



Pensacola Children's Chorus

COVID-19 Response Framework

Adopted by the Board of Directors on May 20, 2020

PREAMBLE

As the governing body of the Pensacola Children's Chorus (PCC), the Board of Directors recognizes its role in providing necessary guidance and oversight as the organization navigates current and upcoming challenges presented by the COVID-19 pandemic. At the same time, the Board commends PCC's staff for their innovative and rapid response to this crisis, a response which unequivocally places the safety and well-being of our singers, families, volunteers, and patrons above all else. As we look to our 31st Season, and in consultation with PCC's staff and many key stakeholders, we have developed this framework to guide crucial decision-making in the near and distant future.

GUIDING PRINCIPLES

The following principles, in order of importance, will guide the Pensacola Children's Chorus during the COVID-19 pandemic:

1. Above all, the **safety and well-being** of our singers, families, staff, and supporters is of utmost importance.
2. We will continue to **fulfill our mission** of using music education to foster the personal and social growth of our singers and inspire our community through impactful performances.
3. The strategies we employ and decisions we make will be to ensure the **current and future prosperity** of the organization for years to come.

Principle 1: Above all, the **safety and well-being** of our singers, families, staff, and supporters is of utmost importance.

The feeling of safety is not something presumed; it is earned. At the same time, current research suggests that the spread of aerosolized viruses (such as COVID-19 and influenza) can be magnified through singing and aerobic activity. Therefore, for in-person activities, we will implement the following measures:

Facilities

- › For facilities under our direct control, we will implement sweeping *measures to maximize health and safety*. These measures may include, but are not limited to, the use of personal protective equipment (e.g. face masks, plexiglass shields), capacity limitations, intentional entry and exit procedures, temperature and symptom checks, and more frequent and robust cleaning.
- › For facilities outside of our direct control, we will *work with coordinating officials to adopt and/or expand in-place procedures* aimed at minimizing risk to health and/or safety.

Well-Being of Singers

- › Based on feedback from our singers, it's clear that mandatory isolation and distance learning has taken a toll on the mental well-being of young people. As such, PCC's staff will intentionally strive to *create a supportive learning environment that mitigates feelings of stress and anxiety*.
- › To preserve the health and safety of our community, we will implement a *modified attendance policy* to allow singers with questionable symptoms to remain home. At-home learning materials and/or video conferencing opportunities will be made available with the expectation that singers will fulfill their personal contribution to the success of their individual choir from home.

Principle 2: We will continue to **fulfill our mission** of using music education to foster the personal and social growth of our singers and inspire our community through impactful performances.

The mission of the Pensacola Children's Chorus is to foster the personal and social growth of its members and engage the community through inspirational musical experiences. Even during a global pandemic, this mission will remain our guiding light as we strive to meet the needs of our singers and serve our community to our fullest potential.

Personal & Social Growth of Singers

- › At the core of PCC's educational programs is the concept of Social Emotional Learning (SEL), or the development of one's interpersonal and introspective skills. Based on singer-provided data, it's clear that normal avenues for this development have been decreased due to social and physical distancing. Therefore, PCC's staff will creatively find ways to infuse *more opportunities for personal and social growth* during regular programming.
- › Should the pandemic require more strict isolation in the future, PCC's staff will *prioritize each singer's personal and social growth* through online means of engagement.

Performances

- › A sticking point in many societal reopening plans is mass gathering, which creates an obstacle for live musical performances. Despite this, we plan to move forward with plans to mount our 2020/21 Mainstage Performance Season. At the same time, we will *investigate alternate performance options which minimize risk* to the health and safety of our singers, staff, volunteers, and patrons.
- › We hope to move forward with our regular season calendar as planned. However, we will *create contingency plans for all events and in-person operations* which take into account potential social and physical distancing requirements.

Principle 3: The strategies we employ and decisions we make will be to ensure the **current and future prosperity** of the organization for years to come.

The Pensacola Children's Chorus is fortunate to have stored resources to weather the financial onslaught wreaked by the COVID-19 pandemic. However, these resources are finite, and measurements must be taken to ensure that PCC's legacy of transforming music can continue for years to come.

Tuition Assistance

- › Historically, PCC has awarded tuition assistance to 10-15% of families each year in an amount totaling approximately \$40,000. With the sweeping loss of jobs due to COVID-19 pandemic, we anticipate an increased need in tuition assistance for several years. Therefore, PCC will pursue a creative and aggressive fundraising strategy to *raise enough funds to cover the financial need of all eligible singers*.
- › Presently, the current tuition assistance application requires an analysis of a family's prior year tax return which will not account for current economic circumstances. Therefore, the *tuition assistance application process will be restructured with regard to current and future economic challenges*. Review of applications will be conducted by a special committee of the Board of Directors.

Financial Stability

- › While reserve funds are available, PCC will not hesitate to *alter or cancel an event due to unforeseen financial risk*, especially if societal health and safety measures pose a significant threat to fiscal stability. In doing so, we will strive to communicate abundantly with patrons and financial contributors as decisions are made.
- › We will be *respectful of the economic challenges* facing many families due to the COVID-19 pandemic as we continue our fundraising efforts.

Telling Our Story

- › Successful storytelling is key in sharing the impact of our organization on the lives of young children across Northwest Florida. As a crucial part in securing our future, we will work with PCC's staff to develop a *comprehensive marketing and advocacy plan* to ensure our story is told in a positive light even among challenging circumstances.
- › We will maintain a *high degree of transparency* with regard to decision-making to our community, and especially to our singers, families, and financial supporters.