



**SHELBURNE
MUSEUM**

**Reopening Team
Recommendations**

June 16, 2020

Scope and Assumptions

To identify the timeline, procedures, capital needs, and staffing requirements for a phased reopening of Shelburne Museum. Visitor and staff safety are key drivers, as is quality of experience. The interim program will focus on local audiences, with grounds, gardens, and select buildings open.

Reopening Teams:

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Important Considerations: Timeline, Financial Feasibility and Bandwidth

Vermont is lifting restrictions on a weekly basis and reopening plans are subject to rapid change. At the same time, there may be a need to revisit and re-implement restrictions if there are increased numbers of COVID-19 in the community. Neighboring states have had more severe experience with the pandemic and may therefore lift restrictions in a more deliberate fashion. In short, we will need to engineer the ability to scale and adjust operations for the next six to eighteen months. As a result, while focusing on reopening the campus, uncertainty will require that we cultivate bandwidth for a higher degree of redundancy in digital programming.

Visitor Services Recommendations:

I. Guest Attendance

Opening date: July 30, 2020.

Days/Times Open: Thursday to Sunday from 10am to 4pm

Admission: \$10 general admission/\$5 children/ Members free (Admission fee effective Labor Day). Free Admissions from July 30 to August 30.

Special Exhibition: *Peter Kirkiles: At Scale*, located in south lawn area, and potentially PCAE porch.

Grounds: Open for walking, but all activities and exhibitions focused on area south of the café.

Buildings open & maximum capacity limits as of June 10:

Pizzagalli Center for Art and Education (maximum capacity - 24 guests & 2 staff).

Lower Gallery – *Creature Comfort*, exhibition already in place.

Maximum capacity = 11 guests & 2 staff.

Upper lobby – maximum capacity = 7 guests & 1 staff

Lower lobby – maximum capacity = 5 individuals

Webb Gallery (top level only) – 14 guests & 2 staff

Pleissner Gallery – 4 guests & 1 staff.

Traffic patterns in buildings:

Admissions – One-way through reconfigured store, with touchless check-in.

Pizzagalli Center – Entrance on upper level; exit on lower level for those without mobility issues to reduce the amount of two way traffic on stairways and high touch points. Limit number in elevator to no more than 2.

Webb Gallery – traffic moves clockwise through the gallery spaces; pocket doors and stations used to direct people to the left.

Pleissner Gallery – main gallery available for viewing; no access to artist’s studio space; photo of studio installed at entrance to space to provide context.

Peter Kirkiles: At Scale – objects will be numbered which will encourage sequential viewing of exhibition.

Museum Exit – East gate provides no-touch exit and opportunity for staff to reiterate gratitude and appreciation.

II. Amenities

Restrooms:	<p>PCAE restrooms Pleissner lactation suite Café – limited stall Stage Coach Inn (depending on construction schedule)</p>
Shuttle:	<p>We recommend using the 8-seater for single use/group transport, or not offering regular shuttle service and relying on Protection Services for occasional visitor assistance as requested.</p>
Water:	<p>Water vending machine on Museum store porch; on particularly hot days (if necessary), bottled water available at exhibition locations.</p>
Seating:	<p>Recommended 10-12 benches on grounds, near exhibition buildings. Also recommend use of Adirondack chairs to allow for social distancing (benches named in honor of an individual should be considered for priority use). Chairs in gallery spaces, recommend removal of gallery benches and replace with PCAE auditorium chairs to easily social distance. Remove Parsons seating in Pleissner and replace with PCAE auditorium chairs.</p>
Food:	<p>No food service in café; no snacks in Museum store Exploring possibility of food truck, either in parking lot or adjacent to south lawn, on an episodic basis (weekends?). Possibility of promoting picnics in painted circles on the lawn for social distancing. This may require additional trash and recycling receptacles.</p>

ADA Accessibility

ADA has not been suspended because of COVID-19. We are required to maintain readily achievable accommodations for our visitors. However, if in doing this, it endangers the safety of our employees then we are not required to continue these accommodations. At the suggestion of the Museum lawyer, we should operate a shuttle service since this is something we have offered in the past. If operating the shuttle is too much of a burden from a health safety standpoint or is not adequately serving public needs, service can be suspended. CDC guidelines for public transportation were reviewed as good baseline information to follow for the shuttle. Current guidelines include: providing wipes and hand sanitizers for visitors to clean their seat and visitor (one at a time) sitting at the back of the shuttle to allow proper social distancing for the shuttle driver. In addition, if we do require online ticket sales for timed entry, we can ask participants if they are in need of accommodations so that the Museum can be properly staffed or be ready for those needs.

Programming

Family friendly prompts/engagement strategies on the grounds:

- Story walk on walking path
- Recorded music in Bostwick Garden
- I-Spy activity prompt
- Quiet space for meditation
- Paired poetry stations, inspired by certain museum vantage points/sculptures/buildings/gardens etc.
- Where's Webby, or Where's Electra scavenger hunt
- Take home craft kits with printable instructions

All activities designed to be no-touch and create opportunities to explore the outside environment. All activities will require branding and signage to communicate intent of activity. There are opportunities for group-based activities (phased-in as we gauge operational readiness and visitor interest). Those include:

- Yoga Roots classes
- Guided meditation classes
- *En-plein air* drawing
-

NOTE: the giant chair outside Owl Cottage will not be installed this season, safety caps will be installed over current chair leg holes.

Store Configuration Recommendations:

The point of entry needs significant changes. The recommendation is to remove all store items and create a one-way single-function ticketing/admissions space. Due to timing and funding restrictions, a temporary touchless ticket option will be required.

Scope and recommended work:

I. Interior Design

- 27 interior graphic panels designed by Joanna and printed by Catamount Color to create an entryway that is aesthetic and functional.
- Timeline: 5 weeks

II. Interior Renovation

- Fabricate and install 27 movable panels, plywood, paint, and hardware to display graphic panels.
- Art handlers will help move/clear store product under Lee's direction
- Layout Physical Distancing delineators: floor tape/markers and stanchions
- Fabricate and install sneeze guards
- Timeline: 2 weeks with 3 carpenters, 1 painter

III. Exterior

- Layout Physical Distancing markers to help visitors maintain safe distance from each other.
- Install signage
- Trash receptacles, south and north
- Benches – recommend use of Adirondack chairs only on store patio
- Entrance sign on south entrance
- Exit orientation sign on north side near old tram stop/ arrow towards east gate.
- Timeline: 1 day, 2 people

Technology Upgrades:

To provide an engaging and safe environment for visitors and staff, and to implement the recommendations from the Visitor Experience Team, the IT Team recommends the following additions and upgrades:

I. Exterior Wi-Fi

Installation of Wi-Fi access points throughout the campus to provide visitors access to digital content while on museum grounds including audio tours, individual buildings historical data, location map. There are 3 Phases of installation after the planning is

complete. Phase I can begin immediately after planning ends and before the arrival of any equipment. Phases 2 and 3 will require the equipment. Delivery is typically 15 business days after purchase. Upgraded Wi-Fi contingent on IMLS Cares funding.

II. EHW Wi-Fi (not recommended for August 1 opening)

Access to EHW will most likely happen at a later point after reopening. System installation will be most consuming due to the historic nature of the building itself. Installation phases will be the same as for exterior Wi-Fi, once all wiring is in place.

III. E-Ticketing/Web Sales

In order to reduce physical contact and risk of spreading COVID-19, we recommend installing a system for online ticketing and timed-ticketing to allow us to control the number visitors as allowed by guidelines provided by the Governor. Software installation timeline will vary, as it is dependent on the specifications provided by vendor. We are recommending a temporary solution that can be implemented for opening on August 1 until the permanent solution is identified and funding is secured.

IV. Donation Points “Dip Jar”

We recommend installing three Dip Jar stations to encourage credit card donations. Timeline for delivery and installation is unclear at this time, dependent on vendor delivery.

V. Credit Card Readers

The recommendation is to acquire five credit card readers to be installed in conjunction with the E-ticketing software.

VI. Digital Experience/Cell Phone Tour

Timeline: 2 weeks for content creation, 1 week to edit content, 2 week window before Kirkiles’ install for signage creation.

Staffing:

We recommend two teams on rotating basis (A and B Days). We further recommend three two-hour shifts in each of the exhibition buildings who will alternate with other responsibilities on campus.

Staffing levels recommended:

- PCAE 2
- Webb Gallery 2
- Pleissner Gallery 1

Total gallery staff – 5 at 2 shifts per day

- Floating staff 2

- Security 3 during the day
- Shuttle/Transport 1
- Front of House 4
- East Gate Monitor 1
- Museum Services 6

Daily Staff Needs on the grounds: 24 (including 2 shifts of 5)

Training will be critical to the success of reopening. Staff training to include:

- Front of house
- Health and safety training on protocols for cleaning, distancing, masks, proper use of PPE
- De-escalation training to ensure positive interactions with visitors
- Content training for all staff working in exhibitions spaces, floaters, etc. exhibition specific, as well as general Museum information.

Safety, Cleaning, and Personal Protection Equipment:

- I. **Hand Sanitizers:** We recommend the purchase of 8 additional touchless sanitizer units, for a total of 10 units to be placed at exhibition building doorways, bathrooms, and at the store.
 - Sanitizers mounted on stands, constructed in-house.
 - The frequency they need to be re-filled needs to be determined.
 - The units operate via 4 “C” cell batteries, the rate of replacement is unknown.
- II. **Cleaning Protocol:** recommend following the attached cleaning/disinfection protocol (See Appendix A)
- III. **Trash/Recycle:** recommend a minimum number of trash cans deployed on campus. Locations TBD.
- IV. **Bathroom Doors:** Outer doors to bathrooms should be wedged open. We recommend that only the physically accessible stall in the Café women’s room be made available due to physical distancing requirements. Electric hand dryers will be disabled with signage explaining reason, i.e. keeping aerosols to a minimum.
- V. **Transportation:** We recommend that 2 golf carts be used by cleaning staff be outfitted with trash receptacles (constructed in-house) for disposal of gloves and paper towels used for cleaning. The 8-seat golf cart used for visitor transportation shall be outfitted with a trash receptacle to dispose of disinfecting towels, gloves and

- other disposable PPE. Installation of a Plexiglas shield between driver and the back of the 8-seater shall be installed.
- VI. **Lactation Suite:** If the chair in the lactation suite is deemed to be a cleaning issue, then other more easily sanitized options will need to be explored.
- VII. **Staffing:** We suggest that 6 staff members be tasked with cleaning each shift. We would hope that staff members in Webb and Pleissner could disinfect door handles on a regular basis when there are not many visitors in those spaces.
- 1 staff tasked with the store.
 - 1 staff tasked with PCAE.
 - 1 staff tasked with bathrooms on the grounds.
 - 1 staff tasked with benches on the grounds.
 - 2 staff as swings, in case things are busy in Webb and Pleissner.
- VIII. **Training:** We recommend that staff assisting Museum Services with cleaning be taught proper methods of donning and doffing protective gloves and that they are provided a copy of the MSD for any cleaning solutions they will be using.
- IX. **Other PPE recommendations:** Staff who work on cleaning should wear a staff shirt, at least knee length bottoms, and close-toed shoes to clean. Clothing worn while disinfecting/cleaning should be changed and bagged for laundry at home. Clothing and cloth masks should be laundered and dried normally, using the highest temperature that is suitable for the apparel.

Supplies

Touchless sanitizer stations - 30-40 days from order to delivery. One station has been ordered for assessment, if suitable, remaining items should be ordered as soon as possible so that they can be here before August 1. Seven stands will be made by staff.

Gloves - should be ordered in regular batches to ensure we have enough on hand. Timeline for those varies with the supply chain. For cleaning the grounds, we will need a minimum of 10 boxes of gloves per week we are open. Due to supply chain uncertainties, we may want to order at least 20 boxes at a time, if that is an option.

Sanitizer - if ordered through Amazon, will take about 3 weeks to arrive. It, too, should be ordered in batches, until we have a sense of how quickly it gets used. A refill of all ten 33 oz. stations will require 330 oz. or about 2.6 gallons.

Appendix A
Shelburne Museum
Museum Services Department
Cleaning Protocols for General Disinfecting

Practice social distancing and follow proper prevention hygiene, such as washing your hands frequently and using alcohol-based (at least 60% alcohol) hand sanitizer when soap and water are not available.

Always wear PPE (personal protective equipment) when disinfecting.

- Nitrile gloves: do not go from area to area with the same pair of gloves on. Use a new pair in the next area.
- Always use a safe procedure for glove removal. Keep the contaminated area of gloves from touching your skin.
- Cloth face masks:
 - ✓ fit snugly but comfortably against the side of the face
 - ✓ be secured with ties or ear loops
 - ✓ include multiple layers of fabric
 - ✓ allow for breathing without restriction
 - ✓ be able to be laundered and machine dried without damage or change to shape

Disinfecting schedule for buildings, bathrooms & benches:

- Buildings 1, 2, & 3 - Disinfecting once every hour between 10am-5pm.
 - Disinfecting spray, paper towels and gloves are provided at each location or each employee will be provided with their own supplies.
 Disinfecting door handles and surfaces:
 - ✓ Spray surface and let sit for a minimum of 2 minutes.
 - ✓ Wipe the surface clean with paper towels. One or two sheets should work.
 - ✓ Check off date/time/initials on the daily check sheet.
 - All bathrooms will be disinfected every hour between 10am-5pm.
 Disinfecting bathrooms: Stagecoach Restroom (construction schedule dependent), Cafe restrooms (need temporary wall), Pleissner restroom, and PCAE restrooms.

- ✓ Spray the sink, mirror, toilet area, dispensers and door handles (inside and out) and let sit for a minimum of 2 minutes.
 - ✓ Wipe clean with paper towels.
 - ✓ Check off date/time/initials on the daily check sheet.
- Every bench and chair will be disinfected every hour between 10am-5pm.
Disinfecting benches, and chairs:
 - ✓ Spray the entire bench and let sit for a minimum of 2 minutes.
 - ✓ Wipe the surface clean with paper towels.
 - ✓ Check off date/time/initials on the daily check sheet.
- Disinfecting all hand sanitizing stations every hour between 10am-5pm.
 - ✓ Spray surface and let sit for a minimum of 2 minutes.
 - ✓ Wipe clean with paper towels.
 - ✓ Check and refill cartridges if needed.
- Morning and afternoon, ALL doorknobs on each building will be disinfected.
 - Check off date/time/initials on the daily check sheet.
 - Properly dispose of all gloves and paper towels.
- Visitor Center:
 - One door at each entrance/exit of the store will be propped open.
 - Every door handle, and regularly touched surface will be disinfected every 30 minutes.
 - Check off date/time/initials on the daily check sheet.
- East Gate is to be disinfected hourly between the hours of 10am and 5pm.
 - Check off date/time/initials on the daily check sheet.
- Cleaning of public spaces every morning before 10am: 3-4 staff members
 - Disinfecting all door handles.
 - Clean/disinfect opened buildings and restrooms.
 - Trash and recycling receptacles emptied and sanitized.
 - Disinfect benches.
 - Disinfect all hand wash stations.
 - Disinfect all hand sanitizing stations.
 - Disinfect vending machines
 - Check off date/time/initials on the daily check sheet.

Behind the Scenes:

- Disinfecting staff vehicles: Ford Ranger, Gray GMC, Brown GMC, collections van, exhibits van, yellow truck, plow truck, bobcat, systems maintenance van, and golf carts.
- Areas to be disinfected: steering wheel, shifter, door handles (inside and out), window controls/cranks, radio knobs, and any other regularly touched areas.

Disinfecting Administrative Buildings:

Cole House, Norton and Collections Management Building (2x daily)

Check off date/time/initials on the daily check sheet.

- Disinfect Bathrooms:
 - Spray the sink, mirror, toilet area and door handles (inside and out) and let sit for a minimum of 2 minutes.
 - Wipe clean with paper towels.
 - Properly dispose of all paper towels and gloves when finished disinfecting the area.
- Disinfect Kitchens:
 - Spray surfaces including door handles (inside and out) and let sit for a minimum of 2 minutes.
 - Wipe the surface clean with paper towels.
 - Properly dispose of all paper towels and gloves when finished disinfecting the area.
- Disinfect Conference Rooms:
 - Spray surfaces including door handles (inside and out) and let sit for a minimum of 2 minutes.
 - Wipe the surface clean with paper towels.
 - Properly dispose of all paper towels and gloves when finished disinfecting the area.
- General Disinfecting:
 - Generously spray disinfectant onto a paper towel, using a new paper towel for each area, wipe down door handles, railings, key pads, public phones, copier buttons and any regularly touched surfaces.
 - Properly dispose of all paper towels and gloves when finished disinfecting the area.

**Appendix B
Shelburne Museum
New Signage**

Type of Sign	Exact Wording on Sign (State mandated is highlighted)	Size	Type of Material	Locations	Specific Locations on/in Building	Total Needed
Welcome Back		Large	Sandwich board (In-house)	Parking Lot	Near “Welcome to Shelburne Museum” sign	1
Physical Distance Reminders		24 x 18	Coroplast w/step stakes	Throughout campus		6
Building Closed	Building Closed	24 x 18	Coroplast w/step stakes	In front of each building	Walkway leading to building	48
Restroom Open	Restroom Open	24 x 18	Coroplast w/step stakes	Visitor center, Toy Shop, SCI, Café, PCAE, Pleissner, RR Station?		7
New Hours			Vinyl Dibond (In-house)	Parking Lot Visitor Center	Vinyl on Visitor Center door Next to main gate	
Six-foot increment markings			Floor stickers	Visitor Center PCAE		?
Enter	Enter Only		Vinyl (In-house)	Pleissner Gallery	East door	1
Exit	Exit Only		Vinyl (In-house)	Pleissner Gallery	North door	1
Building Open	Building Open	24 x 18	Coroplast w/step stakes		Unknown yet, but should have	4
Be Smart, Stay Safe	See attached PDF	24 x 33	Dibond	Visitor Center	Front	2

Appendix C
Shelburne Museum
All-Staff Safety Protocols

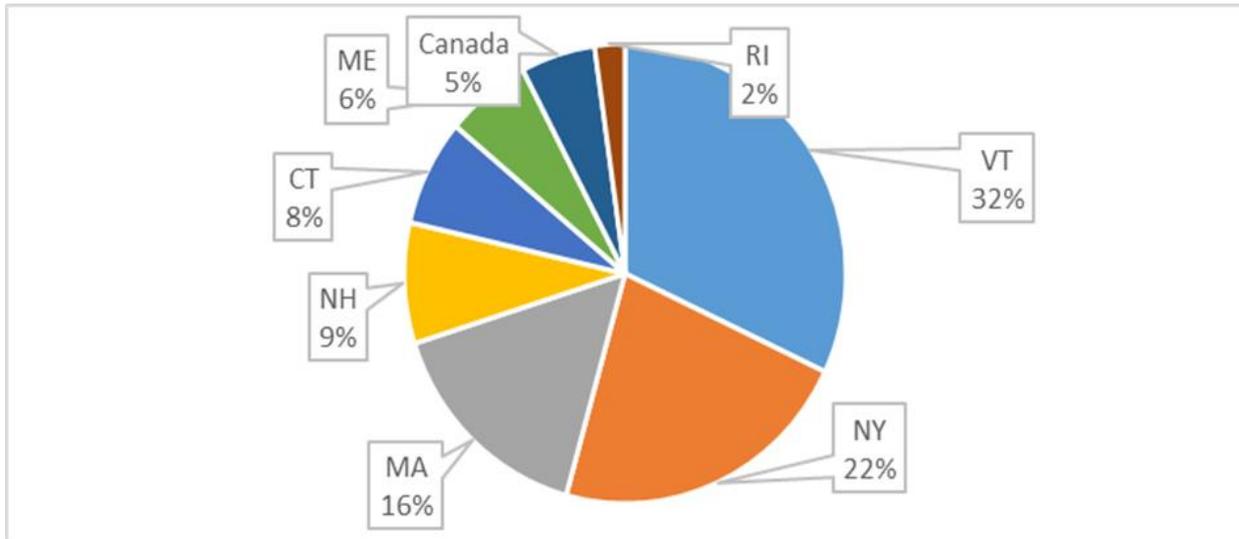
On April 24, 2020, the Agency of Commerce and Community Development issued the following requirements:

- Employees shall not report to, or be allowed to remain at, work or job site if sick or symptomatic (with fever, cough, and/or shortness of breath).
- All employees must observe strict social distancing of 6 feet while on the job, unless noted, and should refrain from touching their faces.
- No congregation of employees is allowed. All common areas, such as break rooms and cafeterias, but excluding restrooms, are closed.
- Employees must wear face coverings over their nose and mouth when in the presence of others. In the case of retail cashiers, a translucent shield or “sneeze guard” is acceptable in lieu of a mask.
- Employees must have easy and frequent access to soap and water or hand sanitizer during duration of work, and handwashing or hand sanitization should be required before entering, and leaving, job sites.
- All common spaces and equipment, including bathrooms, frequently touched surfaces and doors, tools and equipment, and vehicles must be cleaned and disinfected at the beginning, middle and end of each shift and prior to transfer from one person to another.
- To the extent feasible, prior to the commencement of each work shift, pre-screening or survey shall be required to verify each employee has no symptoms of respiratory illness (fever, cough, and/or shortness of breath), including temperature checks.
- Signs must be posted at all entrances clearly indicating that no one may enter if they have symptoms of respiratory illness.
- When working inside, open doors and windows to promote air flow to the greatest extent possible and limit the number of people occupying a single indoor space.
- No more than 2 people shall occupy one vehicle when conducting work.
- No symptomatic or COVID-19 positive workers are allowed on site and any worker(s) who have contact with a worker or any other person who is diagnosed with COVID-19 are required to quarantine for 14 days.
- All business operations must have a designated health and safety officer on-site who monitors and has the authority to stop or modify activities to ensure compliance with these mandatory health and safety requirements.

- All business, non-profit and government operations must use remote work whenever possible.
- All employees, including those already working (except healthcare workers, first responders, and others already trained in infection control, personal protection/universal precautions), must complete, and employers must document, a training on mandatory health and safety requirements as provided by VOSHA, or another training program that meets or exceeds the VOSHA-provided standard.

To comply with the above requirements, a Protection Services officer from each shift will be designated as our Health and Safety Officer. Each staff member who comes to the Museum to work will check in at Protection Services headquarters. The employee will call the office and the officer will take the employee's temperature from their car. Each staff member will be required to wear a mask and the officer is required to wear gloves. The officer will note that the employee's temperature was taken and will monitor activities throughout the day as well. We have posted all required signage. Finally, all staff are required to complete the VOSHA training before returning to the Museum to work.

Appendix D Shelburne Museum Visitor Demographics



Nearby states have had significantly different experience with COVID-19. For planning purposes, it may be useful to note that the majority of warm weather visitation normally derives from New York, Massachusetts, and Connecticut. It is unclear the degree to which neighboring states will be able to coordinate regional travel policy which may have impact on visitation patterns.