and preferred methods to receive or participate in online content.</p> <ul style="list-style-type: none"> ● Do they have access to Broadband/WIFI? ● What time of day will they engage with various art content ● Do they prefer live () experiences or pre-recorded ()? ● How much would/can they pay for a virtual experience? <p>Ask your local government and internet service providers about what is available for wifi accessibility, or “drive-in wi-fi” that may be offered by local libraries, schools, or recreation centers</p>	<p>Explore the opportunities virtual platforms and digital engagement provides to broaden the geographic reach to both artist and audience bases.</p> <p>Promote your events and artwork on the directories and events calendars compiled by state-wide arts organizations, County Arts Agencies of Maryland, and other local or regional organizations.</p> <p>Promote Maryland-based digital arts and culture programming on national lists and platforms to encourage digital tourism and promote the state’s offerings.</p>
<p>Determine the most appropriate digital format for presenting your material. This may include synchronous (live/interactive) or asynchronous (pre-recorded) formats, online media hosting platforms, or digital conference platforms and considerations about the legalities and risks of piracy and intellectual property theft in creating content that includes art, music, performance, etc accessible online.</p>		<p>Determine the best ways to engage audiences with your content and decide whether your online content should be free, donation-based, or have a fee (transactional, subscription-based, ad-based.)</p>	
<p>Creation of a centralized online resource that will support and inform artists and organizations wishing to</p> <ul style="list-style-type: none"> ● Create 	<p>Develop a tool-library style program to loan or lease equipment necessary for filming and streaming programs online</p>	<p>1) Connect with state-wide resources, (libraries, public radio & television, larger museums & venues, CAAMs and regional arts groups), etc that have resources that financially and technically</p>	<p>Constituents who benefit from this impact:</p> <ol style="list-style-type: none"> 1. Individual Maryland-based artists 2. Arts organizations of all sizes and types

<ul style="list-style-type: none"> ● Implement ● transform existing non-digital content into ONLINE/DIGITAL arts programming (visual arts and performing arts) 	<p>When developing a state-wide Art focused service-corps consider an arts-tech/virtual programming focused arm that can assist organizations with developing and presenting digital content and programming</p> <p>Balance having in-person content that is translated online and creating content solely intended to be experienced online, where appropriate.</p>	<p>support artists and arts organizations creating of online programming. .</p> <p>2) Create a state-wide online repository of the work of Maryland artists and arts organization that will enhance the reputation and visibility of the state as a major force in the national arts arena</p>	<ol style="list-style-type: none"> 3. 4. Citizens of Maryland who are arts consumers 5. City, County, and State governmental agencies wanting to showcase and demonstrate the value of arts to the economic, educational, and social well-being of Maryland
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BEST PRACTICES FOR DIGITAL ENGAGEMENT

Arts Instruction Online

Prepare the Site	Prepare the Workforce	Site Control	Communicate Procedures for Stakeholder Confidence
<p>Instructors (arts and non-arts classroom teachers, teaching artists, etc.) research new and existing learning management systems considering what is best suited to different art disciplines, content goals, privacy settings, and engagement features.</p>	<p>Parents and classroom educators: Teaching artists, guest artists, or arts organizations leading instruction should be vetted by a reliable source to ensure content is appropriate and valuable for students.</p>	<p>Parents and instructors should check the online platform's privacy policies so the identity of children and families are protected.</p>	<p>Instructors communicate with parents about their encouraged involvement in arts-based learning.</p>
<p>Instructors utilize established online learning platform and procedures through the student's school or organization hosting the course.</p>	<p>Instructors seek training or professional development workshops about the basic skills in crafting effective online art instruction, to include considerations such as:</p> <ul style="list-style-type: none"> ● Amplification ● Lighting ● Camera ● Movement ● Pacing/Variety ● Use of technology, media, etc <p>Instructors connect with State and National art education associations for free online teaching resources.</p>	<p>Instructors ensure there are opportunities for students to learn how to succeed with online instruction, such as:</p> <ul style="list-style-type: none"> ● Technology or online platform tutorials before instruction begins ● Confirm children under the age of 13 have verifiable parental consent before accessing any online resources. ● Reviewing online classroom etiquette (proper attire, setting up their art space, taking breaks, etc.) ● Establishing a routine ● Set enough time for reflections and questions 	<p>Teaching artists collaborate with parents, classroom teachers, and other pertinent school contacts before moving instruction online or creating new online content:</p> <ul style="list-style-type: none"> ● Consider students' access to the internet or WIFI, necessary materials, and tools, or other school requirements. ● Communicate with parents and teachers for alternative methods of learning for students who do not have access to safe internet resources.
<p>Instructors conduct several test runs of online content before going live. Instructors pilot their online content with a small group of students, or with educator colleagues.</p>	<p>State or local government and organizations should offer funding or an incentive/certificate programs for professional development in online teaching.</p>	<p>Instructors consider aspects of a program that invites parent participation during the activity, such as:</p> <ul style="list-style-type: none"> ● Parent-student collaborative art making and performing ● Virtual family showcases ● Parents only programming 	<p>Constituent Impact:</p> <ol style="list-style-type: none"> 1. Children and families 2. Arts and non-arts educators Teaching artists 3. Arts and community organizations that host or produce educational programs.
<p>Instructors will balance having in-person content that is translated online</p>	<p>Instructors ensure online content can invite communication,</p>	<p>Instructors communicate with parents about agendas/syllabi, technology controls, or any physical materials or space</p>	<p>Teaching artists, guest artists, and arts organizations offering supplementary online instruction:</p>

<p>and creating content solely intended to be experienced online, where appropriate.</p>	<p>engagement, and participation, such as:</p> <ul style="list-style-type: none"> ● Lessons that include a mix of synchronous (in real-time) activities and ● Asynchronous activities (students complete independently on their own time). ● Identify aspects of the artform that lend themselves to online teaching, considering the possibilities and limitations. ● Identify aspects of the art form that lend themselves to a hybrid of online and in-person learning. 	<p>needed before starting instruction.</p>	<ul style="list-style-type: none"> ● Market your content on websites, online directories, and, ● Communicate with community based providers such as libraries, health care centers, or Parent Teacher Associations about your offerings. <p>Instructors have preparation meetings and reflection check-ins with parents as appropriate.</p> <p>Instructors set up “office hours” for parents to drop in, ask questions, or plan further activities.</p>
	<p>Instructors are familiar with Maryland’s Recovery Plan for Education and any updates from the Maryland State Department’s Fine Arts Office.</p>		

BEST PRACTICES FOR IN PERSON ENGAGEMENT

Community Centers & Co-Working Spaces

In addition to recommendations that appear in this document, please review and follow the general best practices for businesses:

<https://commerce.maryland.gov/Documents/BusinessResource/General-Business-COVID-19-Best-Practices.pdf>

Prepare the Site	Prepare the Workforce	Create a Social Distancing Plan	Site Control: Reduce Touch Points/Control Access/Increase Cleaning	Communicate Procedures for Stakeholder Confidence
Phase One				
<p>Prepare your reopening and operating plan according to CDC guidance</p> <p>Prepare your physical facility - for buildings that have not been occupied, check HVAC systems and flush the water system.</p>	<p>Prepare your workforce according to OSHA guidance.</p>	<p>Arrange traffic and spacing for all users of the facility. Maintain six-foot separation wherever possible.</p>	<p>Clean and disinfect frequently touched surfaces in accordance with CDC guidance</p>	<p>Communicate your COVID-19 policies clearly to everyone, including signage for staff and all facility users.</p>
<p>Capacity restrictions should be considered dependent on center size. Face coverings must be worn at all times.</p>	<p>Staff will be limited to management and janitorial/sanitization. Staff who must be within six feet of each other or patrons must use facial coverings.</p>	<p>Members/tenants should be permitted into the space for mail-pickup; materials, tools and supplies. Face coverings must be worn at all times in public spaces.</p>	<p>Shared high-contact spaces like locker rooms, kitchens, & bathrooms should adhere to an hourly cleaning schedule. Face coverings must be worn at all times in public spaces.</p>	<p>Board & staff inclusion in the decision to re-open via e-mail or live Google Doc input.</p>
<p>Small gatherings of ten to fifteen persons may resume with limitations. Face coverings must be worn at all times in public spaces.</p>	<p>Staff must understand current COVID -19 health and workplace guidelines such as hand hygiene and cleaning protocol. Face coverings must be worn at all times in public spaces.</p>	<p>Staff should prepare guidance on controlling access and overall capacity, and care should be taken to avoid congregation areas. Face coverings must be worn at all times in public spaces.</p>	<p>Review high-contact points, and plan for protocol to eliminate or reduce contact areas. Clean high touch areas as possible. Face coverings must be worn at all times in public spaces.</p>	<p>Use social media to communicate to facility users & extended community proper COVID -19 prevention.</p>
<p>Continue the use of online/virtual events in addition to having an option for presenters to record in the space whilst following proper social distancing.</p>	<p>Staff must use touchless pay systems & sanitize any shared keys or electronics after every use. Face coverings must be worn at all times in public spaces.</p>	<p>Any wall space exhibits should be digitized and available for viewing online or on social media. Any in-person viewing should be scheduled and guided</p>		<p>Reach out to members/tenants & events renters using e-blasts & social media.</p>

		by one staff person or work-trade.		
Mandatory sanitization of the entire space by staff or professional cleaning service upon re-opening.		Events renters should be allowed to request space rental at this time. But should be required to create and submit a social distancing plan that follows all recommended guidelines – including social distance, ground marking, access points, and signage.		Disclosure of past exposures in space to all possible inhabitants.
Set aside special hours for at-risk members to do mail pickup. Face coverings must be worn at all times in public spaces.				Use signage to reinforce social distancing guidelines and to discourage congregation areas.
Phase Two (edits and additional guidance should be developed in alignment with other sectors)				
Site capacity limits can be increased, following current guidelines and recommendations. Face coverings must be worn at all times.	Staff can be expanded beyond management and essential maintenance crew. Staff who must be within six feet of each other or patrons must use facial coverings.	Events renters should hear back and be granted space requests with priority to groups who have reasonable social distancing plans.	Shared high-contact spaces like locker rooms, kitchens, bathrooms, and shared tools/tables, should adhere to a daily cleaning schedule.	
Medium gatherings of up to 100 persons, dependent upon CDC recommendations may resume with limitations.	Employees should be trained in, and understand current COVID-19 health and workplace guidelines such as hand hygiene and cleaning protocol.			
Continue the use of online/virtual events, in addition to having an option for presenters to record in the space whilst following proper social distancing.	Staff must use touchless pay systems and sanitize any shared keys or electronics after every use.			
Set aside special hours for at-risk members to do mail pickup.				
Phase Three (edits and additional guidance should be developed in alignment with other sectors)				
Site capacity limits can be increased, following current guidelines and	All staff & work-trade should return to the space with an	Events renters shall return to full use of		E-blast and social media posts to announce full re-opening.

recommendations. Face coverings are highly suggested to be worn when in community.	understanding of current COVID-19 health and workplace guidelines such as hand hygiene and cleaning protocol.	space even high touch areas		
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BEST PRACTICES FOR IN PERSON ENGAGEMENT

Retail Galleries

In addition to recommendations that appear in this document, please review and follow the general best practices for businesses:

<https://commerce.maryland.gov/Documents/BusinessResource/General-Business-COVID-19-Best-Practices.pdf>

and the best practices for retail businesses laid out here:

<https://commerce.maryland.gov/Documents/BusinessResource/Retail-COVID-19-Best-Practices.pdf>

Prepare the Site	Prepare the Workforce	Create a Social Distancing Plan	Site Control: Reduce Touch Points/Control Access/Increase Cleaning	Communicate Procedures for Stakeholder Confidence
Phase One				
Prepare your reopening and operating plan according to CDC guidance	Prepare your workforce according to OSHA guidance .	Arrange visitor and employee spacing and traffic to maintain six-foot separation wherever possible, and prevent crowding	Clean and disinfect frequently touched surfaces in accordance with CDC guidance	Communicate your COVID-19 policies clearly to everyone, including signage for staff and visitors
Review high-contact points and plan protocols to eliminate or minimize employee and patron interaction through barriers such as sneeze guards.	Communicate with employees and guests on the measures for their comfort in returning to the site or venue on the shared responsibility to monitor their health and stay home if not feeling well.	Depending on guidelines from authorities, no congregating outside of gallery, such as on the sidewalk or parking lot.	Always wear a face covering when in the Gallery.	Display signage about COVID-19 prevention.
Evaluate space to mitigate congestion points and maintain social distancing.	Train employees on proper sanitization protocols.	Implement advance registration and timed entry to allow for contact tracing.	Utilize mobile pay services such as Venmo, Apple Pay, CashApp, others to purchase Gallery items.	Communicate to staff and patrons that masks are important for everyone.
Evaluate your patron and staff sales practices to identify possible "high-touch" practices. If possible, modify contact or implement cleaning procedures to these to reduce or prevent direct contact.	Implement employee screening for symptoms, consistent with Maryland Department of Health and CDC guidance. Symptomatic employees should be on voluntary home isolation.	Offer online ordering and curbside pick-up for Gallery Gift Shop purchases.	Make hand washing facilities, sanitizer, disinfecting wipes, or similar disinfectant readily available to employees and patrons. Patrons should be given upon entry.	Communicate commitment to cleanliness by posting compliance with CDC recommendations.

Merchandising and stocking should be done wearing a mask and gloves. All surfaces will be sanitized after each use.	Always wear a face covering when in the venues.	Establish a six-foot marking system to visually demonstrate recommended social distancing.		Reach out to patrons through communication channels that you are open for business.
Store capacity may be limited based upon executive order or other local government guidance. Face coverings must be worn at all times in public spaces.	Clearly post signage about COVID-19 prevention.	If possible, set aside special hours for vulnerable or at-risk customers. Face coverings must be worn at all times in public spaces.		Post signage advising patrons to not enter the venue if they are sick or symptomatic. Provide phone numbers and links for alternative purchasing methods, such as curbside pickup.
Develop a patron flow plan using floor markings to indicate direction. Make sure all plans are ADA Accessible. Face coverings must be worn at all times in public spaces.	Train employees on the proper responses to patrons who challenge social distancing, facial covering, and other protocols.	Prepare guidance on venue capacity, queuing methods (in and outside of the gallery), and curbside pickup. As much as possible, reduce situations that would create lines and crowds.		Language Access: Provide training content in Spanish and other languages prevalent in your community.
Develop a delivery and acquisition plan for vendors to safely bring products into the business. Arrange deliveries when there are the fewest customers and employees.	Give employees flexibility regarding returning to the workplace.			
Inspect facilities for any damage or issues caused by vacancy including mechanical, air and water systems.	Maryland's business community plays a critical role in protecting citizens and preventing another surge of COVID-19 infections. Maryland business owners are encouraged to take the Maryland Strong Back to Business Pledge , and display a signed pledge in their place of business.			

Phase Two (edits and additional guidance should be developed in alignment with other sectors)

Review high-contact points and plan protocols to eliminate or minimize employee and patron interaction through barriers such as sneeze guards.	Communicate with employees and guests on the measures for their comfort in returning to the site or venue on the shared responsibility to monitor their health and stay home if not feeling well.	Follow guidelines for congregating, limit to current number recommended by state or local authorities.	Always wear a face covering when in the Gallery.	Display signage about COVID-19 prevention.
Evaluate space to mitigate congestion points and maintain social distancing. Face coverings must be worn at all times in public spaces.	Train employees on proper sanitization protocols.	Implement advance registration and timed entry to allow for contact tracing.	Utilize mobile pay services such as Venmo, Apple Pay, CashApp, others to purchase Gallery items.	Communicate to staff and patrons that masks are important for everyone.
Avoid congregating and maintain six-foot social distancing inside the retail gallery space. Face coverings must be worn at all times in public spaces.	Implement employee screening for symptoms, consistent with Maryland Department of Health and CDC guidance. Symptomatic employees should be on voluntary home isolation.	Consider limiting the number of people and amount of time for viewing.	Make hand washing facilities, sanitizer, disinfecting wipes, or similar disinfectant readily available to employees and patrons. Patrons should be given upon entry.	Communicate commitment to cleanliness by posting compliance with CDC recommendations.
Merchandising and stocking should be done wearing a mask and gloves. All surfaces will be sanitized after each use.	Always wear a face covering when in the venues.	Create markers to guide one-way pedestrian traffic throughout the gallery.		Reach out to customers through communication channels that you are open for business.
	Clearly post signage about COVID-19 prevention.	Spread apart art installation so to keep the current recommended distance around works		Post signage advising patrons to not enter the venue if they are sick or symptomatic. Provide phone numbers and links for alternative purchasing methods, such as curbside pickup.
		Consider lengthening the run of exhibitions so more people over more time can view collection		Language Access: Provide training content in Spanish and other languages prevalent in your community.

Phase Three (edits and additional guidance should be developed in alignment with other sectors)

Review high-contact points and plan protocols to eliminate or minimize employee and patron interaction through barriers such as sneeze guards.	Communicate with employees and guests on the measures for their comfort in returning to the site or venue on the shared responsibility to monitor their health and stay home if not feeling well.	Follow guidelines for congregating, limit to current number recommended by state or local authorities.	Always wear a face covering when in the Gallery.	Display signage about COVID-19 prevention.
Evaluate space to mitigate congestion points and maintain social distancing.	Train employees on proper sanitization protocols.	Implement advance registration and timed entry to allow for contact tracing.	Utilize mobile pay services such as Venmo, Apple Pay, CashApp, others to purchase Gallery items.	Communicate to staff and patrons that masks are important for everyone.
Avoid congregating and maintain six-foot social distancing inside the retail gallery space.	Implement employee screening for symptoms, consistent with Maryland Department of Health and CDC guidance. Symptomatic employees should be on voluntary home isolation.	Limit number of people and amount of time for viewing.	Align audio tours and gallery talks with current guidance for gatherings.	Communicate commitment to cleanliness by posting compliance with CDC recommendations.
Merchandising and stocking should be done wearing a mask and gloves. All surfaces will be sanitized after each use.	Always wear a face covering when in the venues.	Create markers to guide one-way pedestrian traffic throughout the gallery.	Resume some hands-on activities and classes with limits on attendees. All materials should be one-time use, no sharing	Reach out to customers through communication channels that you are open for business.
	Clearly post signage about COVID-19 prevention.	Spread apart art installation so to keep the current recommended distance around works.	Lengthen open hours of gallery	Post signage advising patrons to not enter the venue if they are sick or symptomatic. Provide phone numbers and links for alternative purchasing methods, such as curbside pickup.
		Consider lengthening the run of exhibitions so more people over more time can view collection	Make hand washing facilities, sanitizer, disinfecting wipes, or similar disinfectant readily available to employees and patrons. Patrons should be given upon entry.	Language Access: Provide training content in Spanish and other languages prevalent in your community.

BEST PRACTICES FOR IN PERSON ENGAGEMENT

Indoor Concert Venues

In addition to recommendations that appear in this document, please review and follow the general best practices for businesses:

<https://commerce.maryland.gov/Documents/BusinessResource/General-Business-COVID-19-Best-Practices.pdf>

Prepare the Site	Prepare the Workforce	Create a Social Distancing Plan	Site Control: Reduce Touch Points/Control Access/Increase Cleaning	Communicate Procedures for Stakeholder Confidence
Phase One: Unless other guidance is provided by the State of Maryland, Indoor Concert Venues will not be open during Phase One				
Outdoor performing art events should not be held. Permits and rentals for such use should not be granted.	Employees should be trained and given resources to understand current COVID -19 health and workplace guidelines, such as hand hygiene and cleaning protocol.	Outdoor concert venues whose access can be restricted, should be closed.	Evaluate sites for touch points and implement plans to reduce them, implement and increase cleaning procedures.	Language Access: Provide communications and signage options in languages prevalent in your community.
Prepare your reopening and operating plan according to CDC guidance and OSHA guidance .				
Phase Two (edits and additional guidance should be developed in alignment with other sectors)				
Prepare your reopening and operating plan according to CDC guidance	Prepare your workforce according to OSHA guidance .	Arrange visitor and employee spacing and traffic to maintain six-foot separation wherever possible, and prevent crowding	Clean and disinfect frequently touched surfaces in accordance with CDC guidance	Communicate your COVID-19 policies clearly to everyone, including signage for staff and visitors
Review high-contact points and plan protocols to eliminate or minimize employee and patron interaction through barriers such as sneeze guards. Face coverings must be worn at all times in public spaces.	Communicate to employees and guests about the measures taken for their comfort in returning to the site or venue. Express shared responsibility to monitor their health and stay home if not feeling well.	Depending on guidelines from authorities, no congregating outside of venues, such as on the sidewalk or parking lot.	Patrons, ushers, and docents wear masks	Display signage about COVID-19 prevention.

Evaluate space to mitigate congestion points and maintain social distancing. Face coverings must be worn at all times in public spaces.	Train employees on proper sanitization protocols.	Implement advance registration and timed entry for concerts to allow for contact tracing.	Utilize mobile pay services such as Venmo, Apple Pay, CashApp, others to purchase items.	Communicate to staff and patrons that masks are important for everyone.
Evaluate your patron and staff sales practices to identify possible "high-touch" practices. If possible, modify contact or implement cleaning procedures to these to reduce or prevent direct contact.	Implement employee screening for symptoms, consistent with Maryland Department of Health and CDC guidance. Symptomatic employees should be on voluntary home isolation.	Recommended that venues hold ony outdoor events for the duration of Phase Two.	Make hand washing facilities, sanitizer, disinfecting wipes, or similar disinfectant readily available to employees and patrons. Patrons should be given upon entry.	Communicate commitment to cleanliness by posting compliance with CDC recommendations.
Site or venue capacity may be limited based upon executive order or other local government guidance.	face covering must be worn at all times while inside the venue.	Establish a six-foot marking system to visually demonstrate recommended social distancing.	Limit to socially-distanced concerts and small scale performances for the duration of Phase 2.	Reach out to patrons through communication channels that you are open for business.
Develop a patron flow plan using floor markings to indicate direction. Make sure all plans are ADA Accessible.	Signage on COVID-19 prevention.	If finance allows, small reduced-capacity recitals with great distancing	Limit concert programs to one hour; no intermission	Post signage advising patrons to not enter the venue if they are sick or symptomatic. Provide phone numbers and links for alternative purchasing methods, such as curbside pickup.
Inspect facilities and grounds for any damage or issues caused by vacancy including mechanical, air and water systems.	Train employees on the proper responses to patrons who challenge social-distancing, facial covering, and other protocols.	Prepare guidance on venue capacity, queuing method (in and outside of the venue). As much as possible, reduce situations that would create lines and crowds.	Implement mobile app, online, or print-at-home ticketing system. As much as possible, create touchless and ticketless admission using scanners and digital counters.	Language Access: Provide training content in Spanish and other languages prevalent in your community.
	Give employees flexibility in returning to the workplace.	Pre-show load-in at least two hours	No refreshments for sale	No printed programs
		No children's performances. Musicians should be appropriately spaced spaced apart on stage –	No valet parking	

		only strings, piano, percussion to start; musicians wear masks (No singers; no wind players)		
		Provide ample ratio of security personnel to number of patrons to enforce movement and queuing	Audience must be at least thirty feet from front of stage	
		Provide distancing markers on ground for bathroom queuing	Provide separate backstage bathrooms for musicians – separate bathrooms for each person. All refreshments should be pre-packaged.	
		Employ one in/one out processes for bathrooms; close some stalls to enforce distancing		
		Gated, small performances only following current capacity recommendations by state or local authorities.		
		Musicians on stage must be distanced in line with the current recommended distance established by state and local authorities.		

Phase Three (edits and additional guidance should be developed in alignment with other sectors)

Review high-contact points and plan protocols to eliminate or minimize employee and patron interaction through barriers such as sneeze guards.	Communicate with employees and guests on the measures for their comfort in returning to the site or venue on the shared responsibility to monitor their health and stay home if not feeling well.	Depending on guidelines from authorities, no congregating outside of venues, such as on the sidewalk or parking lot.	Patrons, ushers, and docents wear masks	Display signage about COVID-19 prevention.
Evaluate space to mitigate congestion points and maintain social distancing.	Train employees on proper sanitization protocols.	Implement advance registration and timed entry for concerts to allow for contact tracing.	Utilize mobile pay services such as Venmo, Apple Pay, CashApp, others to purchase Gallery items.	Share that masks are important for everyone.

Evaluate your patron and staff sales practices to identify possible “high-touch” practices. If possible, modify contact or implement cleaning procedures to these to reduce or prevent .	Implement employee screening for symptoms, consistent with Maryland Department of Health and CDC guidance. Symptomatic employees should be on voluntary home isolation.	Establish a six-foot marking system to visually demonstrate recommended social distancing.	Make hand washing facilities, sanitizer, disinfecting wipes, or similar disinfectant readily available to employees and patrons. Patrons should be given upon entry.	Communicate commitment to cleanliness by posting compliance with CDC recommendations.
Site or venue capacity may be limited based upon executive order or other local government guidance.	Always wear a face covering when in the venues.	If finance allows, small reduced-capacity recitals with great distancing	Limit to socially-distanced concerts and small scale performances for duration of Phase 2. For outdoor concerts, provide delineated blanket spaces on ground six feet or more apart.	Reach out to patrons through communication channels that you are open for business.
Develop a patron flow plan using floor markings to indicate direction. Make sure all plans are ADA Accessible.	Clearly post signage about COVID-19 prevention.	Prepare guidance on venue capacity, queuing method (in and outside of the venue). As much as possible, reduce situations that would create lines and crowds.	Limit concert programs to one hour; no intermission	Post signage advising patrons to not enter the store if they are sick or symptomatic. Provide a phone number or website for alternative purchasing methods, such as curbside pickup.
Inspect facilities and grounds for any damage or issues caused by vacancy including mechanical, air and water systems.	Train employees on the proper responses to patrons who challenge social distancing, facial covering, and other protocols.	Pre-show load-in at least two hours	Implement mobile app, online, or print-at-home ticketing system. As much as possible, create touchless and ticketless admission using scanners and digital counters.	Language Access: Provide training content in Spanish and alternate languages prevalent in your community.
		No children’s performances. Musicians should be appropriately spaced spaced apart on stage – only strings, piano, percussion to start; musicians wear masks (No singers; no wind players)	No refreshments for sale	
		Provide ample ratio of security personnel to number of patrons to	No valet parking	

		enforce movement and queuing		
		Provide distancing markers on ground for bathroom queuing	Audience must be at least thirty feet from front of stage	
		Employ 1 in; 1 out processes for bathrooms; close some stalls to enforce distancing	Provide separate backstage bathrooms for musicians – separate bathrooms for each person. All refreshments should be pre-packaged.	
		Musicians on stage must be distanced in line with the current recommended distance established by state and local authorities.	No printed programs	
		Distancing Seat maps for indoor venues must be employed		

BEST PRACTICES FOR IN PERSON ENGAGEMENT

Museums

In addition to recommendations that appear in this document, please review and follow the general best practices for businesses:

<https://commerce.maryland.gov/Documents/BusinessResource/General-Business-COVID-19-Best-Practices.pdf>

Prepare the Site	Prepare the Workforce	Create a Social Distancing Plan	Site Control: Reduce Touch Points/Control Access/Increase Cleaning	Communicate Procedures for Stakeholder Confidence
Phase One: Unless other guidance is provided by the State of Maryland, Museums will not be open during Phase One				
Prepare your reopening and operating plan according to CDC guidance	Prepare your workforce according to OSHA guidance .	Outdoor venues whose access cannot be restricted, should be closed.	Clean and disinfect frequently touched surfaces in accordance with CDC guidance. Evaluate sites for touch points and implement plans to reduce them, implement and increase cleaning procedures.	Communicate your COVID-19 policies clearly to everyone, including signage for staff and visitors Language Access: Provide communications and signage options in languages prevalent in your community.
Phase Two (edits and additional guidance should be developed in alignment with other sectors)				
Prepare the museum offices, galleries, and public spaces according to CDC guidance and OSHA guidance .	Prepare the workforce, including any necessary volunteers, according to General Guidelines.	Follow General Guidelines regarding social distancing.	Follow General Guidelines for reducing access and increased cleaning.	Follow communication recommendations in General Guidelines.
Create one-way pedestrian traffic throughout the museum.		Limit visitors to a percentage of total occupancy per room, and require advanced registration; limit raised from Phase 1.	Limit the number of people in public spaces such as gift shops and lobbies.	Post signage at entrance to the museum, and each public space (e.g., galleries, bathrooms, etc.).
Continue to leave space around exhibits or art where possible, to discourage crowding.		No gallery talks, in-person tours, or tours utilizing shared devices such as multi-use headphones.	No hands-on activities.	
Close or rope off hands-on exhibits.		Limit visitor time in galleries.		

Lengthen the run of exhibitions so more people can experience them.		Allow venue rentals, following maximum occupancy and social distance restrictions.		
Phase Three (edits and additional guidance should be developed in alignment with other sectors)				
Prepare the museum offices, galleries, and public spaces according to General Guidelines.	Prepare the workforce, including volunteers, according to General Guidelines.	Follow General Guidelines regarding social distancing.	Follow General Guidelines for reducing access and increased cleaning.	Follow communication recommendations in General Guidelines.
Continue one-way pedestrian traffic throughout the museum.		Limit visitors to a percentage of total occupancy per room; increase from Phase 2.	Limit number of people in public spaces such as gift shops and lobbies; increase from Phase 2.	Post signage at entrance to the museum, as well as galleries and other public spaces.
Resume hands-on exhibits with heightened cleaning procedures.		Limit gallery talk audiences, tour groups, and venue rentals according to gathering and social distancing restrictions.	Resume hands-on activities.	
		Limit time in galleries; increase from Phase 2.	Use one-use materials when possible for hands-on activities.	

BEST PRACTICES FOR IN PERSON ENGAGEMENT

Outdoor Venues - Performing Arts

Including Plazas, Parks, Public Spaces, Amphitheaters and Outdoor Concert Venues

In addition to recommendations that appear in this document, please review and follow the general best practices for businesses:

<https://commerce.maryland.gov/Documents/BusinessResource/General-Business-COVID-19-Best-Practices.pdf>

Prepare the Site	Prepare the Workforce	Create a Social Distancing Plan	Site Control: Reduce Touch Points/Control Access/Increase Cleaning	Communicate Procedures for Stakeholder Confidence
Phase One: Plazas, Parks, Public Spaces are Open				
Maintain site operating plan according to CDC guidance . Outdoor performing art events should not be held. Permits and rentals for such use should not be granted.	Prepare your workforce according to OSHA guidance .	Arrange visitor spacing and traffic to maintain six-foot separation wherever possible	Evaluate sites for touch points and implement plans to reduce them, implement and increase cleaning/maintenance procedures Clean and disinfect frequently touched surfaces in accordance with CDC guidance	Communicate COVID-19 policies clearly. Use signage to reinforce social distancing plan/guidelines and to discourage congregation.
Phase One: Concert Venues are Closed				
Outdoor performing art events should not be held. Permits and rentals for such use should not be granted.	Employees should be trained and given resources to understand current COVID -19 health and workplace guidelines, such as hand hygiene and cleaning protocol.	Outdoor concert venues whose access cannot be restricted, should be closed.	Evaluate sites for touch points and implement plans to reduce them, implement and increase cleaning procedures.	Language Access: Provide communications and signage options in languages prevalent in your community.
Prepare your reopening and operating plan according to CDC guidance and OSHA guidance .				
Phase Two (edits and additional guidance should be developed in alignment with other sectors)				
Permits may be offered for performing arts events with limited capacity & social				

distance plans in place. Face coverings must be worn at all times in public spaces.				
Phase Three (edits and additional guidance should be developed in alignment with other sectors)				
Permits may be offered for performing arts events.				

BEST PRACTICES FOR IN PERSON ENGAGEMENT

Outdoor Venues - Visual Arts

Including Outdoor Arts Markets, Gallery Walks, Public Art Tours, Sculpture Gardens

In addition to recommendations that appear in this document, please review and follow the general best practices for businesses:

<https://commerce.maryland.gov/Documents/BusinessResource/General-Business-COVID-19-Best-Practices.pdf>

Prepare the Site	Prepare the Workforce	Create a Social Distancing Plan	Site Control: Reduce Touch Points/Control Access/Increase Cleaning	Communicate Procedures for Stakeholder Confidence
Phase One				
Prepare your reopening and operating plan according to CDC guidance	Prepare your workforce according to OSHA guidance .	Arrange visitor and employee spacing and traffic to maintain six-foot separation wherever possible, and prevent crowding	Clean and disinfect frequently touched surfaces in accordance with CDC guidance	Communicate your COVID-19 policies clearly to everyone, including signage for staff and visitors
Each site should be reviewed by property owners/overseers to determine capacity. Access and capacity restrictions should be considered.	Staff will be limited to management and essential maintenance crew only. Staff who must be within six feet of each other or patrons must use facial coverings.	Property owners should require permit holders to create and follow a social distancing plan that follows all recommended guidelines – including social distance, ground marking, access points, and signage.	Control site access, if possible, to control the amount of people in the space at one time.	Use signage to reinforce social distancing plan/guidelines and to discourage congregation areas.
Outdoor retail arts markets may resume with proper social distance guidelines in place. Face coverings must be worn at all times in public spaces.	Employees should be trained in, and understand current COVID -19 health and workplace guidelines such as hand hygiene and cleaning protocol.	Property owners should prepare guidance on controlling access and overall capacity, and care should be taken to avoid congregation areas.	Review high-contact points, and plan protocols to eliminate or reduce contact areas. Clean & disinfect high touch outdoor areas, as possible.	Show users care by having signage that details social distance protocol, outdoor mask protocol, and COVID -19 prevention.
Activities with abundant social distancing may resume at limited capacity – for example self-guided art walks, and self-guided sculpture gardens. Face	Self-guided tours, audio tours, and digital resources should be considered to limit employee interaction with guests. Guided tours should not be offered.	Establish six-foot marking systems for outdoor markets to visibly demonstrate recommended social distancing.	Consider requiring appointments for browsing campuses to avoid congestion.	Reach out to users through communication channels to share what is currently available.

coverings must be worn at all times in public spaces.				
		Groups participating in self-guided tours, or shopping at arts markets should be made up of housemates, in groups less than ten people.	Consider implementing touchless payment systems, and reducing the need for printed materials.	
Phase Two (edits and additional guidance should be developed in alignment with other sectors)				
Site capacity limits can be increased, following current guidelines and recommendations.	Staff can be expanded beyond management and essential maintenance crew. Staff who must be within six feet of each other or patrons must use facial coverings.			As visitor limits increase, communicate that if there is no parking when attempting to visit, please visit at another time when the venue space is not busy.
Property owners can offer permits to outdoor retail markets, with proper social distance guidelines in place. Face coverings must be worn at all times in public spaces.	Employees should be trained in, and understand current COVID -19 health and workplace guidelines such as hand hygiene and cleaning protocol.			
Touring sculpture gardens and arts walks can now be enjoyed in small groups. Face coverings must be worn at all times in public spaces.	Guided tours can resume for small groups, following all recommended guidelines for group size.			
Phase Three (edits and additional guidance should be developed in alignment with other sectors)				
Site capacity limits can be increased, following current guidelines and recommendations.	Employees should be trained in, and understand current COVID -19 health and workplace guidelines such as hand hygiene and cleaning protocol.			
Property owners can offer permits to retail	Guided tours can resume for larger			

arts markets and other events.

groups, following all recommended guidelines for group size.

BEST PRACTICES FOR IN PERSON ENGAGEMENT

Theaters

In addition to recommendations that appear in this document, please review and follow the general best practices for businesses:

<https://commerce.maryland.gov/Documents/BusinessResource/General-Business-COVID-19-Best-Practices.pdf>

Prepare the Site	Prepare the Workforce	Create a Social Distancing Plan	Site Control: Reduce Touch Points/Control Access/Increase Cleaning	Communicate Procedures for Stakeholder Confidence
Phase One: Theaters will not be open during Phase One				
Outdoor performing art events should not be held. Permits and rentals for such use should not be granted.	Employees should be trained and given resources to understand current COVID -19 health and workplace guidelines, such as hand hygiene and cleaning protocol.	Outdoor concert venues whose access can be restricted, should be closed.	Evaluate sites for touch points and implement plans to reduce them, implement and increase cleaning procedures.	Language Access: Provide communications and signage options in languages prevalent in your community.
Prepare your reopening and operating plan according to CDC guidance and OSHA guidance .				
Phase Two (edits and additional guidance should be developed in alignment with other sectors)				
Prepare your reopening and operating plan according to CDC guidance	Prepare your workforce according to OSHA guidance .	Arrange visitor and employee spacing and traffic to maintain six-foot separation wherever possible, and prevent crowding	Clean and disinfect frequently touched surfaces in accordance with CDC guidance	Communicate your COVID-19 policies clearly to everyone, including signage for staff and visitors

Appendix I: Task Force Participants

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