DANCECleveland Readiness Plan

Rev 9/28/21

Statement of Purpose

DANCECleveland’s Readiness Plan was created in 2021 with support from the Performing Arts Readiness project.

The purpose of this Readiness Plan is to build the resiliency of the organization, providing a road map to continuing or restoring business functionality in the face of any type or scale of crisis. This readiness plan is a combination of documents, processes, policies and trainings/drills. The plan addresses all of the organization’s critical business functions. The plan includes documents; policies and procedures; responsibility/authority assignments; training/drill schedule; and recommendations for ongoing updates/expansions.

While human life and safety are paramount, and are considered in this Plan, the purpose of this Plan primarily is the ability to continue business/artistic operations.

DANCECleveland presents guest artist and activities in four rented locations: Playhouse Square (PHS), Cain Park (Cain), EJ Thomas Hall (EJT), and Cleveland State University Middough Building (CSU). Its rented offices are in Shaker Square.

A copy of this plan is to be given to all regular employees to be kept at their personal residence, as well as Board officers.

The primary personnel in development of the plan have been [redacted] and Mollie Quinlan-Hayes, PAR Consultant.
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Risk Assessment and Mitigation

Risk assessment is the foundation of the first phase of emergency management: Mitigation. Mitigation is itself the cornerstone of emergency management; actions which reduce or eliminate risk, and lessen the impact of crises.

Preparedness/Readiness requires plans and procedures to minimize damage and return to operations when an emergency occurs. When a crisis strikes, the best protection is knowing what to do.

Response means putting your readiness plans and procedures into action in an emergency situation, and recovery are the actions you take to return to normal after a crisis.

Risk Assessment and Mitigation Goals (in priority order)
As of July 18, 2021

A risk assessment was conducted as the initial step in developing this plan, and the following recommendations resulted (in priority order), and action steps are noted:

Safety of staff and volunteers –
Mitigation Goals:
- DANCECleveland will create plans (in partnership with each venue) including signage, assigning key responsibilities to specific team members, and providing trainings and drills. These will be undertaken: Priority: #1 – Cain Park, #2 EJ Thomas Hall, #3 Administrative Office, #4 Playhouse Square (PHS), #5 CSU
  - These plans will be documented as they’re completed and incorporated into this plan

Need to quickly reach key personnel/contacts in a crisis
Mitigation Goals:
- Ensure existing contact lists include key contractors, and update on a regular schedule.
● Create communications tree using updated org chart
  ○ The tree will present the communications outreach as a series of progressions depending on the nature of the emergency.

Mitigation Goals:
● DC is collecting protocols from each facility.
  ○ Once determined, protocols and responsibilities to be incorporated into this plan
● DC will hold a meeting with PHS to discuss specific issues (proposed agenda has been developed), including clarity about how DC staff and volunteers will respond in a crisis (from a first aid incident to an evacuation) in relation to PHS venue personnel and instructions.
● During ongoing COVID pandemic, DC staff is in regular communication with PHS regarding updates to health and safety policies and protocols

Pandemic/other external event forcing closure
Mitigation Goal:
● Organization responded quickly and well to COVID impacts. Programming decisions were made to cancel, provide virtually, or delay. Staff able to work remotely, and in office in designated safe shifts. DC has created a COVID response plan and feels confident in being able to quickly make decisions in the face of future crises. No further action necessary.

Knowledge capture and transfer of unique knowledge held by staff members
Mitigation Goals:
● Executive Director and Fundraising Manager knowledge transfer/documentation have been carried out.
● DC will begin to capture/document key knowledge from other staff, beginning with Marketing and Artistic Director. (Knowledge Capture/Transfer tool template is attached to this plan)
● DC is instituting a project management system to capture tasks and timelines and make them available organization-wide.

Data hygiene
Security of high-value equipment/technology
Mitigation Goals:

Severe weather or intrusive threat to outdoor event
Mitigation Goals:
- Outdoor event protocol is currently being developed with production contractor for August 21, 2021 event at Cain Park
- Protocol must identify means for group announcements – is there a loudspeaker system? Should a bullhorn be acquired and brought to events?

Vetting of individuals in contact with children
- This is currently conducted through FBI and state; checks are valid for five years.
Geography/Maps/Key Locations

The following maps/layouts include street locations/address, entrances/exits with emergency exits marked, the gathering locations for evacuated individuals, and the locations (inside and outside) at which staff will meet in an emergency or evacuation. If possible, note the location of emergency equipment (fire pulls, fire extinguishers, AEDs), areas of safe refuge for people with disabilities, and shelter-in-place locations.

Persons with disabilities – if persons with disabilities cannot safely evacuate, assist them to the nearest safe building exit/area of refuge and notify emergency personnel of their location.
EJ Thomas Event Parking

Traffic Police will direct you to the nearest available parking and assist you in crossing the street at the crosswalk safely.

Parking is $5 day of the show.

Crosswalks indicated by || on map.
Preparedness and Response Basics

DANCE Cleveland’s offices are located in Shaker Square, southwest quadrant on the second floor:

13110 Shaker Square, Suite 106
Cleveland, OH 44120
(216) 991-9000

Stairs are located directly across from the office entrance; and to the right down the hallway.

Fire alarms have both visual and audible signals.

Staff should keep the main doorknob locked when in the office; the last person to leave should lock the deadbolt upon exiting.

Preparedness Basics:

● Keep calm, do not panic. Remember your training/drills.
● Be aware. If you see something, say something!
● Life safety is always the priority. Property protection is secondary.

Emergency Contacts

9-1-1

Non-Emergency Cleveland Police Line, 4th District
216-623-5400
Emergency Procedure
If there is an emergency and you need to leave the office:

1) Call 911 or Non-Emergency Cleveland Police
2) Grab Jump Drive located in back office space
3) Turn off all computers and lights
4) Notify all tenants of the upstairs – Quadrant Floor
5) Notify the Building Manager

An emergency escape ladder is located at the window of the Executive Director’s office if you are unable to use the front door safely.

The non-emergency office shutdown process is on Page 24.
CRISIS COMMUNICATION STEPS

Playhouse Square:

Stage Manager and DC Executive and Artistic Director handle all crises pertaining to the performing artists and companies, and remain in constant communication with the company's Artistic Director and Manager. DC staff will then relay information to the PHS House Manager who will inform ushers and patrons on a need-to-know basis.

In the case of a crisis pertaining to the facility or an audience patron PHS ushers and staff should immediately report crisis to the House Manager and Stage Manager and needed assistance will be notified (i.e. PHS security, police or fire department, EMS, PHS HR…) Following the performance DC will debrief the issue and follow up as needed with the appropriate parties.

*In the case of a cancellation prior to the performance DC will immediately notify and touch base with the appropriate primary partners and contractors.

E.J. Thomas Hall:

Stage Manager and DC Executive and Artistic Director handle all crises pertaining to the performing artists and companies, and remain in constant communication with the company's Artistic Director and Manager. DC staff will then relay information to the E.J. Thomas Hall House Manager who will inform ushers and patrons on a need-to-know basis.

In the case of a crisis pertaining to the facility or an audience patron E.J. Thomas Hall ushers and staff should immediately report crisis to the House Manager and Stage Manager and needed assistance will be notified (i.e. E.J. Thomas Hall security, police or fire department, EMS, PHS HR…) Following the performance DC will debrief the issue and follow up as needed with the appropriate parties.

*In the case of a cancellation prior to the performance DC will immediately notify and touch base with the appropriate primary partners and contractors.

Cain Park:

Stage Manager and DC Executive and Artistic Director handle all crises pertaining to the performing artists and companies, and remain in constant communication with the company's Artistic Director and Manager. DC staff will then relay information to the Cain Park House Manager who will inform ushers and patrons on a need-to-know basis.

In the case of a crisis pertaining to the facility or an audience patron Cain Park ushers and staff should immediately report crisis to the House Manager and Stage Manager and needed assistance will be notified (i.e. Cain Park security, police or fire department, EMS, PHS HR…) Following the performance DC will debrief the issue and follow up as needed with the appropriate parties.

*In the case of a cancellation prior to the performance DC will immediately notify and touch base with the appropriate primary partners and contractors.
CSU Middough Building:

Administrative Engagement Coordinator and DC Executive and Artistic Director (alongside our CSU faculty contact) handle all crises pertaining to the resident artists and company members, and remain in constant communication with the company’s Artistic Director and Manager. **DC Office:**

*In the case of a cancellation prior to the performance masterclass/event DC will immediately notify and touch base with the appropriate primary partners and contractors as well as inform participants on a need-to-know basis.*

**DC office:**

DC staff is directed to report any suspicious activity or concerning behavior in or around our Shaker Square office to the Building Management and or the Shaker Square Police Department.

If there is a maintenance issue, staff are encouraged to call building maintenance and follow necessary procedures to assure office materials are safe.

*In all crisis staff are directed to immediately contact the Executive director who will instruct the staff to then contact any primary partners or contractors.*

*For an HR related crisis the Executive director will include the Board Chair as needed.*
Emergency Response Team Structure/Chain of Command

This emergency response team will coordinate first response to an emergency, as well as liaise with the landlord/owner/manager of the site of the event/emergency. When this Team is updated in the future, it’s important to remember that Team members must have the authority to make decisions, be able to perform under pressure, and be regularly trained and updated on their ERT responsibilities.

Team Leader –
Activates the emergency response plan; coordinates all recovery activities; consults with and supervises all members of the emergency response team; establishes and coordinates internal crisis communications team; and reports to the Board of Directors, as appropriate.

Communications Coordinator -
Carries out the Crisis Communications Plan (page 36). Directs communications to internal audiences (staff, Board, volunteers, faculty, contractors, participants, students). Coordinates all external communications including publicity and public relations, communication with the media and the public.

Assets Coordinator -

**Technology:** Assesses damage to technology systems, such as hardware, software, and telecommunications; decides on recovery/rehabilitation strategies; sets priorities for recovery; coordinates with Accountant for external services/supplies/equipment related to technology.

**Office:** Assesses damage to the building and systems; works with landlord to decide on recovery/rehabilitation strategies for the building, equipment, furnishings. Maintains security of assets, collections, buildings, and property during response and recovery; oversees response to medical emergencies. Liaises with Landlord for reporting and recovery.

**Personnel/administration:** Tracks personnel working on recovery; coordinates with Accountant to ensure payroll/payables continue; deals with insurance company. Maintains in-house disaster response supplies; orders/coordinates vendors, supplies, equipment, and services with other team members; authorizes expenditures.

Documentation Coordinator -

Maintains a list of the priorities for recovery; keeps a written record of all decisions; maintains a written and photographic record of all damaged materials for insurance and other purposes; tracks collections as they are moved during salvage and treatment.

Internal Communications Tree
ED will contact all staff and, if appropriate, Board Chair.
Board Chair will, if appropriate, contact all Board members
Plan Administration

“Keeper” of the Plan
The Administrative Coordinator is designated to oversee the Plan: keep the content up to date, drive regular review and updates, ensure training on the Plan is included in new staff and Board orientations, ensure actions are implemented by those who are designated responsibility for elements of the Plan, and ensure that Board members and staff receive a copy of this Plan in their orientation packet.

Document storage
Documents pertaining to our readiness plan are filed with other organizational documents, such as corporate registration, 501(c)3 IRS determination letter.

Plan Dates/Updates/Distribution Record
This plan will be reviewed annually. The Plan is evaluated at the start of each fiscal year by the staff. Prior to evaluation, we survey staff and key contractors to determine which policies need to be created, updated or refined. Following any emergency or unexpected event, we review our response to see if any changes should be made for future response.

Budgeting for readiness
Most elements of readiness involve time, not money. Both will be budgeted for annually. Hard costs to be considered:

- Upgrading or replacing emergency equipment
- Biannual replenishment of emergency supplies cache
- Increased insurance when needed
- Typical cost increases for safe and secure data systems and hardware
- Contractor fees for specialized readiness-related services
Facilities and Physical Threats

DANCECleveland works in: Shaker Square administrative office; Playhouse Square/The Ohio Theatre; Cain Park; EJ Thomas Hall; and CSU Dance Studio/Middough Building. In all facilities used, the safety/security systems are maintained by the owner/landlord. In the office, staff can adjust the thermostat, request maintenance, contract out office cleanings, and remove its own trash; no other systems are operated by staff.

For each outdoor event, during the pre-event meeting, the person responsible for making event decisions in the case of severe weather or other emergency will be designated.

Administrative Office:

Facility access/security

- All regular staff and Accountant hold keys to the office front door, and have a universal access code to the building entry.
- Office Administrator holds keys to the restrooms and equipment room.

In an emergency, the Administrative Coordinator (or ED alternatively) shall be responsible for assisting, as necessary, any individuals with disabilities to evacuate.

An evacuation training/refresher should be held annually at our season launch planning meeting or during the onboarding of a new staff member.

Alternate spaces

If the office is not accessible, staff will work from home as per our remote working policy.

Playhouse Square: Events are only cancelled by PHS if a state of emergency is declared by the Governor. Playhouse Square: If PHS Ohio Theatre becomes inaccessible, we would seek an alternate space within PHS. If PHS is entirely inaccessible, we would cancel/reschedule performances.

Cain Park: If the site becomes inaccessible, we would: move to a rain plan space (pre-determined in contract), or reschedule with the artist.

EJ Thomas Hall: If the site becomes inaccessible, we would: move to an alternate space at University of Akron, or reschedule with the artist.

CSU Dance Studios: If the site becomes inaccessible, we would: #1: Use another dance studio on campus; #2: use a PHS rehearsal studio; or #3: cancel class.
Incident Reports

If an incident (damage, theft, accident, injury) takes place in the office, or involving DC staff or property offsite, it should be immediately documented with the Incident Report Form, and reported to the Executive Director.

If a staff member is injured on- or off-site while working, it must be reported to the Executive Director and a Workers’ Comp Report completed. DC post updated Worker’s Comp regulations and your rights/locations to seek medical care in their back office supply room.

If involved in or witnessing an incident, it should be reported to:
    - PHS: House Manager
    - Cain Park: House Manager/Stage Manager (dependent on event/performance)
    - CSU: Head of Department
    - EJ Thomas Hall: House Manager

If an incident involves an upset or angry patron, do not engage in a verbal or physical altercation. If you can reasonably offer something satisfactory (a refund, voucher for a future ticket, etc.), do so. If you feel the situation is escalating beyond your control, contact your supervisor. If that’s not feasible, contact the nearest available manager to assist you and/or summon the appropriate responder.

Evacuation

In event of an evacuation, staff should gather at the designated muster location [at a safe distance from the building]:
    - Admin office: Green Space outside of the office main entrances
    - PHS: Starbucks Coffee on Euclid Ave.
    - Cain Park: Green Space outside of the Alma Theatre
    - EJ Thomas Hall: Parking Lot 27 on Hill St.
    - CSU/Middough Building: Middough Parking lot
Maps and layouts are on Pages 6-12.

Active Shooter – guidance from Los Angeles County Sheriff’s Department 2019

1) DON’T WAIT UNTIL IT HAPPENS. HAVE A PLAN NOW!
   - Familiarize yourself with your environment
   - Know your escape routes
   - Designate safe rooms
   - Talk to your co-workers about a preplanned response
   - Keep emergency supplies (first aid kit, food, water, etc.) in every room
   - Identify ways to lock or barricade your area
   - Practice! Practice! Practice!
2) INFORMATION TO PROVIDE TO 911 OPERATORS:
   o Location of the shooter
   o Number of shooters
   o Physical description of shooters
   o Number and type of weapons shooter has
   o Number of potential victims at location

3) IF SHOOTING STARTS... Run / Hide / Fight
   - Run:
     ● Have an escape route and an action plan in mind
     ● Leave your belongings behind
     ● Evacuate, regardless of whether others agree to follow
     ● Help others escape, if possible
     ● Do not attempt to move the wounded
     ● Prevent others from entering an area where the active shooter may be located
     ● Keep your hands visible
     ● Call 911 when you are safe
   - Hide
     ● Hide in an area out of the shooter’s view
     ● Silence your cell phone (including vibrate mode) and remain quiet and still
     ● Lock doors and block entry to your hiding place (use chairs, tables, bookcases, file cabinets, etc.)
     ● Shut off lights, stay out of sight and remain calm

4) FIGHT FOR YOUR LIFE
   - If your life is in imminent danger, you may have to fight the attacker
   - Attempt to incapacitate the shooter
   - Act with as much physical aggression as possible. Meet violence with violence.
   - Improvise weapons such as chairs, fire extinguishers, books, and anything else you can use as an impact weapon. Do not back down!
   - Commit to your actions. Stand united with others. Your life depends on it!

5) WHEN THE SHOOTING STOPS …
   - Remain calm and reassure others that help is on the way.
   - Render first aid if necessary, utilizing what you have available.
   - For bleeding control, use first aid kits, towels, shirts, bed sheets, etc. For tourniquets, use power cords, phones cords, ropes, etc.
   - STAY INSIDE YOUR SECURED LOCATION UNTIL LAW ENFORCEMENT COMES TO YOU!
   - When law enforcement arrives, keep hands visible, spread fingers, leave all personal items behind, and calmly follow their directions.
   - Understand that help may take an extended period of time due to clearing the entire location, but law enforcement WILL come to you.
Bomb/Suspicious Package/Explosion

- Do NOT approach or move a suspicious package/backpack/box. What is suspicious?
  - A package that is unattended and not known to any staff or visitor
  - A package that emits an odd odor, has wires, or is making noises
- Notify the building management/your supervisor OR contact local law enforcement
- If no guidance is provided and you feel you are in immediate danger, calmly evacuate the area. Distance and protective cover are the best ways to reduce injury from a bomb.

Bomb Threat

Bomb threats can come via phone, handwritten note, email, or other means. The DHS Bomb Threat Checklist (enclosed) provides instructions on how to respond to a bomb threat and a comprehensive list of information that will assist law enforcement in a bomb threat investigation. Basic guidance includes:

*If the threat is by phone:*

- Keep the caller on the line as long as possible – be polite and show interest to keep them talking. Write down as much as possible: caller ID number, exact wording of threat, type of voice or behavior, etc., that will help investigators. Record the call if possible. DO NOT HANG UP, even if the caller does.
- If possible, signal or pass a note to other staff to listen and help notify authorities. Notify authorities immediately, and your facility supervisor.

*If the threat is made in person, via email or written note, refer to the Bomb Threat Checklist enclosed.*

Chemical/Hazardous Materials Spills

- If you feel that a spill may be hazardous, take the following actions immediately:
  - Never attempt to contain or clean up a hazardous material spill unless you are trained to do so.
  - Alert personnel in the vicinity and evacuate the area.
  - Close all doors and turn off air conditioners and heaters, if safe to do so.
  - Activate the fire alarm pull station as you exit the building.
  - Call 911 to report the spill when you reach a safe location. Provide as much information as possible (location, identity of the hazardous material and amount spilled/released, if known, location, exposure to the spill by anyone if known, etc.)
  - Remain at the location to meet responders, and warn others from entering the area.
  - If anyone had contact with the hazardous material, they should be isolated and await treatment by emergency personnel.
  - Do not re-enter the building until told to do so by emergency personnel.
  - Notify building management
  - If appropriate:
    - Remove contaminated clothing
    - Provide first aid if necessary and if you are trained/certified to do so.
Earthquake

- During an earthquake remain calm and quickly follow the steps outlined below.
  - If indoors, DROP, COVER AND HOLD ON.
    - Move away from glass, windows, shelves and heavy equipment.
    - Drop to your hands and knees (to avoid falling), get under something substantial like a table or desk (to protect yourself), and hold on to its leg (so if it moves, you move with it). Protect your head as much as possible. Alternatively move to a doorway and hold on.
    - Use stairs to exit the building, not the elevator.
  - If outdoors, move quickly away from buildings, utility poles and other structures.
    - Always avoid power or utility lines as they may be energized. Watch out for falling or dangling debris.
- After the initial shock, evaluate the situation and if emergency help is necessary, call 9-1-1. Report any injuries.
- Gather in the designated area.
- Damage to facilities should be reported to the building manager.
- NOTE: Gas leaks create special hazards. Refer to Gas Leak procedure.

Elevator use

- In event of emergency, do not use elevators. Use stairs. Inner stairwells may be a safe area of refuge.

Explosion

- Remain calm. Be prepared for further explosions.
- Call 9-1-1.
- If an evacuation is ordered, exit the building and proceed to the gathering location.
- Do not move seriously injured persons unless they are in obvious and immediate danger (fire, building collapse, etc.)
- Open doors carefully. Watch for falling objects.
- Do not use matches or any exposed flame.
- Report to the ED/Production Manager as you are able.

Facility Shutdown and Reopen/Office

- When an impending storm or other event requires the facility to be closed, the person in the highest position will determine an office closure. Employees should make the following preparations in their work area:
The Administrative Coordinator will take the jump drive/GoBag, and shut down equipment:
- IT – contact SST if appropriate
- The Administrative Coordinator will shut down all electronic equipment, and adjust the thermostat if necessary. They may also move or cover equipment/materials that are close to where previous roof leaks have occurred.

After the threat has passed and the ED has determined that the facility is safe for re-entry, the Administrative Coordinator along with office staff will evaluate the space and systems for damage. Damage to the space will be reported to landlord, and damage of any property will be reported to the ED for decisions about repair, replacement and insurance claims. Damage to IT equipment will be reported to

Facility Shutdown and Reopen/Programming spaces:

Playhouse Square

Playhouse Square is a public space with foot traffic throughout the day, and multiple events at night/weekends. A guard desk is staffed when entries are unlocked. A “no firearms allowed” policy is posted. PHS has the sole ability to determine delays, cancellations, and the timing of public announcements.

The Production Manager conducts a formal pre-event walkthrough process using a DC checklist, and reports any concerns or issues to the venue contact.

Onsite, the DC Production Manager and PHS House Manager carry PHS radios.

Fire
- In case of fire, activate the nearest fire alarm. Take appropriate precautions to assure your personal safety. Do not allow the fire to come between you and the exit.
- If the fire is small (no larger than a frying pan) try to extinguish it if you can do so safely using the proper type of extinguisher and/or other method. Typical extinguisher use is PASS:
  - Pull the pin
  - Aim at the base of the fire
  - Squeeze the lever
  - Sweep side to side
- Call the fire department at 911. Give your name and the exact location of the fire (building, floor, room, etc.) Be sure to stay on the phone until released by the emergency operator.
- Evacuate the building by the nearest uninvolved exit.
- Do not use elevators. Do not panic.
- Once outside, move to the Starbucks Coffee on Euclid Ave. Keep streets and walkways clear for emergency vehicles and crews.
- Do not return to an evacuated building unless authorized by a fire official.
Gas Leaks & Suspicious Odors

- If you smell gas and suspect a gas leak, cease all operations.
- DO NOT SWITCH ON LIGHTS OR ANY ELECTRICAL EQUIPMENT.
- Evacuate the building by the nearest exit. Notify other building occupants to do so as well.
- Building manager phone: [REDACTED]
- 9-1-1
- Do not use elevators. Do not panic.
- During regular working hours, after exiting the building, immediately notify the executive director and building manager. State the location and extent of involvement of the gas leak. After hours, weekends or holidays, notify executive director and building manager.
- Once outside, move away from the building to the Starbucks Coffee on Euclid Ave. Keep the walkways clear for emergency crews.
- Do not return to an evacuated building unless authorized by the executive director.
- Persons with disabilities: If persons with disabilities cannot safely evacuate, assist them to the nearest safe building exit and notify emergency personnel of their location.

Intruder/Violence in the workplace

- If a person enters or threatens to enter the building for the purpose of causing physical violence either to persons or property, or if you believe that someone on the property is in possession of a weapon:
  - Secure doors if possible and stay out of sight from doors and windows.
  - Call 911 as soon as possible, explain to the dispatcher what is happening
  - Give good directions to the dispatcher
  - If safe, stay on the phone with the 911 dispatcher as long as possible.
  - Remove others and yourself from any danger, if possible.
  - Barricade yourself and others in a room away from the intruder.
  - Turn the lights off and close any blinds or curtains. If you are not able to lock the door, attempt to barricade the door with furniture without endangering or injuring yourself.
  - If anyone becomes injured or needs medical attention, tell the 911 dispatcher.
  - Do not confront the intruder/armed person.
- Do not leave your safe position until told to do so by police or emergency responders. Do not leave until are you are sure of the identity or source of the person making the announcement.

Medical emergency/First Aid

- Call 9-1-1
  - If serious injury or illness occurs, call 9-1-1. Give your name, and provide as much information to the dispatcher as possible (nature and severity of injury, location of person, age of person, etc.) Do not hang up until released by the emergency operator.
  - Send someone to meet the EMT/rescue crews at the street.
  - If conscious and oriented, the individual has the right and responsibilities to determine his/her own health care needs and the response to those needs. Under such circumstances, staff should refrain from recommending specific health care vendors.
● In circumstances involving a person who is unconscious and/or not oriented, calling emergency responders is the appropriate response.
● Keep the victim still and comfortable until help arrives. Do not move the victim unless there is a threat to life to leave them in that location. Remain with them until help arrives.
● In case of a minor injury or illness, trained staff may provide appropriate CPR or first aid ONLY if trained/certified to do so. Wear personal protective equipment if possible. Be aware of hazards associated with blood-borne pathogens. Do not come into contact with body fluids. Ohio has a Good Samaritan law protecting individuals providing assistance: https://codes.ohio.gov/ohio-revised-code/section-2305.23.
● Persons with serious or unusual medical conditions should be encouraged to notify their supervisors or instructors of the medical condition and the standard emergency treatment related to that problem (if not in conflict with personnel policies).
● Fill out an incident report for the facility
  ▪ Notify the most senior management staff person available.

AEDs are located:
  ▪ Throughout PHS
  ▪ In each CSU studio

First Aid
● Ohio has a Good Samaritan law, which generally protects individuals providing emergency assistance with goodwill: https://codes.ohio.gov/ohio-revised-code/section-2305.23
● A first aid kit is stored in the office back storage room. The Administrative Coordinator replenishes it biannually.
● The office first aid kit should be transported to all PHS events for personal use/master classes. DC Staff is responsible for transporting the kit.
● Instant gel ice packs should be transported to PHS backstage for use by guest artists/students. Stage Manager is responsible for acquiring and transporting them.

Mental health crisis

If a staff member, artist or guest makes comments or performs actions indicating an intent to harm themselves, staff should immediately call 911.
  ● Staff should not take any unnecessary risks
  ● Request a CIT (crisis intervention specialist) police officer to respond
  ● If a weapon is present, staff should stay away from the individual
  ● If no weapon is present, and no violence is being displayed, staff should consider staying with the individual until first responders arrive

While this is not a comprehensive list, or intended as a mechanism for diagnosing violent tendencies, these behaviors may be signals of potential crisis or violence by employees or key volunteers. If they’re recognized, they can often be managed and treated. If you observe any of these behaviors, alert the Executive Director:
  ● Talk of suicidal intentions, “putting things in order”; problems at home; paranoia/“everyone is against me”; severe financial problems; previous incidents of
violence; empathy with individuals committing violence; or unsolicited comments about firearms, dangerous weapons or violent crimes.

- Unexplained increase in absenteeism; vague physical complaints; depression or withdrawal; sever mood swings; unstable, emotional responses; explosive outbursts of rage or anger.
- Noticeable decrease in attention to appearance and hygiene; resistance or over-reaction to changes in policy/procedures; repeated violations of company policies.

Pandemic/public health emergency
- DC will respond to public authority directions including:
  - Remote working (a policy is in place)
  - Rescheduling/cancellation of events (Page 33)

Power Failure:

If a power failure affects the office, surge protectors and UPS are in place for all computers and electrical equipment in office. Notify the building management. If the outage is extended, the ED can trigger the remote working policy. Flashlights are located in the back storage room.

Flashlights should be taken to all offsite events. If a power failure occurs during a performance/event, the venue management and DC production manager will determine whether to hold, or to suspend the event and evacuate the space.

Rain/Leaks/Flooding & Water Damage
- Serious water damage can occur from many sources: weather/roof leaks, burst pipes, clogged drains, broken skylights/windows, or construction oversights.
- Notify the building manager/venue contact of the location and extent of leak.
- If there are electrical outlets/appliances near the leak, evacuate the area.
- If you know the source of the water and are confident of your ability to stop it (unclog the drain, turn off the water, etc.), do so cautiously.
- If important papers/records/materials have been affected, contact the National Heritage Responders for salvage advice: 24-hour hotline 1-202-661-8068

Severe Weather
Executive Director and Artistic Director subscribe to receive weather alerts.

Thunderstorms frequently have high winds, cloud-to-ground lightning, heavy rain and tornados.

Upon notice of severe weather or an impending operational interruption, the pre-designated individual will determine if/when the event will be suspended, and people requested to either shelter or evacuate.
● Take shelter.
  ○ Move to the center and lowest point of your building.
● Stay away from windows and doors to prevent injury from glass or other flying objects.
● Cover your head with any heavy/bulky item to protect yourself.
● Do not go outdoors to see the storm.
● If you are in a vehicle, seek shelter in a building, ditch or other safe place. Automobiles are very dangerous during high winds.
● If flood water rises, do not attempt to wade or travel through the stream. Even small amounts of water can be very dangerous.
● Report any injury/damage to 9-1-1. Provide them as much information as possible to respond to the emergency.

Tornado
○ A Tornado Watch/severe weather watch means tornadoes are likely to develop. Be alert to changing weather situations and be prepared to take action if upgraded to a WARNING. A TORNADO WARNING means a tornado has been spotted in your area. Immediate action may be the difference between life and death.
○ Executive Director and Artistic Director are assigned to monitor weather leading up to and during all events via National Weather Service.
○ If you receive notification of a TORNADO WARNING or sight a tornado, move to the basement and notify others; stay in interior rooms.
○ Stay away from windows and areas with a large expanse of glass.
○ DO NOT USE ELEVATORS
○ Protect your head and face. If possible, get under a sturdy table or other structure.
○ PERSONS WITH DISABILITIES - If persons with disabilities cannot safely move to shelter, assist them to an interior hallway away from windows and areas with a large expanse of glass.

Lightning
● Stay away from telephones, electrical appliances, and plumbing.
● If you can hear thunder, you are close enough to the storm to be struck.
● Go to a safe shelter immediately.

Shelter in Place/Lockdown
● Shelter in place refers to the need to remain where you are for your own safety (keep everyone inside, and keep anyone else from getting inside). Employees and guests cannot generally be forced to shelter-in-place; however, there are circumstances when official emergency personnel will order that everyone must stay where they are for their own safety. Reasons may include:
  ○ Severe weather
  ○ Hazardous materials
  ○ Intruder/dangerous person in the area
  ○ Hostage situation
  ○ Any situation where it is best for you to stay where you are to avoid an outside threat
● Shelter areas should be away from windows, doors and outside walls when possible.
● Calmly guide patrons, visitors and guest artists/crew members to the shelter area.
• Assist people with disabilities if they agree and if you can do so safely.

• Assist others to remain calm, still and quiet. Turn off lights, TV’s, and phone ringers. Remain in the shelter area until the all-clear is announced.

• Response Team members should connect to a trusted news source (or public safety partner) to receive directions to ensure safety – for example, closing windows and turning off HVAC units if necessary.

• DC staff needs to distinguish yearly where the best shelter in place for in office and offsite venues resides.
  
  ○ The shelter area at the office/Shaker Square is: Back office room.
  ○ PHS: Locked backstage dressing room or ticket office.
  ○ Cain Park: Out of the park. Gas station on either end. If needed dressing rooms backstage.
  ○ EJ Thomas Hall: Locked back stage dressing rooms or greenroom.
  ○ CSU/Middough Building: Locked classroom or office space.

Suspicious person(s)/Suspicious vehicle(s)

• DC staff should be attentive to suspicious persons and alert their superior, or call 9-1-1.
  
  ○ Someone walking around the building alone
  ○ Someone who appears to be watching people
  ○ Someone asking questions about the operations or the building layout
  ○ An unknown vehicle parked in an odd location
  ○ An unknown vehicle occupied for a long time which seems out of place

Emergency Supplies – Consider yearly if additional items should be included.

  ○ Flashlights (Back office supply room)
  ○ 1-2 replacement purified water jugs (Back office supply room)
  ○ Firstaid Kit (Back office Supply room)
  ○ Batteries (Back office supply room)
People

In an emergency, the Executive Director has authority to make all decisions, and determine the response and activation of any elements of this Plan. If the Executive Director is unavailable, the Board Chair shall be in charge. The Emergency Response Team is listed on pages 15-18.

During an emergency, staff members may be asked to perform actions that are not part of their normal duties, such as abandon their normal work and concentrate on emergency preparations. Staff is urged to familiarize themselves with the checklist, the chain of command, and how to interact with other employees during the stages of the plan. This emergency preparedness plan recognizes that the safety and the wellbeing of the employees, volunteers, and artists are of utmost importance.

If a staff member becomes ill/injured, a list of ICE (In Case of Emergency) contact information and in an email message. It is updated yearly.

DANCECleveland has a remote working policy in progress, which the Executive Director can deploy as needed in an emergency.

Critical Business Functions:

- Both the Executive Director and Artistic Director are able and authorized to contact and make/change arrangements with contracted guest artists.
- Accountant and ED can access QuickBooks and conduct finance operations.
- ED is able to process subscription ticket sales.

Should decisions or allocations to respond to the emergency require Board approval:

Special meetings of the Board of Trustees may be called by the President or Vice President and must be called by either of them on the written request of any three (3) trustees. One-third of the trustees shall constitute a quorum at any meeting of the Board of Trustees.

The act of a majority of the trustees present at the meeting at which a Quorum is present is the act of the board, unless the act of a greater number is required by the Articles of Incorporation or the Amended Code of Regulations.

The Executive Committee is empowered to transact the business on behalf of the Board of Trustees. The Executive Director of the Association shall be an ex-officio, non voting member of the Executive Committee and of the Board of Trustees.

If the Executive Director becomes temporarily or permanently unavailable, the Emergency Succession Plan shall immediately go into effect, and is incorporated into this document.

If the Board President becomes temporarily or permanently unavailable, the Chair-Elect or one of the Vice Presidents shall assume the duties of the President in his/her absence and shall perform such duties as the Board of Trustees may so designate.
To ensure the smooth operations of the organization in the absence of any individual staff member, DANCECleveland is taking a series of steps:

- **Currently:** Consider using Knowledge Capture and Transfer tool agencywide.
- **Near future:** DANCECleveland has a Remote Working Policy in effect.
- DANCECleveland has a Data/Information Management Policy in effect.
- DANCECleveland has a Whistleblower policy in effect.
- DANCECleveland has a Record Retention and Document Destruction Policy.
- DANCECleveland has a policy for immediate employee offboarding*, which includes:
  - Immediate collection of all keys, keycards and other means of access
  - Immediate return of all DANCECleveland property including laptop and cellphone, and DC credit card
  - Immediate change of passwords for DC email, server access and online platforms/accounts
**Programs**

DC produces a Scoop Sheet doc for each event to provide to the venue, with event details, seating specifics, and run-of-show.

Week of show: One DC staff member manages the office activities. One staff member staffs the information table (and possibly multiple volunteers) onsite. This employee can communicate directly with the DC management team and venue staff in the case of an emergency. One staff member serves as liaison with box office. The ED and Production Manager work directly with guest artist(s). A contract Production Manager may serve as point person with venue for community events/festival.

For each PHS performance, DC prepares a PHS Event Sheet. DC also prepares a Hot Flash document. It includes logistical show details and the contact information for each person involved in the performance. Both are distributed to key individuals for each performance.

PHS holds sole ability to determine delays, cancellations, and the timing of public announcements. DC may choose to ‘quietly’ notify subscribers directly when an event change is imminent.

If a guest artist is unable to perform, DC will work to reschedule the event with artist and venue. Outright cancellation is a last resort.

EJ Thomas Hall cancellation policy: As long as the entertainer is in the facility, performances are not canceled and refunds are not provided due to weather conditions. However, on very rare occasions severe weather forces E.J. Thomas Hall to postpone or cancel an event. Should a postponement or cancellation occur, details will be shared first on the uaevents.com homepage, regional radio and television (see stations), the E.J. Thomas Facebook and Twitter accounts, and via email. Additional information can be obtained by leaving your name and phone number with the Hall at A Thomas Hall staff member will contact you as soon as possible.

Cain Park’s ticket, cancellation and ticketholder behaviour policies are here: [https://www.ticketsonsale.com/policies](https://www.ticketsonsale.com/policies)

**Entry/Re-entry Policies**

DC has reported that PHS has a posted “no weapons onsite” policy.

There are no posted security policies on the websites of PHS, EJ Thomas Hall or Cain Park regarding:

- Prohibited Items
- ID badges/backstage passes
- Outdoor event considerations
• Visiting artists
  o The Production Manager maintains an active file with contact information for performers/presenters and their agents/road managers; copies of contracts (with cancellation and force majeure policies), technical and rider requirements, travel and lodging requirements/schedules/dates, performance schedules, include emergency alternate and list of authorized contacts for both parties (the artists and DANCECleveland) for notification in the event of unexpected events, need to contact incoming parties, etc. This information is available on server.

  o Emergency protocol orientation

  ▪ Upon arrival at any facility used by DC, the Production Manager or other qualified staff member will provide an emergency orientation, to include:
    • Welcome, and state DANCECleveland’s commitment to readiness and safety.
    • Assurance that “see something, say something” is encouraged should anyone see something that looks unsafe or suspect.
    • Introduction to DC Production Manager and PHS Technical Director (or whoever is PHS’s command chief during rehearsal/performance).
    • Location and walkthrough of backstage emergency exits (at least two).
    • Location of emergency equipment including first aid and ice packs.
    • Information on any in-house medical personnel.

• Force majeure:

• Loss of artist/instructor
  o In the event that a mainstage artist/company is suddenly unavailable, the performance would be cancelled/rescheduled. If a guest company member is unavailable for an event/master class, another company artist would be used, or it would be cancelled.
  o Read to Learn… Dance to Move: if a teaching artist is suddenly unavailable, DC maintains a list of other local qualified dance artists to contact on the shared server.

• Participant communications regarding any event changes/cancellations
  o Subscribers will be notified via an email to a list generated by the in-house database.
  o A general announcement may be made by DC through its general email list.
  o Single ticketholders will be notified via email by the venue’s box office.
  o Master class registrants will be notified by DC via email and/or phone.

• Considerations for youth participants
All adults working with youth undergo a background check through the FBI and State; checks are valid for five years. ED is responsible for administering background checks; photo/video permissions are collected:
  - Online performance ticket buyers
  - Individual events, through registration form.
  - Read to Learn events, through district consent verification.
  - Cain Park events and step-and-repeat setups: onsite signage.
Communications

DANCECleveland’s website is hosted by: [hosting provider]

Its CMS, mobile and social networking systems are housed on secured platforms:

- Administrative Coordinator and Marketing Director are responsible for the info@dancecleveland.org email account.
- Marketing Director is responsible for updating social media accounts. Access information is known to Marketing Director and ED.
- Marketing Director can make website updates; The FormGroup can be called on as a backup.

Internal communications

- Staff/contractor phone/email/text chain – see page 15
- Onsite, the DC Production Manager carries a PHS radio.

Emergency Announcements

PHS announcements are handled by PHS staff. If the fire alarm engages, an automated evacuation message is broadcast. Encourage PHS to add a pre-show announcement:

**Pre-Show:** Ladies and gentlemen, may I have your attention? DANCECleveland is committed to the safety and comfort of all of our guests and artists. Please take a moment to identify the emergency exit closest to you; should we need to empty the theatre, ushers and staff will assist you in leaving the theatre safely.

For other venues:

**Performance hold:** Ladies and gentlemen, may I have your attention? We are experiencing a technical problem and are pausing the performance. Please remain seated, and we will continue the performance shortly.

**Evacuation:** Ladies and gentlemen, may I have your attention? We are suspending the performance and for your safety, the theater must be evacuated. Please exit quickly, calmly and quietly via the nearest exit. Ushers and staff will direct you to the nearest exterior exit. Please follow their instructions in order to facilitate an orderly and safe evacuation. Thank you.

**Severe weather/indoors:** Ladies and gentlemen, may I have your attention? A Severe Weather Warning is now in effect for the [local] area. This means that severe weather is headed in this direction. There is no immediate danger to this building, so please remain calm. As a precaution, we ask that all patrons remain in your seats, as it is the safest place in the building for you. Thank you for your cooperation. We will bring you weather updates as they become available to us.
Severe weather/outdoors: Ladies and gentlemen, may I have your attention? A Severe Weather Warning is now in effect for the [local] area. We ask that you quietly and calmly: [depending on your situation]:

• Proceed to XX building to take shelter
• Move to the parking lot and take shelter in your vehicle
• Etc.

Shelter in place: Ladies and gentlemen, may I have your attention? Due to an unexpected event, we are suspending the event and asking you to shelter in place. Please gather your things and calmly and quietly, leave the theatre and follow the instructions of staff and ushers to the [name of shelter location]. Thank you.

At each event location, a staff member or usher(s) should be specifically assigned to assist people with disabilities in an emergency – they must ASK the person if they wish to be assisted before acting.
Crisis Communications Plan

If necessary, the Executive Director will activate the Crisis Communications Plan:

Date created/updated: June 21, 2021

Section 1 – Contacts
Section 2 – Activating Crisis Communications
Section 3 – Team Responsibilities
Section 4 – Collecting Information
Section 5 – Developing Messages and Material
Section 6 – Documenting
Section 7 – Resolution
Section 8 – Templates

Section 1 - Contacts

Contact these individuals immediately when a crisis occurs or is identified:

Executive Director/other leadership position; Backup for Executive Director: Board chair

Response Team Leader: [Name]

Communications Tree:

Section 2 – Activating Crisis Communications

The Executive Director decides if a crisis communications response is necessary. If the Executive Director is unavailable, the decision is made by Board Chair.

Crisis Communications Team Leader Marketing Director (name, position, work and personal phone/text, work and personal email address and Board VP/Chair of Marketing Committee): Marketing Director- Media (w/ Marketing Board Chair)

Crisis Communications Team Members (names, positions, work and personal phone/text, work and personal email address): ED, Board Chair, Marketing Director, Marketing Board Committee Chair

If the crisis involves injury, or significant property damage, contact [Name] to advise on personnel/fiscal implications. You may need to include Board member[s], senior staff, other officials in the institution/college/university/city, additional communications staff, etc. There may also be other team members and content experts who need to be looped in based on the type of crisis (HR, operations, production, finance, IT, legal)].
Continue as needed: Refer to org chart and instructions on Page 13.

If/when appropriate, communicate with additional/all personnel. Remind them who is and is not allowed to speak/post publicly.

Section 3 – Team Responsibilities

Designated media/public spokesperson: Executive Director or Board Chair

Designated backup media/public spokesperson: Marketing Director

These are the ONLY three people allowed to speak about the crisis to the public or media.

Section 4 – Collecting Information

Our Crisis Communications Team will convene at the DANCECleveland Office unless we are unable to do so. In that case, meet virtually on Zoom.

Onsite, crisis communications will take place via [text; radio channel X; etc.]

Fact-finding: the protocols for confirming the crisis and obtaining information are (talk with Response Team Documenter, meet with house manager, stage manager; use incident report; receive information from first responders; etc.).

Verify. Make sure facts are verified before making any public statement. Particularly if anyone has been hurt or killed, DO NOT release any information. Verify the facts and notify public authorities.

Section 5 – Messages and Material

Develop your strategy for communicating about the crisis.

- Who needs to be contacted before any information is shared publicly?
- Determine primary audiences
- Determine media approach. Will you issue a press release? Will you hold a press conference?

Select which primary audiences to contact, in what priority order.

- Staff: We reach all staff via [group text; our staff list is located here; etc.]
- Board: We reach all Board via [group email from ED’s email address; list is located here; etc.]
- General list/public: [post information on website; share information on social media platform(s)/through email platform; record a message for incoming calls; post hard-copy information (signage, marquee); etc.]
- Volunteers: We reach all volunteers via [group text; group email from House Manager; etc.]
- Guest artists/faculty/speakers: Contact information for those involved in our current production/programs/etc. is located [here].
- Ticketholders/members/audience: Contact information is located [here].
Donors/sponsors: Contact information is located [here].
Other stakeholders – if applicable, list them, and how to contact them.
Media: Media contacts should be selected by Sarah Sumbrum, Marketing Director [name]; contact information is located here.
Industry contacts (local arts organizations; state arts council; discipline service organization; etc.) – if applicable, list them, and how to contact them.

Develop your key messages for each primary audience. Refer to the attached templates.
Prep your spokesperson(s).

Remember your media training. Don’t be defensive; do be proactive. Short, simple and accurate is fine. Keep your main talking points with you/in front of you at all times.

Section 6 – Documenting
Log your communications activity, outbound and inbound.
Maintain a media log.
Keep in touch with your Response Team to know if the crisis has expanded; been resolved; etc.

Section 7 – Resolution
If appropriate, release internal and/or public statements regarding resolution of the crisis and mitigation steps the organization will take to lessen risk in the future.

Section 8 – Templates (insert location of electronic documents)
Key Messages/Talking Points
Press Release
[Add others as appropriate]

Crisis Communications – Key Messages Template

Reminders: Don’t be defensive. Speak to the public’s interest and concerns, not your own organization’s. If you don’t know the answer, say so and promise to get the information. It’s OK to repeat information to make sure it’s clear, and to carry your key messages.

Incorporate your core values into your talking points as appropriate to the situation:
We are committed to the safety of all artists, crew, volunteers and audiences in our facility.
DANCECleveland works to provide world-class contemporary dance experiences.
Our organization conducts safety training for every new employee and head usher, and participates in an evacuation drill of Playhouse Square at least once a year.
Our commitment is to create a safe space for diverse voices and expression, and to provide a platform for open dialogue about the cultural experiences we present.

Sample situation: You learn that your database of season ticketholder and donor information has been accessed by an unauthorized entity, and you’re not sure whether it’s been stolen or not.

Determine your key audiences and messages for this particular situation.

The key audiences to reach in this crisis and key messages are:
□ Staff and Board
□ When the data breach became known
□ What data was compromised and what was not; any impact on ticketholders and donors
□ What steps we are taking
□ How questions/concerns should be handled

From these key messages, develop your organizational statement to this primary audience, e.g.;
Our IT service provider advised us this afternoon that our central database was breached by an unknown entity, and it is likely that our lists of season ticketholders and donors were compromised. The data accessed may have included names, mailing addresses, phone numbers and email addresses. There was no release of any credit card information, since it is not retained, and all financial transactions take place through Ace Secure Ticketing System.

Communications Director Joaquin Q. Public is preparing an email message to all individuals whose data may have been accessed. Our website User Policy is XXX. If you receive any calls/emails about this situation, please forward them to Joaquin immediately. As a reminder, Joaquin and Theresa Remick are the only individuals authorized to speak to the media.

Ticketholders/members/audience; Donors/sponsors; and other stakeholders
□ When the data breach became known
□ What data was compromised and what was not; any impact it has on them
□ What steps we are taking
□ How they can contact us with questions/concerns
□ Reinforce our appreciation of them

From these key messages, develop your organizational statement, e.g.;
Earlier today, DANCECleveland and its IT service provider confirmed that our central database was breached by an unknown entity, and it is likely that our lists of season ticketholders and donors were compromised. The data accessed may have included names, mailing addresses, phone numbers and email addresses. To our knowledge, single and virtual ticketholders were not impacted. There was no release of any credit card information, since it is not retained, and all financial transactions take place through Ace Secure Ticketing System. Nonetheless, DANCECleveland takes this situation seriously and is working with our provider to determine how the breach occurred and take actions to immediately improve our data security.

We regret any inconvenience to you, and thank you for being one of DANCECleveland’s most staunch supporters. Any individual concerned about the status of their data may contact Box Office Manager Destiny C. Public at destinyp@dancecleveland.org or 612-555-1212.
General Public; and Media

☐ Data breach occurred
☐ What data was compromised and what was not
☐ What steps we are taking

From these key messages, develop your organizational statement, e.g.;
DANCECleveland experienced a breach of its central database by an unknown entity. No malicious activity has been detected, but it is possible that some user information was accessed. No credit card information resides in the compromised database. DANCECleveland has communicated to all individuals potentially impacted.

Executive Director Theresa Remick stated, “DANCECleveland takes this situation very seriously, and we are working with our IT provider to determine how the breach occurred and take actions to immediately improve our data security.”

Any individual concerned about the status of their data may contact the Box Office at 216-991-9000.

N/A Volunteers
N/A Guest artists/faculty/speakers
N/A Industry contacts

What are likely media/public questions? Develop your responses. E.g.

☐ Why is the performance canceled?
☐ Can I get a refund?
☐ How do I get a refund?

Crisis Communications – Template Press Release

[On DANCECleveland letterhead]

[Designated spokesperson]
Name
Title
Phone
Email

[HEADLINE – Why the public should care, what can they expect of DANCECleveland; e.g.:] DANCECleveland Experiences Data Breach, Confirms Limited Impact

DANCECleveland Mourns Loss of Visionary Board Chair
Ivan W. Public, Leader of Current Capital Campaign, Died Suddenly on July 1

Fire Cancels DANCECleveland Performance, No One Hurt
Playhouse Square Safety Procedures Worked Smoothly

Cleveland, OH [Release Date] — Para #1 – Who/what/when/where/why of the situation.
E.g. The Saturday performance of Most Compelling Dance Company was cancelled, when a small fire occurred backstage in the Ohio Theatre. A tech rehearsal was taking place when fire alarms sounded and the fire curtain was dropped, ensuring flames would not reach the audience area. The fire was suppressed quickly by the stage manager, and the Cleveland Fire Department arrived within four minutes.

“We had several staff members as well as guest crew members backstage,” reported executive director Theresa Remick. “They had received a safety orientation when they arrived at the theatre yesterday, so they knew exactly how to evacuate.” Playhouse Square employees were onsite and ensured that the entire wing was evacuated; the theatre’s technical director put out the fire with a fire extinguisher. “When the fire department arrived, they made sure everyone was safe, and inspected the area before allowing anyone back into the building,” stated Remick.

Para #2 – Quote from executive director describing how DANCECleveland is responding to the crisis.

Repairs and a safety inspection are expected to be completed by Noon on Monday, July 1.

“We are happy to announce that we have rescheduled the performance for next Saturday, July 6,” said Remick.

Para #3-4 - Incorporate your messages to your key stakeholder groups. Quote from DANCECleveland expressing concern and empathy for those impacted and how you will be helping/serving them.

E.g. DANCECleveland’s Board Chair Mark Williams thanked the Playhouse Square staff and first responders. “Our artists and crew were evacuated calmly and quickly by the Playhouse Square staff. Their leadership, and the quick response of the Cleveland Fire Department, ensured everyone felt safe and well-protected.” He also expressed appreciation for Most Compelling Dance Company’s flexibility. “We are lucky that they will be able to return to Cleveland next weekend to perform their full program,” Williams continued.

Final para – Describe what happens next, where/how people can get more information/updates. The performance will take place in the Ohio Theatre on Saturday, July 6 at 8:00PM. Ticketholders can contact the Playhouse Square box office to exchange their tickets, or request a refund. Single tickets are also available.

About DANCECleveland:
DANCECleveland, a Cleveland, Ohio based non-profit, is one of a handful of presenters in the nation that is dedicated solely to the presentation of modern and contemporary dance. The centerpiece of the organization’s programming is its annual performance series. The performances are surrounded by an array of educational outreach events including artist-run master classes, residency programs, student matinees, pre-performance lectures, and post-performance Q&A sessions, designed to both break artistic boundaries and provide community access to the dance aesthetic and dance luminaries that DANCECleveland brings to Northeast Ohio. Learn more at DANCECleveland.org.
About Playhouse Square:
One of Northeast Ohio’s brightest cultural gems, Playhouse Square is where memories are made, dreams are encouraged and excitement never stops. Entertainment is at the heart of what we do, but we are more than the largest performing arts center in the nation outside of New York. Through visionary leadership, Playhouse Square has become the steward of its vibrant downtown district. We are proud to be one of Broadway’s premier touring partners, made possible by the region’s enthusiastic Broadway audiences - the largest base of season tickets holders in the country, skilled labor force, knowledgeable and hard-working staff, dedicated volunteers and beautiful venues. We are a champion of arts education and downtown Cleveland, and delighted to be the home of our resident companies: Cleveland Ballet, Cleveland International Film Festival, Cleveland Play House, Cleveland State University Department of Theatre and Dance, DANCECleveland, Great Lakes Theater and Tri-C JazzFest.

The work we do is made possible by the generous donors and corporate marketing partners who support our not-for-profit mission.
IT/Information Management

Technology refers to the computer systems including software required to run operations. All technology and software packages are standard commercial grade; no customized specifications are necessary which ensures ease of replacement in the event of loss, theft or system failure. All technology items are covered under our standard insurance policy. Surge protectors and UPS are in place for all computers and electrical equipment in office.

If phones go out, contact a [REDACTED] representative.

In the list of services, “File restore support” is marked with * - it’s unclear what footnote this references.

Some staff members have his or her own laptop for working remotely, DC has insurance to cover those computers if something happens to them while being used for DC work.

The website is hosted by a third party for security and backup:

The Board page/archive is hosted by [REDACTED].

All staff backs up important information to the secure network server. For emergencies, staff can work remotely and have access to office email and phone messages 24 hours/day.

Alternative facilities and equipment: In the event of an emergency that prevents us from working in our facility, most of our work can be done remotely from home.

If a personal laptop is damaged/stolen, DC will replace it with an organization device.

If DC equipment is damaged/stolen, DC will confer with [REDACTED] recommend a replacement, and they will purchase it and set it up and send to DC.

Application data and file server recovery procedures are tested at least annually to ensure data integrity and recovery. Interfaces between systems include appropriate controls to ensure the complete and accurate transfer of data.

Power outage

- Administrative Coordinator is trained to restart in-house systems.

Staff absence:

- If a staff member is unexpectedly absent, Administrative Coordinator can access their personal drive.
The Administrative Coordinator will, biannually and upon the hiring of any new staff, update a confidential list of all employee keycard access numbers and online/email passwords.

Document storage:

Onsite:

Digital:

No property of any value is stored offsite.
**Finance/Insurance/Legal**

The ED and Accountant can conduct remote banking.

The Executive Director and Board President are authorized signatories on all financial accounts.

President: She/he shall be authorized to sign checks and deposit money for the Association and shall be responsible for overseeing the management of all other financial operations absent and organizational Executive Director (12/11/17).

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**Emergency reserves/line of credit/restricted funds**

In event of closure/suspension of activities, employees will continue to be compensated unless/until notified by ED.

Subscription ticket and group sales are conducted in a secure environment through the Admin office using Stripe. Credit card numbers are not retained. If phone line, internet and power are down, we can still swipe credit cards and debit cards with Square on our cell phones or DC iPad.

Single ticket sales for PHS are conducted through PHS box office on a web-based system. DC can access the database and receives a copy of all ticket purchases post-event. Single ticket sales for Cain Park are conducted through their onsite/online box office. Single tickets for EJ Thomas Hall are conducted through their onsite/online box office. Registrations for master classes conducted through the DC website.

Refund/cancellation: DC has a no-refunds policy which is printed on each ticket. Staff may act outside of this policy on a case-by-case basis. When events were cancelled due to COVID, ticketholders were offered options: refund the price; donate the price; keep a credit for future event tickets. Cain Park’s refund policy is here: [https://www.ticketsonsale.com/policies/](https://www.ticketsonsale.com/policies/). EJ Thomas Hall’s refund policy is here: [https://www.uakron.edu/ej/about/guest-services](https://www.uakron.edu/ej/about/guest-services).

**Financial information and storage**
Grant proposals and reports are overseen by the Fundraising Manager. All key dates are accessible to other staff via the server.
Collections/Assets

The organization’s primary assets are:

- Its ticketholder and donor database.
- Its historical archive (paper, photographic and digital). DC may wish to store important archival and corporate material in a fire- and water-proof safe (in the short term), and consider identifying a permanent repository for its archive such as a library or university (long-term)
- Technology equipment.
Community
Trainings/Drills/Schedules

Conduct Administrative Coordinator training on how to carry out a server restart in the event of a power failure.

All staff and board members undergo an initial orientation to DANCECleveland that includes an introduction to the readiness plan. Board members and staff are provided an overview of the readiness plan in a welcome packet during orientation. This Readiness Plan and any related documents should not be shared with those who do not have a need to know the details of the plan, unless all sensitive, security-related information has been properly redacted. Digital versions of the plan should be stored in limited, password-protected locations. A printed version of the Readiness Plan will be kept in the office of the Executive Director, and at the homes of the Executive Director and Administrative Coordinator. The Plan is NOT to be distributed beyond the organization without the express approval of the Executive Director, e.g. to venue partners. Care should be taken to redact sensitive content on copies of the Plan for broader distribution.

The Administrative Coordinator is responsible for ensuring all staff are trained and refreshed in the Readiness Plan, and for carrying out drills, both planned and unplanned, to support training. Trainings/refreshers should take place at least annually.

A log must be maintained to accurately record trainings and participants, as well as drills.

Once an initial training has been done, one way to keep readiness and safety top of mind is to provide “bite size” reminders to people. Examples:

- Make readiness relevant, and involve your people in the problem-solving and decision-making.
- If there’s a crisis in the news, use it as an opportunity to talk with your team. Do you know what you would do if it happened to your organization?
- Add a Readiness Tip O’ the Month to staff and board meeting agendas.
- Send out a weekly or monthly readiness tip to the team via email. Make it fun/interesting if you can!
- Do seasonal refreshers: severe storms safety in May, facility shutdown protocol prior to winter holiday breaks, etc.
- Post readiness reminders/new information in break rooms, volunteer check-in locations, etc., and rotate them regularly.

Safety/security orientation for incoming guest artists/crew – see Page 34.

Training instructions for evacuation, shelter in place, medical and other emergencies are currently being created with each individual venue. Office evacuation instructions are listed on page 13.

In general, staff and volunteers assisting with evacuation should:

- Direct individuals to walk, not run, to the nearest exit or stairwell and proceed to leave the building.
• Keep to the right in hallways and stairwells.
• Move any obstructions found in passageways or exits out of the exit path.
• Assist people with disabilities or access and functional needs, if you can do so safely. If an accessible route is not available, guide them to the nearest Area of Refuge and ensure that first responders know their location.
• If a route or stairwell is filled with fire or smoke, or are otherwise obstructed, select another approved escape route.
• Move people away from the building to avoid danger from debris, and allow room for firefighters/first responders/equipment. Move to the designated evacuation site immediately:
  o Insert specifics - duplication Evacuation information on Page 21
  o Admin office: Green Space outside of the office main entrances
  o PHS: Starbucks Coffee on Euclid Ave.
  o Cain Park: Green Space outside of the Alma Theatre
  o EJ Thomas Hall: Parking Lot 27 on Hill St.
  o CSU/Middough Building: Middough Parking lot

• Inquire with your local police department or FBI office.
• The Los Angeles County Sheriff’s Department (from which the active shooter response steps on page 21 are drawn) hosts an online training video: https://lasd.org/active-shooter/. It includes graphic images.

Schedules

This overall Plan should be reviewed and updated at least annually, or, in the wake of an emergency, a debrief held and any lessons learned incorporated.

A log should be maintained of all distribution of the Plan, and of trainings and drills.

Annual calendar items:

• Staff/contractor review of Plan, discuss potential changes/additions
• Update of Plan document, processes and procedures
• Update Pocket Response Resource
• Update your emergency contact list to provide to office building management, and to each rented venue
• Meet with each rented venue to discuss any changes/updates regarding emergency procedures for either DC or the venue – time this to align with annual contract updates/renewals
• Update capital assets inventory and valuation/update photo-video documentation
• Update insurance coverage
• Discuss any security upgrades/needs with SST
• Provide training/recertification opportunity for staff in first aid/CPR
• Place a review of the Plan and a resolution affirming it on a Board meeting agenda
• Update the Communications Tree and emergency contact information
• Address readiness needs in the annual budgeting process
• Schedule trainings/refreshers/drills
• Assess all emergency supplies/equipment and refresh/replace if necessary:
  o Weather radio (hand-cranked)
  o Surge protectors
  o UPS units
  o Flashlights/batteries
  o Bullhorns/batteries
  o First aid kits/ice gel packs
  o GoBag/GoBox
  o Emergency cache (plastic sheeting, tape, bottled water, nonperishable snacks)
• Renew account and domain registration (as needed)
Resources

Performing Arts Readiness Project: Webinars, case studies, articles

www.performingartsreadiness.org
https://www.facebook.com/PerformingArtsReadiness
Join the mailing list

NCAPER/National Coalition for Arts’ Preparedness and Emergency Response: National safety net for artists and arts organizations

www.ncaper.org
https://www.facebook.com/ncaper
Join the mailing list

ArtsReady: Readiness and recovery news and resources

www.artsready.org
https://www.facebook.com/ArtsReady
Join the mailing list

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