



***Dunkin' Donuts Center
Rhode Island Convention Center
REOPENING GUIDE***



Introduction –

As the focus on COVID-19 shifts from total containment strategies to exploring the reopening of economies and lifestyle pursuits, the Dunkin' Donuts Center (DDC) and the Rhode Island Convention Center (RICC) have been developing its own COVID-19 Safe Plan to enable its venues to reopen to clients and fans in the safest way possible.

The DDC & RICC are managed by ASM Global (ASMG) on behalf of the Rhode Island Convention Center Authority. ASMG is the world's leading venue management and services company, which has enabled the DDC & RICC to tap into the expertise and experience of a global network of over 325 facilities in developing its COVID-19 Safe Plan to continue bringing experiences and meetings to life for the State of Rhode Island.

The DDC & RICC have drawn on VenueShield, the global program developed exclusively by ASMG, to prepare its customized comprehensive plan for the reopening of the venues. In doing so, it has taken into account the guidance provided by the State of Rhode Island and Health Authorities.

The six key VenueShield pillars are used as a platform for the development of the VenueShield Reactivation Plan. These pillars are:

- Environmental Hygiene
- Customer Journey
- Food & Beverage Service
- Workforce Safety
- Public Awareness
- Technology & Equipment

The VenueShield Reactivation Plan is, and will continue to be, informed by organizations such as the Centers for Disease Control and Prevention (CDC), National Health Service (NHS), and World Health Organization (WHO). This Reactivation Plan will be updated as necessary.

About the VenueShield Program

ASM Global subject matter experts have partnered with experts, health officials, and industry leaders in environmental hygiene, sanitization, and fulfillment on all facets of the VenueShield Program.

The program is designed to provide an evolving approach to the unique aspects of ASM Global-managed venues and is guided by input from the company's venue experts around the world, representing every venue type.

The worldwide VenueShield Task Force is continuing to refine and develop the VenueShield Program by collecting and monitoring data, researching new technology and products, and updating best practices.

*We realize that each one of our venues across the globe is an **economic engine** for its community, representing local tax revenues, travel revenues and jobs. **We look forward to reopening** these local and regional economic foundations, stimulating local economies, and again delivering the **entertainment experience** that has defined us for decades."*

- Bob Newman, President and CEO ASM Global.

02 / Protecting the Health & Safety of the Workforce & Guest



Protecting the Health & Safety of the Workforce & Guest

Integrating health and safety best practices at the DDC & RICC are an important part of the VenueShield Reactivation Plan. General information, as well as health and safety best practices related to COVID-19 are included below.

About COVID-19

COVID-19 is an infectious disease caused by a coronavirus strain called severe acute respiratory syndrome coronavirus 2 (SARs-CoV-2). Coronaviruses are a family of viruses that can infect humans and animals. The SARs-CoV-2 strain was not known to occur in humans before 2019. As of this writing, there is no vaccine or cure for COVID 19.


How does it spread? SARs-CoV-2 is thought to spread primarily in two ways. The first is person-to-person through droplets from the mouth or nose that are produced when breathing, speaking, singing, coughing, sneezing, or laughing. The droplets can land in the mouth or nose of a nearby person or be inhaled into the lungs. Spread is more likely if the two people are closer than 6 feet (2 meters) to each other.

The second way is by contacting surfaces or objects that contain the virus and then touching the face, mouth, or nose. According to the CDC, this method of spread is thought to be less common than person-to-person.

What are the symptoms? COVID-19 symptoms include fever, cough, shortness of breath, muscle or body aches, headache, fatigue, sore throat, runny nose, nausea or vomiting, and diarrhea (CDC, 2020). The disease may exacerbate underlying medical conditions (e.g., pulmonary or cardiac disease), lead to pneumonia, or occur as part of a co-infection with other viral or bacterial pathogens. The elderly and those with chronic medical conditions may be impacted more severely.

Individuals infected with SARs-CoV-2 may not exhibit symptoms of COVID-19 until 14 days after being exposed to the virus. It is thought that infected individuals who do not have symptoms can still spread the virus.

What actions prevent transmission? The primary methods of preventing the spread of SARs-CoV-2 are staying at home, physical (social) distancing, face coverings, hand hygiene, gloves, and surface disinfection. For more information, see the table on the following page. See Section 5, Environmental Hygiene, for additional information on cleaning and disinfecting.

Action	Key Points
Stay home if you have symptoms or have been exposed Staying at home and avoiding contact with others is crucial to slowing the spread of COVID19.	<ul style="list-style-type: none"> Stay at home and isolate yourself from others to the extent possible if you have symptoms of COVID-19. If you have been exposed to someone with COVID-19, stay at home for 14 days after the exposure, check your temperature twice a day, and watch for symptoms of COVID-19.
Practice social distancing Social distancing, also called “physical distancing,” means maintaining space between yourself and other people. According to the CDC, spreading the virus is more likely if two people are closer than 6 feet to each other.	<ul style="list-style-type: none"> Stay at least 6 feet (about 2 meters) from other people, including when standing in line. Note: The recommended social distancing metric may change with time and may vary depending on location. Avoid all non-essential social interactions. Protect yourself and others by wearing a mask in situations in which social distancing is not possible. Don't allow social distancing to take precedence over safe working conditions.
Wear face coverings According to the CDC, face coverings have been shown to be effective in reducing the spread of COVID19, especially in close environments. The CDC recommends wearing cloth or disposable face coverings in public settings in which social distancing is difficult to maintain. 	<ul style="list-style-type: none"> Before putting your face covering on, wash your hands and make sure the covering is clean. Make sure your mouth and nose are fully covered and that the covering fits snugly against the sides of your face so there are no gaps. Change your mask if it becomes unclean, after sneezing or coughing, and at the end of a work shift. Be careful not to touch your eyes, nose, and mouth when removing your face covering. Wash your hands immediately after taking it off. Wash your cloth face covering after each use in the washing machine or by hand using a bleach solution and allow it to dry completely. Click here for more information on how to properly wear, take off, and clean a cloth mask.
Practice good hand hygiene Washing your hands with soap and water mechanically removes pathogens. If you don't have access to soap and water, use an alcohol-based hand rub. Using hand rubs inactivates SARS-CoV-2. Hand hygiene is the responsibility of all employees and guests.	<ul style="list-style-type: none"> Wash your hands with soap and water for 20 seconds: <ul style="list-style-type: none"> When your hands are visibly soiled Before eating Before putting on gloves Between changing gloves After using the restroom Be sure to dry your hands thoroughly. If soap and water are not available, use an alcohol-based sanitizer with greater than 60% ethanol or 70% isopropanol.
Wear gloves The CDC recommends wearing gloves only when cleaning and disinfecting surfaces and when caring for someone who is sick. Wearing gloves is otherwise not recommended because of the risk of spreading the virus if the gloves are contaminated.	<ul style="list-style-type: none"> Wash your hands before putting gloves on. Change your gloves if they are damaged or torn and after sneezing, coughing, or blowing your nose. Wash your hands after taking off your gloves and before putting on new ones.
Clean and disinfect surfaces Hard, non-porous surfaces can harbor SARS-CoV-2 for more than 3 days. Cleaning refers to the removal of the virus from surfaces; it does not kill the virus. Disinfecting refers to using chemicals that kill the virus on surfaces.	<ul style="list-style-type: none"> Wear disposable gloves to clean and disinfect. Clean surfaces using soap and water and then disinfect them using an EPA-approved disinfectant. Disinfect high-use surfaces and objects frequently. Wear disposable gloves to clean and disinfect. Clean surfaces using soap and water and then disinfect them using an EPA-approved disinfectant.

Accessibility

Accommodating persons with disabilities in a COVID-19 environment may include taking the following steps:

- Wearing a mask with a see-through window so employees and guests who are hearing impaired can read lips
- Ensuring that the points of ingress or egress are accessible, particularly in venues that have reduced the points of ingress or egress
- Ensuring that accessible seating is available in venues that have temporarily reduced capacity
- Providing an expedited procedure for guests who are unable to wait in long lines
- Consulting with a local advocate for persons with disabilities

Where to Get More Information and Guidance

The Centers for Disease Control and Prevention (CDC). The CDC has an [information hub](#) that includes guidance on operating in a COVID-19 environment.

Learn more about the helpful CDC guidance by clicking on these links:

- [People who need to take extra precautions](#)
- [People who are at higher risk for severe illness](#)
- [How to protect yourself and others](#)
- [COVID-19 symptoms](#)
- [What to do if you are sick](#)

The World Health Organization (WHO). The WHO has published a COVID-19 risk assessment and mitigation checklist for use by mass gathering organizations.

Specifically, it includes a tool for sports federations and event organizers. [Mass Gathering Sports Addendum Risk Assessment tools](#) in the context of COVID-19, which can be a helpful guide in mitigating risks.

Local Health Authorities. All venues should check with the appropriate local health authorities for the current guidance and applicable restrictions.



Environmental Hygiene

The Environment Hygiene section includes best in class practices related to cleaning and disinfecting venues. ASM Global and AECOM, a leading infrastructure firm within the industry, have partnered together to create best in class cleaning and disinfecting practices for ASM Global venues to implement in response to the COVID-19 pandemic. These practices have been customized by our ASM Staff to create specific cleaning and disinfecting operating practices for the DDC & RICC. These customized standard operating practices (SOPs) are referenced in this section of the DDC & RICC Reactivation Guide and further outlined in great detail in the attached Environmental Hygiene Plan.

Environmental Hygiene Guidance

This Guide summarizes the worker and venue environmental, health, and safety (EHS) regulatory requirements impacted by COVID-19 cleaning and disinfecting procedures, and references ASM Global standard operating procedures (SOPs) where appropriate. Protocols/SOPs that focus on specific spaces, surfaces, and material disinfection are referenced throughout.

Detailed information on environmental hygiene best practices and guidance for the DDC & RICC facilities is provided in the Environmental Hygiene Plan that is attached, which covers general cleaning and disinfection protocols for the DDC & RICC. In addition to space-specific protocols/SOPs, the Environmental Hygiene Plan document includes four standalone protocols/SOPs that provide guidance for unique circumstances: re-occupancy after being shuttered, re-occupancy after high-risk alternate use, disinfection procedures during special operations, and mechanical systems.

General Precautions

All workforce, contractors, and subcontractors entering the DDC & RICC should take general precautions and assume responsibility for their own safety by regularly washing hands, maintaining physical distance from others, and using appropriate personal protective equipment (PPE).

Handwashing: Handwashing facilities with soap will be readily accessible throughout the venue. All personnel are encouraged to wash their hands frequently for a minimum of 20 seconds using soap and water throughout their work shift.

Physical (social) distancing: All individuals are advised to maintain a minimum 6-foot (2 meters) distance between each other. Additionally, each venue should be aware of any local or state precautions required by the designated governing authority as it relates to social distance and maximum number of people within a venue.

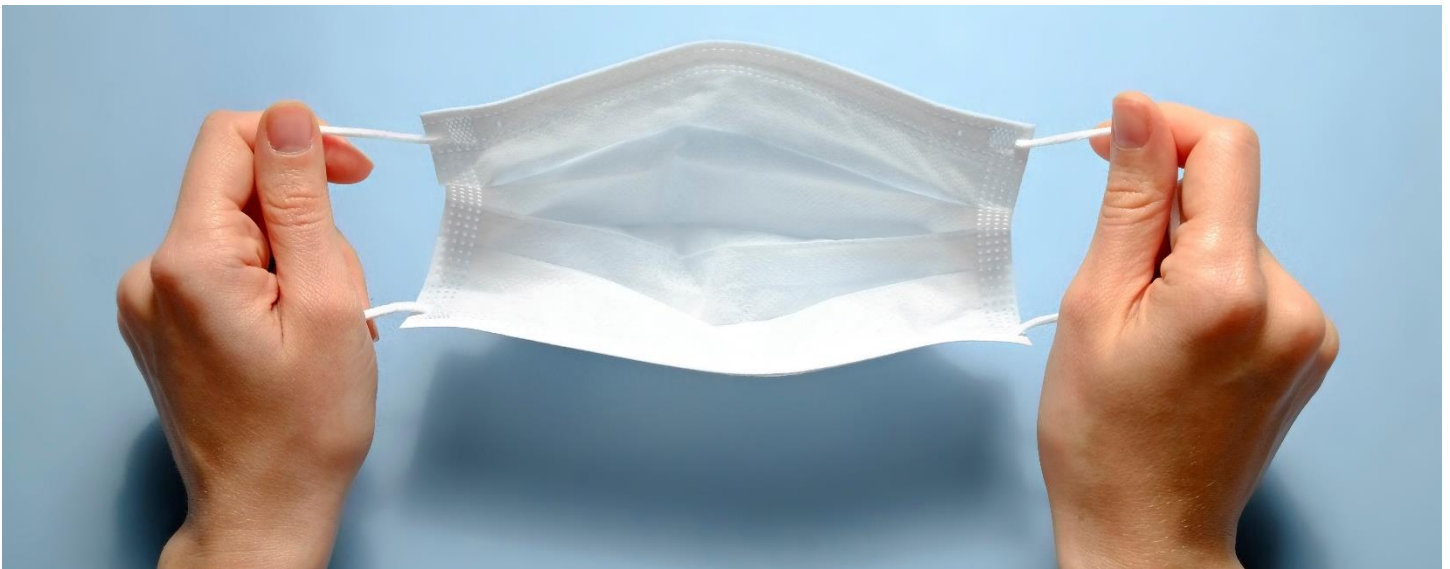
Some decontamination work may involve more than one person working close to another person; each case will be assessed as to risk before beginning the work activities. If a contractor is conducting work, the contractor should provide a physical plan to our ASM staff.

Personal Protective Equipment

For employees engaged in COVID-19 related activities, the following is the minimum required PPE:

- Disposable nitrile gloves
- Safety glasses
- An N95 (or higher) NIOSH-rated respirator.

Face coverings. The DDC & RICC will follow all local ordinances regarding the use of face coverings for employees, contractors, and visitors. Face coverings will be worn to prevent transmission of droplets to the surrounding area.



Protocols / SOPs

The framework used in the Environmental Hygiene Plan document gives ASM Venue Managers quick access to comprehensive disinfection protocols specific to the DDC & RICC operational needs. More information on the following topics is available in the Environmental Hygiene Plan document.

Contractor plans: Contractors may be used to clean and disinfect specific areas where significant contamination has taken place. Contractors must meet ASM Global safety criteria, knowledgeable in cleaning and disinfection procedures, and be compliant with all current venue labor agreements. All contractors will provide a decontamination and disinfection plan before starting.

Waste: All disposable supplies from routine cleaning and disinfection, such as cloths, disinfecting wipes, and PPE will be disposed of in sealed or closeable containers. All disposable supplies from cleaning and disinfecting suspected or assumed sources of COVID-19 will be disposed of in accordance with pertinent regulations.

Surfaces: Surfaces, especially high-touch surfaces, will be frequently disinfected to prevent virus transmission, which has been shown to survive on hard non-porous surfaces for more than 3 days.

Training: All DDC & RICC workers who will be using cleaning and disinfecting SOPs will be trained in all applicable EHS programs. Contractors and vendors are responsible for training their employees.

Applicable ASM Global procedures. Applicable ASM Global EHS policies and procedures will be adhered to during all routine and non-routine cleaning and disinfecting activities. A summary of applicable ASM Global EHS policies is as follows:

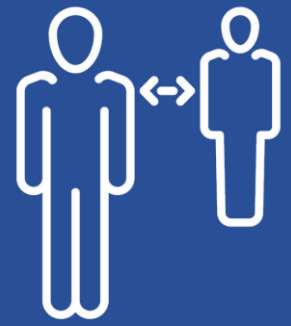
Name	SOP Number
Safety and Health Best Practice Programs	02.02.01
Infection Control Plan	02.02.05.01
Hazard Communication	02.02.07.01
Personal Protective Equipment	02.02.13.01
Respirator Safety Program	02.02.13.02.01
Contractor Safety (Service Provider)	02.02.19

Standard Operating Procedures (SOPs) for the DDC & RICC.

The Environmental Hygiene Plan document includes detailed cleaning and disinfecting protocols related to specific circumstances that will take place at the DDC & RICC, as shown

Category	Topic Area / Name
General	Re-Opening After Shutter
	Re-Opening After High Risk Use
	Special Disinfection Scenario Procedures Occurring During Normal Operations
	Mechanical System
	Personal Protective Equipment
	Disinfectants Selection and Use
	Cleaning Procedures
	Electronic Equipment
Category I: Public/Front of the House	Event Floor
	Entry Lobbies
	Public Circulation (Concourse)
	Corridors
	Vertical Circulation (Stairs, Elevators, Escalators)
	Seating
	Restrooms
	Support Spaces
	Support Spaces Mother's Rooms, First Aid
	Interior Finished Spaces (Lounges, Meeting, Suites, Ballrooms)
	Pre-Functional Space
Category II: Operations - Back of House	Security
	Loading Dock
	Trash and Compactor Areas
	Custodial Areas
	Laundry
	Storage Areas

Category	Topic Area / Name
	Maintenance Shops
Category III: Food Service and Merchandising	Concession Stands
	Eating Areas
	Kitchens
	Pantry / Prep-Kitchens
	Merchandising
Category IV: Administration Areas	Offices, Conference Rooms, Shared Offices
	Mailroom and Package Delivery
Category V:	Mechanical Rooms and Component SOPs
Category VI: Arena	Media/Production Control Rooms
	Locker Rooms
	Ice Facilities
Category VII: Convention Center	Media/Production Control Rooms
	Event Organizer Space
	Ballrooms
	Atriums
	Presentation Room
	Divisible Meeting Room
	Exhibit Halls
	Outdoor Gathering Space
Category VIII: Stadium	Media/Production Control Rooms
	Locker Rooms
	Media Dining
Category IX: Theater	Media/Production Control Rooms
Category X:	Other Venues



Customer Journey/Event Operations

The information in this Guide will be used to help navigate through changes that may be needed for the different functions that take place both inside and outside the DDC & RICC. Included in this section are best practices regarding guest arrival/departure, ticketing, and disability accommodations, along with how to operate both front of house and back of house spaces.

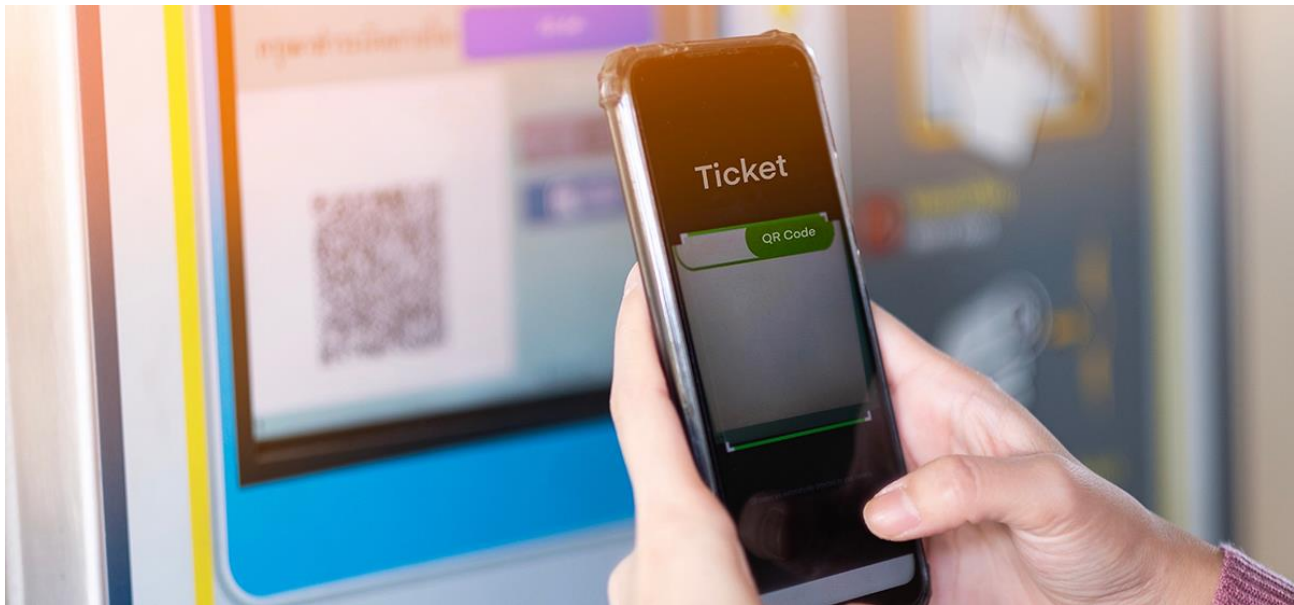
4.1 Venue Policy Changes

All employees, contractors, subcontractors, tenants, and talent entering the DDC & RICC will follow health guidelines recommended by the local health department and other governing authorities and assume responsibility for personal safety by regularly washing hands, maintaining physical distance from others, and use of appropriate personal protective equipment (PPE).

- **Face coverings.** The DDC & RICC may require the use of face coverings for guests, employees, contractors, and visitors based on mandates instituted by local and state officials at the time of the event. Face coverings may be required to be worn at all times except for when fans are eating and drinking at their seats. Guest Services and Security will monitor and enforce compliance with face covering per the local and state guidelines instituted at the time of the event.
- **Surfaces:** Surfaces, especially high-touch surfaces, will be frequently disinfected to prevent virus transmission. All high-touch point surfaces will be cleaned prior to, after and frequently during the event. These surfaces include, but are not limited to, door handles, furnishings, food and beverage areas, restrooms, trash receptacles, etc.
- **Training:** All ASM workers cleaning and disinfecting applicable areas will be trained in Environmental Hygiene and Safety programs. Event organizers, contractors and vendors are responsible for training their own employees regarding environmental hygiene and safety measures.
- **Temperature Checks:** All ASM Global working staff and facility sub-contractors, vendors and suppliers may undergo health screening and temperature checks before entering the facility if mandated by local and state officials at the time of the event. If applicable, the health screening queuing lines will be configured in conjunction with the security screening. Personnel will be required to complete the health screening process prior to proceeding to security screening for entry.
- **Sanitization:** Hand sanitizers will be installed at a maximum level. Stations will be readily available and highly visible within the facility and easily accessible for guests throughout. Touchless hand sanitizing stations (either single piece models or pods) will be located in high trafficked areas. Guest Services personnel will frequently monitor and confirm that an adequate supply of hand sanitizers is available.

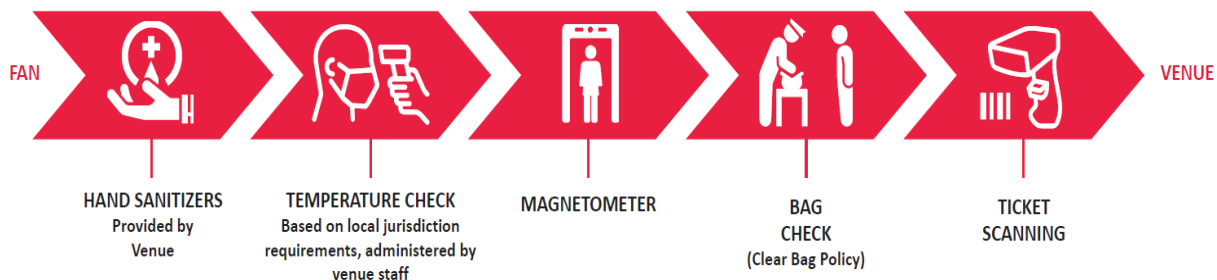
02. Front-of-House Operations and Customer Journey

- **Box Office Operations:** Queueing areas will be set-up in front of the open windows with decals 6 feet apart. Ingress and egress patterns will be established to promote 6 foot distancing while exiting the window after a transaction. Depending on health and safety recommendations, ASM Global reserves the right to limit the number of open box office windows that are activated on an event day to promote social distancing.
- **Guest Arrival and Queuing:** The guest arrival and experience will be programmed to allow guests to arrive at an environment that promotes an expedient process and places social distancing at the forefront. Upon arrival, guests will be directed to follow a staggered entry using a 6 foot queuing methodology processed into the facility under the policy and procedures that govern health and security screening. The queuing layout will be designed to allow for a minimum of six feet for social distancing (360 degrees) of the guests. This will be supported by barricades and stanchions. In support of the queuing layout, paver markers, signage, and external public address announcements will be implemented to promote social distancing.
- **Notice of COVID-19 Risk:** Throughout the various entry points, signage will advise guests that they are assuming risk by entering the venue during a COVID-19 pandemic. There will also be additional signage throughout the entry process providing fans with information on new health and safety practices at the venue.
- **Denial of Entry:** ASM Global reserves the right to deny entry to any patron who is not in compliance with applicable health and safety rules, including but not limited to, failure to comply with venue policies, including policies requiring face coverings and requirements to practice social distancing (to the extent possible).
- **Ticket Scanning:** The personnel and number of ticket scanning pods deployed will reflect the attendance of the total maximum capacity and consider a focus on social distancing best practices. This facility entry process will only take place after the guest has passed the health screening process with a face covering, as well as the security checkpoint/magnetometer search.
- **Non-Cooperative Guests:** ASM Global Guest Services personnel will be assigned to appropriate locations (i.e., concourses near main gate access points). Guest Services will remind the guest to cooperate in the spirit of health and safety for themselves and others. If a Guest is deemed to be non-cooperative in following health and safety requirements, they may be subject to ejection.
- **Premium Spaces:** Local and State government guidelines will determine the capacity of the premium spaces – including luxury box suites and club lounges. Existing FF&E (lounge furniture, tables, and chairs) will be arranged in a manner consistent with social distancing guidelines. Awareness and directional signage will be placed strategically at each respective location.
- **Public Restroom Access:** Line control lanes may be created on the concourse adjacent to each public restroom, including Family Restroom locations. Appropriate signage will be installed and will be created in the most visible manner. Entry and exit lanes will be set up at each appropriate restroom location, and signage will be clear and concise to ensure effective communication. ASM Global staff will monitor restroom capacities to encourage social distancing.
- **Vertical Transportation:** Elevator occupancy will be limited to allow for social distancing. Priorities will be given to ADA patrons. Each exterior elevator will have the appropriate combination of team member communicators, visual markers and signage depicting the elevator policy and the capacity for each elevator.
- **Sponsor Activation Areas:** Locations and activation sizes will be coordinated to ensure social distance measures are in place. Sponsor activations will only be allowed where there is substantial contactless/ touchless interaction. No open food products will be permitted. Any staff/volunteer member distributing giveaways to ticket holders may be required to utilize face coverings and gloves.



- Seating Manifest and Occupancies:** Event organizers will be required to submit a seating and capacity plan for review and approval by the DDC & RICC. Unless permitted by local health and safety guidelines to conduct events with 100% capacity, event organizers are encouraged to build seating manifests in ‘pods’ ranging from 1 -10 seats in each pod to help achieve a maximum percentage of capacity (but not to exceed the permitted capacity based on local health and safety guidelines). Event organizers may designate the ‘pod’ variation (from seats 1- 10) and pods per row and rows between pods. The DDC & RICC will present the seating plans to local health officials for review to determine the best approach for promoting physical distancing between ticketing pods.

Only seats that have been designated as ‘Ticketed’ on the seating manifest will be available for use. All “Non-ticketed” seats will be secured in the closed position with cable ties/straps, seat covers or tarps to avoid guest confusion. Ticketholders will only be granted entrance to the specific seating section in which they have purchased a ticketed seat. They may not enter seating sections for which they do not have a ticketed seat.



- **In-Venue Signage:** Signage, stanchions, and/or floor clings will be required to encourage social distancing at each event in areas utilized for ingress, egress, food and beverage, interactive elements, and restroom facilities. Use of digital and static signage throughout the facility to remind attendees, among other things, to:
 - Wash your hands often and sanitize frequently
 - Wear your face covering while inside the facility at all times
 - Avoid touching your face
 - Encourage physical distancing to the extent possible
- **Vendor and Sub-Contractor Requirements:** ASM Global third-party vendors and sub-contracted personnel may be required to pass a health screening test before entering the facility and requested to maintain physical distancing, where possible. All third-party personnel, vendors and sub-contracted employees may be required to wear a face mask during an event.

03. Back-of-House Operation

- **Back-of-House Areas:** The client, artist and team arrival process may be altered from time-to-time to promote the health and safety of all involved in the back-of-house entry process. The venue will work directly with event organizers and team staff to ensure the arrival process meets their requirements. Special consideration will be given to the artist and team vehicles, such as tour and team buses.

Best practices related to artists and team vehicles include the following:

- Eliminate the boarding of tour and team buses by local staff
 - Implement door drop-off policy
 - Encourage artists to arrive shortly before the scheduled time for sound check
 - Encourage routine handwashing by all employees
- **Health and Temperature Screening:** Messages will be sent to event personnel requesting they perform the following before leaving home: Stay home if they are not feeling well, have a cough or sore throat, or have a temperature above 100.4 degrees, Fahrenheit. If mandated by local and state officials, all event team members and event personnel may receive a contactless temperature scan before continuing into the venue. Temperature scanning procedures will be determined in advance with tour and promoter personnel. Temperature scanning will be performed by a trained occupational health technician, or approved personnel trained under the venue's supervision. Scans will be performed using a handheld 'no-touch' CDC-approved scanner. If an event personnel member has an elevated temperature reading detected from the initial test, the person will be moved to a designated secondary assessment location for another test. If the event personnel member passes the second reading, they will be allowed to continue with the check-in process. If the second reading remains elevated, the event personnel member will not be permitted to work and will immediately leave the premises.
- **Dressing Rooms:** The DDC & RICC will enhance dressing room environmental hygiene measures and incorporate new social distancing measures. These updated and enhanced plans and procedures will be sent to the promoter or tour representative prior to their arrival.



- **Environmental hygiene measures.** The DDC & RICC will follow best practices procedures for maintaining health and safety within dressing rooms. Any additional measures required by touring companies, artists, or event organizers will be managed as requested.
- **Wardrobe Areas:** The DDC & RICC will enhance environmental hygiene measures and incorporate new social distancing measures for their wardrobe areas. These updated plans and procedures will be sent to the artist and crew prior to their arrival.
- **Social distancing measures.** The following best practices for wardrobe areas will support social distancing:
 - Limit capacity to maintain social distancing guidelines
 - Reconfigure wardrobe workshops, villages, and dressing spaces to comply with social distancing guidelines
 - Reduce number of personnel allowed onstage
 - Work with visiting companies on quick change positions to add curtain barrier between stations
- **Environmental hygiene measures.** The following best practices will be followed for wardrobe areas:
 - Stagehands and non-performing staff must wear appropriate PPE
 - Provide hand sanitizing stations
 - Limit use of washing machines to show laundry only
 - Encourage routine hand washing by employees
 - Clean/disinfect touch points constantly during high usage periods
- **Team Spaces:** The DDC and tenants will work together to adjust team space operations to incorporate updated environmental hygiene measures and new social distancing measures. Often COVID-19-related team space requirements will be determined by league guidelines. The DDC will conform to all applicable league requirements as stipulated and modified from time-to-time.
- **Equipment Deliveries:** Best practices for equipment delivery areas will support social distancing:
- **Materials Handling:** The handling of facility materials by event personnel will be done with care to promote the health and safety of workers and guests.
- **Loading Dock:** Best practices for loading dock areas will support social distancing.



Food and Beverage Service

The DDC & RICC will follow the best practices and guidelines used by venue managers as we analyze and adjust food and beverage service protocols, procedures, and operations. The information in this section builds on the guidelines published by the leading health organizations and medical advisors throughout the world for food and beverage services within public buildings.

- **Concession Stand Locations:** Open Concession stands will be determined by venue capacity. POS per stand will be based on capacities and limited POS locations may be utilized to create social distancing for F&B queuing at open locations. Floor decals will be displayed assisting patrons with proper distancing. A customer facing barrier will be erected to minimize customer/patron interactions. Menu items that are traditionally prepared in front of guests will be prepackaged in a sealed container for service.
- **Portable Locations:** Portable bars and food openings will be determined by the number of patrons that will be allowed in the venues for each event.
- **Catering Services:** Self-serve canned beverage service stations will be spaced to adhere to the distancing mandates and an attendant will frequently wipe down surfaces. Self-service buffets will be evaluated pending regulations, recommendations and guidance from the local authorities. Pre-packaged cold foods will be assembled on buffets. All condiments and silverware will be prepackaged (e.g. cutlery kits, condiments).
- **Pre-Packaged Food Items:** Pre-packaged items will be prepared in advance of the event and distributed at various POS throughout the venue. Enhancements to this service can include a culinarian/attendant proportioning entrees/protein and serving to the guests behind a safety shield.
- **Bar Service:** Plexiglass barriers will be placed on all bar fronts creating a barrier between staff/patron. Bar service will be closely monitored to ensure that patrons practice social distancing and will be subject to local health guidelines that might be in effect from time-to-time.

Meeting and Convention Spaces

Meeting and banquet set-up arrangements will allow for physical distancing between guests in all meetings and events based on CDC and state recommendations. Self-serve buffet style food service will be evaluated pending regulations, recommendations and guidance from the local authorities.

Cleaning & Sanitizing Protocol

- ❖ Service stations, service carts, beverage stations, counters, handrails and trays will be sanitized at least once per hour and logged by a manager
- ❖ POS terminals will be assigned to a single server where possible and sanitized between each user, as well as before and after each shift. If multiple servers are assigned to a POS terminal, servers will sanitize their hands after each use
- ❖ Dining tables, bar tops, stools and chairs will be sanitized after each use
- ❖ Condiments will be served in single use containers (either disposable or washed after each use)
- ❖ Pens and all other reusable guest contact items will be either sanitized after each use or single use
- ❖ Menus will be single use and/or disposable
- ❖ Trays (all types) and tray stands will be sanitized after each use
- ❖ Storage containers will be sanitized before and after each use
- ❖ Food preparation stations will be sanitized at least once per hour
- ❖ Kitchens will be deep cleaned and sanitized at least once per day
- ❖ Food and beverage items being prepared to be transferred to other employees using contactless methods (leaving on expediting tables, etc.)

Guest Considerations

- ❖ All self-serve condiments and utensils will be removed and available from cashiers or servers
- ❖ All straws will be wrapped
- ❖ Cloth napkins will be suspended until further notice (no placing in a guest's lap or refolding)
- ❖ All food and beverage items will be placed on the table, counter, slot or other surface instead of being handed directly to a guest
- ❖ No self-serve food will be available (including snacks)
- ❖ Single use cups will be used for beverages (no refills)
- ❖ Prepackaged plastic flatware will be used

Catering & Banquets

Cleaning & Sanitizing Protocol

- ❖ All shared equipment and meeting amenities will be sanitized before and after each use, or be single use if not able to be sanitized
- ❖ All linen, including underlays, will be replaced after each use
- ❖ Clean and soiled linens will be transported in sealed single use plastic bags into and out of the meeting rooms
- ❖ All buffet and self-serve style events will be evaluated pending regulations, recommendations and guidance from the local authorities
- ❖ Coffee and other break items will be attended and served by a server
- ❖ Flatware will be provided as a roll-up
- ❖ Condiments will be served in individual plastic containers or sanitized individual containers
- ❖ Seating capacities and floor plans will be reviewed on an event by event basis to ensure appropriate physical distancing that follows Providence Fire Department, RI Health Department and the CDC

Guest Considerations

- ❖ Individual bottled water will be provided in lieu of water carafes on meeting tables and water stations
- ❖ Physically distanced floor plans for Convention Services use will be developed
- ❖ modified menus to showcase styles of service and items currently available will be created
- ❖ Site inspections and meetings will be done virtually and/or appropriately physically distanced
- ❖ Post signage outside of meeting and events reminding guests of appropriate physical distancing guidelines





Workforce Safety

Protecting the health and safety of staff and volunteers working at the DDC & RICC is a critical piece of reopening. Our facilities and events depend on reliable and talented individuals to complete their assignments in a timely and efficient manner. Individuals need to feel confident that venue management is taking all the right steps to protect them from potential exposure while they are working hard to support memorable experiences for venue guests. All those involved with a venue need to work together to establish a culture of embracing co-workers and venue users, partners, and guests safety. The best practices presented in this Guide are intended to minimize the possible transmission of COVID-19 to guests, employees, and volunteers.

- ❖ Stay home if you have symptoms or have been exposed
 - ❖ Practice social distancing
 - ❖ Wear face covering
 - ❖ Practice good hand hygiene
 - ❖ Wear gloves (where appropriate)
 - ❖ Clean and disinfect surfaces as needed
- **Compliance Requirements:** By attending an event at an ASM Global venue, attendees will agree to abide by the protocols set forth by ASM Global as a condition of entry (i.e. requirement to wear a face mask). Protocols set forth will be subject to change at ASM Global's sole discretion. All compliance requirements will be based on mandates instituted by local and state officials at the time of the event.
 - **Compliance Designee:** The Event Licensee may be required to designate a Compliance Designee to monitor and enforce the event safety protocols as set forth by ASM Global for all guests and vendors. All compliance requirements will be based on mandates instituted by local and state officials at the time of the event.
 - **Operating Plan:** Each Event Licensee will be required to submit an Event Operating Plan at least 30 days in advance of the event date to address the following general areas:
 - i. **Social distancing:** How the event will be conducted in compliance with social distancing guidelines, including capacity restrictions;
 - ii. **Sanitation/hygiene:** How safety and hygiene will be practiced in areas impacting the artists, performers, or support personnel;
 - iii. **Patron Safety:** Any specific requirements, or conditions that will be needed to accommodate patrons, particularly with any high-risk attendees;
 - iv. **Point of Contact (POC):** Assign a primary point of contact for COVID-19 matters ("Compliance Designee") that will be responsible for communicating with the DDC & RICC;

v. **Food Service:** Food service and backstage catering plan (if applicable).

- **Contracting/License Agreements:** Each Event Organizer will be required to execute an Event Use License Agreement that will contain certain COVID-specific language and generally provide for the following:
 - All seating capacities and configurations must be agreed to before contracting. The DDC & RICC will reserve the right to reduce (or increase) the seating capacity based upon evolving guidance from local health and public officials.
 - Event flow, security, seating capacities and floor plans will be evaluated on an event by event basis to ensure compliance with current social distancing regulations.
- **Site Inspections/Pre-Event Meetings:** The DDC & RICC will host virtual site visits when possible. Regular discussions between ASM Global's Event Coordinator and the Event Organizer leading up to the event regarding safety, sanitation and security measures will be initiated. Mandatory event day pre-briefing between ASM Global's Event Coordinator and Event Organizer will review all event details, including health and safety measures. ASM Global will regularly monitor health and safety plans in conjunction with the local public health and safety departments and make adjustments as necessary.





Technology & Equipment



As the DDC & RICC implement new operational plans, procedures, and strategic changes due to COVID-19, ASM staff will look into new technology and equipment products to support these changes. To help with this process, ASM Global has provided a product catalog of over 250 vetted products to support ASM venues like the DDC & RICC. This process and future identification of selected products is another important mitigation step taken by ASM Global to ensure the health and safety of the workforce and guests at the DDC & RICC.

Product Catalog

An illustrative Technology Equipment Catalog has been created through a thorough research and vetting process to provide ASM Venues like the DDC & RICC with the best in class products to utilize for their reactivation. There are over 250 vetted products in the VenueShield Catalog ranging from temperature screening devices to air filtration equipment that will help inform the ASM team in Providence. This Technology Equipment Catalog is provided as an attachment to the DDC & RICC Reactivation Plan.

ASM Global Procurement

ASM Global extensive sourcing network is available to support the DDC & RICC. ASM's buying power will allow venues like the DDC & RICC to gain access to highly sought after items such as PPE, chemicals, and equipment. Considerable effort has been made to identify suppliers of goods and services to aid all operations in the implementation of VenueShield and each managed venue's reactivation plan.





Public Awareness

A critical aspect of successful reopening is letting the public know the safety steps taken by the venue to protect patrons, venue workers, teams and meeting planners. The VenueShield Program was created to provide information on best practices and new technologies, as provided in this VenueShield Reopening Guide, for just this purpose: to enhance the safety of all associated with ASM venues. The robust VenueShield Program is designed to be the face of the venue's public awareness program.

1. Content Development

Developing and implementing consistent best practices across both facilities and events in association with local authorities to offer the best opportunity for success. While positive results could lead to a further lessening of restrictions on event activities, a negative result from our facilities or events in the area could lead to a reinstatement of mass gathering restrictions, which would further damage consumer confidence in attending events and, in the worst case, could lead to a resurgence of COVID-19 cases.

At this time there is resistance to face coverings and social distancing as there were to bag checks and magnetometers in the United States after 9/11. We got used to them, and most people came to accept that they were for their own safety. A cultural change is necessary again. Widespread messaging by venue and event professionals can accomplish two essential goals: (a) patrons will learn that the new rules are for their protection, which will eventually lead to greater compliance; and (b) transparently showing new sanitary practices will build consumer confidence for people to come back into public places.

The concept of explaining rules to patrons is hardly new. Many events or venues already have codes of conduct with lists of prohibited items and behavior. Before reopening, we must add our new health procedures and expectations, such as social distancing, face covering requirements and longer wait times. There is no specific information that is best. Rather, as with all safety messaging, you want to be positive, practical, and proportionate.

This public awareness outline includes a review of standards and assets that will contribute to ensuring that public trust remains consistent with ASM Global and VenueShield applications in accordance with applicable federal, state, local public health organization guidelines.

1.1 Media Campaign Content:

1.1.1 Development Strategy: VenueShield Comprehensive Sanitation & Safety Program; incorporate brand on all informational signage and messaging. Objective is to inform, protect and give stakeholders, patrons, meeting planners, etc. comfort in returning to events/conferences. Include reliance on and guidance from CDC, NIH, WHO, local, state and federal health organizations, etc. followed by Covid-19 Health Warning/Assumption of Risk Warning presented in a customer friendly manner.

1.1.2 Create Project (reactivation campaign) Timeline:

- Allow for reasonable review and approval of the project timeline.
- Develop benchmarks that trigger communication opportunities (governmental regulation changes, venue opening, revision of VenueShield best practices, positive COVID case at event)

1.1.3 Develop Message: Materials will need to be developed around various Public Awareness Campaigns that are pushed out to generate consumer confidence and education.

- Announcement of reopening of the venue inclusive of the Venue Shield Initiative; press release
- Identify local spokesperson for local interviews (i.e. venue GM)
- Prepare building communications team for questions from local media. Spokesperson to talk about building readiness and steps they have taken and a local health expert.
- Encourage available talent, artists, athletes or health partners to participate and be potential ambassadors for key messaging with the intent to provide light-hearted and/or trusted person to build patron confidence.
- Prepare tailored messaging based on audience:
 - Staff/Venue Partners and Key Vendors
 - Contract Administrator
 - Tenants – Providence Bruins & Providence College Friars
 - Media (bought media vs. earned media)
 - Patrons (ticket buyers, registered guests/participants, meeting planners, etc.)
 - Meeting Planners/Promoters/Sponsors; for both public and private events; separately to clients and prospects who sell the venue as the safest host option of their event.
- Message to always include overall objective of generating user confidence through the use of VenueShield's protocols:
 - Sanitation & Safety
 - Protective Equipment (i.e. face coverings)
 - Physical/Social Distancing
 - Entry and Exit protocols
- Provide general reopening statement, talking points, and FAQ to create a consistent message as well as establish trust with key partners and stakeholders with clear, factual language.
- Be prepared to address liability concerns and know your policy.



1.2 Re-occupancy Presentation Materials:

1.2.1 Preparation and Development:

- Create creative/artwork that is uniform around the campaign in print and digital formats.
- Consider the current climate of Social Distancing when using imagery in materials. Use photos that reflect this time of Social Distancing versus past images of large crowds that are counterintuitive to the new message points.
- Create signage to be used in and around the venues during event and non-event days.
- Utilize exterior and venue digital boards; supplement with static signage.
- As Venue graphics are developed, spotlight different assets as we prepare to open. This should include, 'stand here' graphics spaced 6ft apart, signage highlighting how frequently surfaces are cleaned. This is to keep patrons informed on protocols being implemented.
- Develop a complete digital and video media kit.

1.2.2 Outline Static/Digital Materials:

Develop visually attractive signage for the venue and patron facing electronic communication.

- Front of House: Develop materials for public facing venue signage; message comprehensive cleaning program to build patron confidence (interior/exterior signage, cleaning uniforms, garbage receptacles, sanitization dispensers, bathrooms, concession stands, etc.). Physical signs will be particularly important for Entrance Areas, Box Office, Concession Areas, Restrooms, and Premium seating sections. "Stop the Spread" and COVID-19 signage in areas with high visibility to fans, employees, teams and event/user personnel.
- Back of House: Develop back-of-house signage for event day staff and event personnel message policies and procedures (entry policies, washing hands, location of sanitation products and equipment, protocols for parking, stage door, break rooms/crew common areas, production common rooms, dressing rooms, backstage restrooms, loading dock, on stage, control booths/mixer platforms, tour buses and trucks, crew and artist catering, etc.). Print materials and training documents for staff training.
- Development of print ads to be used at venue's discretion (with ASM corporate approval) featuring positive messaging welcoming patrons back to the venues and showcasing enhanced comprehensive sanitation and distancing program for trade publications, local newspapers, magazines, periodicals, etc. Static artwork for digital applications; social media, website and email communications.
- Develop patron and client facing info card as digital artwork (to be used for rental sales material); i.e. "Top 10 Things to Know"
- Incorporate the VenueShield Logo: Use of VenueShield logo should be included on all email signatures and venue promotional materials.
- Videos: Instructional Videos to Prepare Public & Staff. Push content developed around each campaign as the project evolves to help generate consumer confidence and educate the patrons.
 - How to Videos on entering, concessions, hygiene stations, etc.
 - How to Videos for event day staff, such as how to put on and take off a face covering, procedures for clocking in.
- Utilize tenant talent and local celebrities as spokespeople and/or to push messaging.



1.3 Media Distribution Outlets

1.3.1 Digital/Social Media Outlets: Leverage social networks to distribute the preparation efforts and Public Relation Campaigns as we prepare to reopen.

- Educate the public on what we are doing, why we are doing it, how we are doing it and why these policies can be trusted.
- Work with tenants to provide them with information and Tool Kit materials for VenueShield and important ingress/egress procedures, cashless transactions, ticketless entry, location of hygiene stations; and how they would like to be represented in any patron facing info on game days.
- Leverage trusted brand ambassadors and all digital platforms associated with the team/facility/partners to spread the message about safety efforts as venues prepare to reopen.
- Create “What to Expect” videos as we get closer to upcoming events.
- Work closely with other groups such as Customer Journey, Food Service, and Environment Hygiene to visualize and deliver one message
- Website Messaging:
 - Overall venue policies and expectations will be prominently displayed on the homepage and each event description page.
 - Have a specific COVID-19 information page on the venue website that includes event updates, VenueShield information, and what steps we are taking to prepare our venues for events.
- Social Media Channels:
 - All social accounts should be utilized to help push out messaging to inform the patrons about what to expect.
 - Share and repost any content developed by the tenants to help spread the message and create engagement with venue fans.
- Emails and push notifications reminding patrons of health rules and expectations can be sent at regular intervals leading up to the event.
- Exterior Digital Venue Boards should be utilized to display pertinent information regarding:
 - Entrance Zones & Times
 - Social Distancing Practices
 - Digital Ticketing
 - Screening Policy
- Interior Digital Venue boards should be utilized to display information regarding:
 - Ingress/Egress
 - Food & Beverage distribution
 - Restroom Queuing
 - Social Distancing Practices
 - Increased cleaning and sanitizing protocols
- Ticket purchasing sites - should link to health and safety rules and Covid-19 Health Warning/Assumption of Risk Warning. Online ticket purchases can require patrons to check a box affirming that they have read and agree to comply with posted rules, the way we affirm that we are not a robot before making an online purchase.



1.3.2 Print

- Meet with print leaders and their editorial staffs to provide them the message for buy-in and to pitch stories.
- Develop a key message document to help the media highlight the overall takeaways as the amount of content may be difficult to sift through.
- Share our creative materials for them to use on their platforms.

1.3.3 Radio:

- Push to get on as many radio shows, both news and sports, to keep the public as informed as possible.

1.3.4 Television:

- Schedule appearances on local stations when appropriate and information is available to share.
- Pitch stories and do the morning show circuit to deliver the message.
- Content materials such as graphics and video need to be completed before these interviews.
- Incorporate talent (athlete, artist or local celebrity) into all messaging.

1.3.5 Onsite/Media Areas in Venue:

- Make sure onsite signage and information is consistent with the communications plan within the media entrance and media-designated areas of the facility.
- Offer copies of all external-facing documents in each media location.
- Ensure VenueShield brand and messaging is included in tenant media guides and media events.
- Develop policy for screening and approving media into the facility.

2.0 Media and Public Relations

2.1 Media & Public Relations Strategy Development:

2.1.1 Strategy Outline

- Circulate communication plan to all venue partners.
- Ensure a unified message and voice for the venue across all partners or venue representation.

2.1.2 Key Messaging/Brand Alignment

- Ensure messaging is complete, clear, and consistent with brand values.

2.1.3 Media Strategy

- Work with key media partners or reporters individually to understand the process and fully, accurately tell the story.
- Create media events to deliver the message in large media groups and allow for media Q&A.
- Keep communication open with media outlets. Initial information may be too dense to communicate through a press release alone. Maintain open dialogue that allows for questions and understanding so messaging is communicated to the public accurately.

2.1.4 Media Database

- Ensure the message is reaching its target audience.
- Create a statewide or regional media list, ensuring coverage to all possible patrons.
- If hosting a media event, individually reach out to key media partners to confirm attendance

3.0 Stakeholders

3.1 Identify Stakeholders:

3.1.1 Constituent Identification

- ASM Global Staff
- Employees: Concessions, Security and all subcontractors
- Local unions
- Vendors
- Client/Owner RICCA Authority
- PWCVB & Chamber
- RI Hospitality Association & Hotel Community
- State & City Government Representatives
- Tenants
- Concert and Sports Promoters
- Recurring & One-off Event Promoters/Organizers
- Meeting Planners
- Local media
- Patrons/Public
- Ticketmaster

3.2 Re-occupancy Education Plan:

- Make sure the education plan covers the three pillars of the message: Health, Tenants, Building
- Develop educational manuals, pamphlets, flyers to consistently communicate VenueShield components

4.0 Government Affairs

4.1 Document Sharing

4.1.1 Applicable Government and Agency Education

- Ensure VenueShield program is aligned with government and CDC guidelines
- Determine that all venue COVID-19 sanitation protocols have been seen and approved by the client, city, and state.
- A regular delivery of the awareness campaign will reassure people that all necessary safety measures are being taken to bring fans, teams, and employees back into the building safely.
- If applicable, prepare lobbyists with necessary VenueShield program information and talking points.

4.1.2 Public Information and Access

- Prepare individual strategy for these types of requests.
- Be as transparent as possible through the education process to limit these requests.





WE'RE READY FOR YOU!

HERE'S WHAT YOU NEED TO KNOW TO BE READY FOR US.

IMPORTANT INFORMATION TO KNOW

- All employees and vendors at the Dunkin' Donuts Center will follow strict protocols including temperature checks, proper wearing and use of PPE including face coverings and training on proper hygiene.
- Do not attend events if you currently or in the last 14 days have been sick, experiencing a fever or other symptoms or reside with anyone who has these symptoms.
- All those who are ticketed for events during this time will be given a suggested arrival time and entrance instructions. Doors will open 90 minutes prior to the start of the event but please arrive during your recommended arrival time as much as possible.
- In addition to temperature checks, all who enter the Dunkin' Donuts Center will go through standard security screenings including metal detection.
- The Dunkin' Donuts Center will be a cash-free operation during this time. Concessions and merchandise locations will be credit card/debit card only.
- To alleviate crowding in the restrooms, staff will control access to stay within 50% of the capacity.
- Failure to comply with the requirements of the protocols in place may result in the individual being removed from the venue and denied access in the future.
- Protocols may be adjusted without notice in accordance with guidelines from government and public health officials and the USL.



WE'RE READY FOR YOU!

HERE'S WHAT YOU NEED TO KNOW TO BE READY FOR US.

ASM Global, the operator of the Dunkin' Donuts Center, has developed a national program called VenueShield that has been created to instill confidence in those attending events. The following measures will be implemented to ensure that those who work and attend events at the Dunkin' Donuts Center will know that their health and safety is of utmost importance.

DISINFECTION CLEANING

Prior to every event, trained staff will follow CDC and local guidelines on the cleaning and disinfecting of all areas including touch points (handrails, seats, restrooms, etc). The Environmental Hygiene program was developed with guidance from CDC, NHS, PHAA, WHO and experts in hygiene.

TEMPERATURE SCREENINGS

Everyone that enters the Dunkin' Donuts Center will have their temperature checked by specially trained staff. Anyone that has a temperature of 100.4° or higher will be allowed to wait 15 minutes in a cool down area and then have their temperature checked again. If they continue to display a temperature of 100.4° or higher they will be refused entry.

WEAR A FACE COVERING

Everyone that enters the Dunkin' Donuts Center will be required to wear a cloth face mask or covering.

PLEASE KEEP 6' DISTANCE

From arrival to exit, markers and staff will be placed to enforce physical distancing wherever possible. These markers will be placed at the temperature check points, security check points, restrooms and concession stands.

USE HAND SANITIZER

Throughout the Dunkin' Donuts Center, multiple non-contact hand sanitizer dispensers have been placed. Although nothing replaces washing our hands with soap and water, these hand sanitizer dispensers have been placed for the convenience of all who attend events at the arena

Delaware North

Delaware North, the food and beverage operator for the Dunkin' Donuts Center, has implemented several initiatives for safe operations of concessions and other food and beverage locations. These precautions include no self-serve distribution of food or beverage and all items sold will be delivered in an enclosed container or wrapped. All cups will be served with lids and all condiments will be packaged. In addition, there will be plexiglass barriers at all points of sale.



“CAN’T TOUCH THIS!”

**MC HAMMER
(& ALSO THE CDC!)**



**PLEASE AVOID TOUCHING
YOUR FACE & EYES, AS WELL
AS HANDSHAKES & HIGH-FIVES**



THANK YOU FOR FOLLOWING HEALTH AND SAFETY GUIDELINES

TRUSTED PROTECTION FOR VENUE MANAGEMENT

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