

Oregon Shakespeare Festival, Ashland OR (All rights reserved)

Risk Assessment for COVID–19

Identify Your Assets

Revenue

- Earned Revenue
- Contributed Revenue

Company/employees

Theatrical productions

Facilities

Community, reputation, goodwill

Assess Your Vulnerabilities

Revenue

- Changes in Ticket sale trends
 - Individual
 - Group

- Contributions
 - Donor communications
 - Grant terms and conditions
- Liquidity status
 - Weeks/days of cash availability

Company/employees

- Change in health status
- Travel status of employees
- Mobile work readiness
- Characteristics of Collective Bargaining Agreement (CBA) - covered employees, if applicable

From National Law Review:

In unionized facilities, employers operating with collective bargaining agreements (CBAs) should consider whether their responses to coronavirus concerns constitute unilateral changes in existing work conditions or procedures. Despite employer desires to act for the safety and benefit of their employees, implementing changes to working conditions in response to coronavirus concerns without bargaining with a union could result in unfair labor practices under the National Labor Relations Act (NLRA). Employers must carefully assess the language in their CBAs so that bargaining obligations are fulfilled and to determine what management rights support their ability to appropriately respond to coronavirus concerns.

Even in non-unionized facilities, employers should consider NLRA implications if employees collectively raise concerns about working conditions or changes to work procedures/operations because of the coronavirus. Under Section 7 of the NLRA, employees have the right “to engage in [concerted] activities for the purpose of ... mutual aid or protection....” This includes employees raising group concerns about safety and health, such as by requesting additional personal protective equipment (PPE) because of potential exposure to the coronavirus. Under these magnified circumstances, employers must avoid retaliatory, threatening or discriminatory responses to employee group concerns about the coronavirus.

Theatrical productions

- Potential curtailment of performances
- Illness/unavailability of artists

Facilities

- Hygiene and sanitation
- Signage

Reputation and Goodwill

- Media outreach
- Government and municipal action
- Patron health concerns

Implement Mitigations

Revenue

- Development
 - Plan for mitigation campaign
- Marketing & Communications
 - Think about your communications plan
 - Proactive media contact
 - Daily dashboard for earned revenue
 - Ticket exchange, donation, refund policy review
 - Community outreach and coordination
- Finance
 - Know and manage cash flow for flexibility in operations
 - Review financial policies
 - Reach out to creditors and financial institutions

Company

- Leadership planning
 - Phase I
 - Awareness and mitigation planning
 - Phase II
 - Incident management
 - Phase III
 - Isolation and business disruption

- Phase IV
 - Pandemic
- Information Technology
 - Know where your institutional knowledge is stored
- HR & Safety
 - Support mental health
 - Realize that anxiety is boosted
 - Wash your hands and check your racism
 - Understand triggers
 - Avoid shaming, especially of mask-wearers
 - Acknowledge that this is a difficult time
 - HR Policy review for leave use and mobile productivity
 - Business disruption support for employees
 - Short-term (1 month?)
 - Medium-term (2–3 months?)
 - Long-term (4–6 months)
 - Identify essential Company members
 - Practical guidance for responding to coughing patrons or Company members
 - Company guidance on hygiene and social distancing
 - Avoiding handshakes and hugging
 - Encourage elbow-bumping and foot bumping
- Artistic & production
 - Communicate with

Community, reputation, goodwill

Facilities

- Ensure hygiene supplies are available and in use
- Post COVID–19 information notices at employee and patron viewpoints
- Boost schedule of facility cleaning
 - Touched surfaces
 - Soft surfaces
 - Research/Retain facility commercial facility cleaner
- Review Insurance coverage

- Force Majeur coverage
- Director and Officer coverage
- Cyber Liability/Data Breach coverage
- Other general coverage