



**NATIONAL
SKI AREAS
ASSOCIATION**
TM

WINTER PANDEMIC PLAYBOOK

A-Z

2020-21

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About This Document

NSAA has developed this Playbook as a resource guide for ski areas as they develop plans to operate during the pandemic. Throughout this document, NSAA shares recommended practices and procedures borrowed from credible public health and governmental organizations as well as recommendations from ski areas and other hospitality businesses already in operation. The options presented here have been developed with the health and safety of your guests, employees and communities as the guiding value.

The natural environment and physical distancing that are inherent to skiing and snowboarding offer advantages that other winter recreation does not offer. The ski industry's ability to manage guest volume and move people through our base areas to the slopes is where we shine. For the purposes of this Playbook, we are assuming that your indoor spaces, such as food and beverage, restrooms, base lodges, etc., will be operated according to local direction related to indoor capacity and gathering size. This assumption goes hand in hand with your understanding and assumption that you will abide by the directions, regulations, or recommendations of your local/state authorities. Contact your state or regional ski association for assistance with state-specific regulations.

It is your responsibility to develop plans specific to your operational realities and needs. It is important to realize that the sample procedures or policies addressed in this document may or may not work in a setting because of practical, mechanical, operational, geographic, or other differences. Operations may be scaled up or down, depending on your local circumstances, restrictions, and volume of guests you are experiencing. Anticipate that you may need to alter your initial operating plan through the season as these operational and public health realities change.

This information is intended as guidance only. It is not intended to create new legal duties or liabilities, expand existing rights or obligations, nor otherwise affect the legal position of any member company or NSAA. Under no circumstances does relying on any of the information provided herein create any cause of action against NSAA.

Responding to a pandemic such as COVID-19 is a fluid and evolving situation. Please expect that adjustments will need to be made as further instructions, rules, and recommendations are directed from the various jurisdictions. This document will be updated and changed over time.

A Few Thoughts from Kelly Pawlak, NSAA CEO

We hope this Playbook will help you as you develop plans for your important winter operations. We feel that a phased and flexible plan is key to guiding you through these unique and challenging times.

Our vast campuses, wide open spaces and fresh air are our most precious resources and they will be in demand. We are encouraged to hear that many of our members are using this time to innovate and reimagine their businesses. Now is your opportunity to hit the reset button and make improvements to your operations that will have long-term benefits to your company, staff, and guests. This is a fantastic chance to re-engineer the guest experience, for their benefit and yours, by embracing technology and more streamlined processes.

I am confident that the ski industry will continue to lead by example despite the challenges we all face. Everything has changed – except for our industry’s guiding principle: We always have, and always will, put the health and safety of our staff, guests, and community first.

Kelly Pawlak

Operating Plan Roadmap

You may want to use the “roadmap” below as you create operating plans for the coming season.

A word about planning: As you prepare for winter operations, each department and facility will require a plan. Operations must happen in a way that keeps employees and guests as safe and protected from infection (and other harm) as possible. Going through the planning process provides several opportunities to evaluate what you do currently, what you need to change, and what you would like to do differently going forward. As a result, you may find ways to improve your operation under normal circumstances.

Through this planning process, it is vital to recognize your limitations and those parts of your operations that create “pinch points” - areas where guests or employees must slow down, stop, or wait, creating crowding and making physical distancing harder to achieve. These pinch points can be caused by current or new traffic patterns, the sheer volume or number of people, physical space, or a specific process or procedure.

PANDEMIC PLAYBOOK REOPENING ROADMAP

STEP 1: CONDUCT AN OVERALL RISK ASSESSMENT

Before you decide whether or not you are going to reopen for summer operations ask and answer questions about local restrictions, your ability to meet local/national health guidelines, keeping your employees healthy, and the overall feasibility of operating under current conditions.

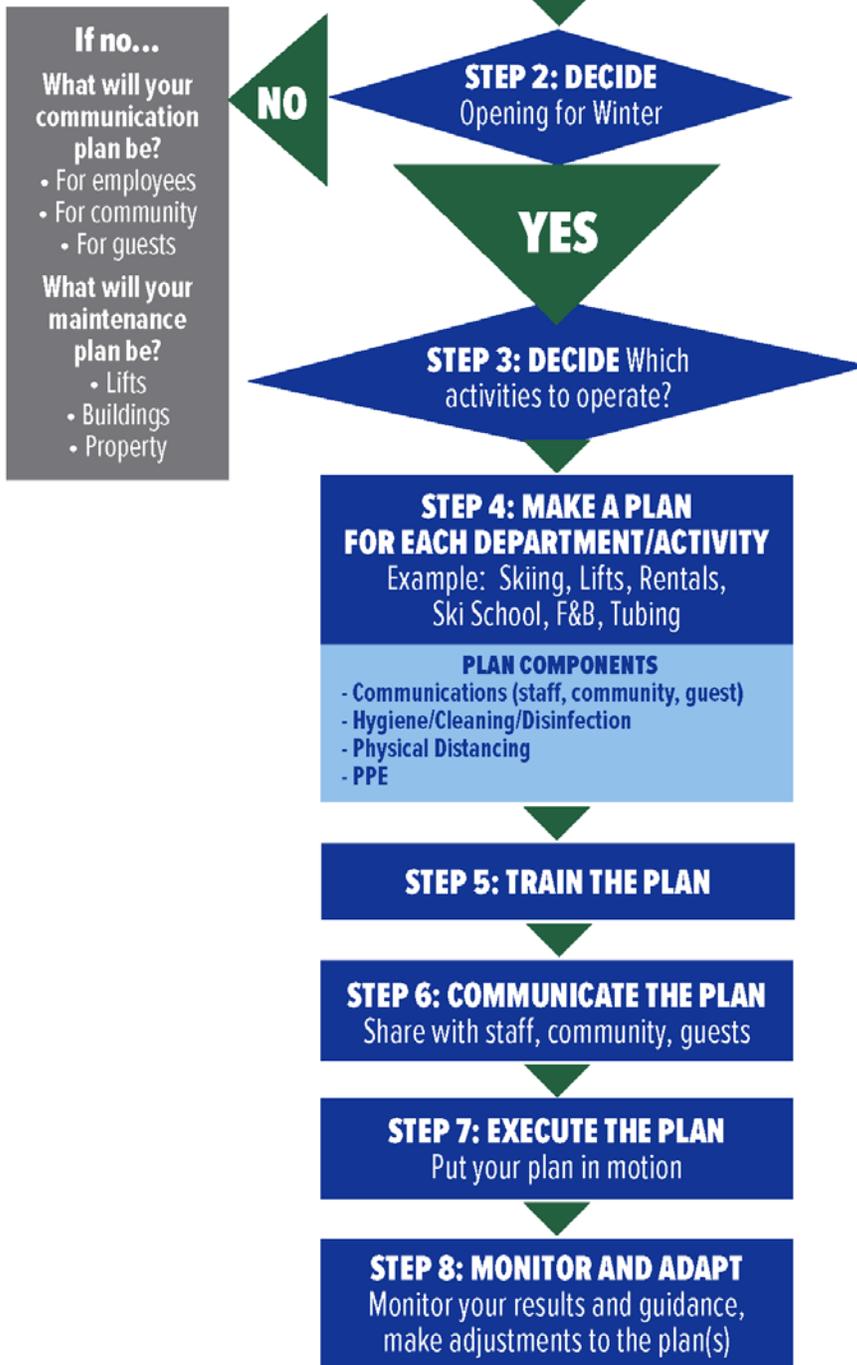


Figure 1 NSAA Opening Roadmap – NOTE: The material presented in this document assumes you are opening for the winter season.

Releases & Waivers of Liability incorporating COVID-19

Releases/waivers of liability have long been an important part of risk management and guest education in skiing, snowboarding, and other recreational activities. Individual state laws vary on how states enforce contracts and agreements; generally speaking, releases are ultimately contracts between a business and a guest or another business or vendor. While some businesses outside of the ski industry (fitness gyms, salons, massage parlors, extreme obstacle events, etc.) have incorporated COVID-19 language into a broader release of liability, the pandemic is so new and unprecedented, courts have not yet had any opportunity to examine or interpret the enforceability of whether businesses are legally allowed to enforce such provisions in contracts or releases of liability.

Separate from the issue of an enforceable release with COVID-19 language, there may be other options for ski areas are encouraged to educate guests about the risks of COVID-19 through signage or separate acknowledgements outside of a season pass or other release. NSAA and industry insurance professionals strongly encourage ski areas to work with their local Association of Ski Defense Attorneys (ASDA) attorney to discuss this issue based on your local state laws.

Working with state and local authorities

Working with your local public health and government officials will be critical to maintaining your operation this season. Their guidance and any regulations they issue will factor in the success of your ski season. Most importantly, you will want to educate these officials on the ski experience as some may not be familiar with your operation (or, worse, they've only seen the viral moments of long lift lines and crowded après ski events).

Having positive relationships with these decision-makers will be to your benefit. Thinking of these officials as partners in your success will lead to a better outcome than viewing them as adversaries. Remember – you have common goals of keeping your community safe while also ensuring its economic success.

You can build trust and demonstrate your expertise by inviting them in for a peek behind the curtain of your operation. You'll also be able to show industry solidarity by working with your competitors to follow a foundational set of pandemic-related best practices (like those found in the [Ski Well, Be Well document](#)).

Communication with these officials throughout the season will be key. You and your local officials may agree to establish operating plan reviews determined by time periods or by pandemic-related milestones. Trust in your marketing or communications staff to build relationships with local public information officers in your local government and/or public health system. It can be beneficial for those staff members to have open lines of communication to ensure that ski area and local public health messaging are aligned. Ski areas may also consider using their communications channels, such as social media, to amplify messages from the local community so that the expectations of all visitors (both locals and tourists) are understood prior to their arrival at the ski area.

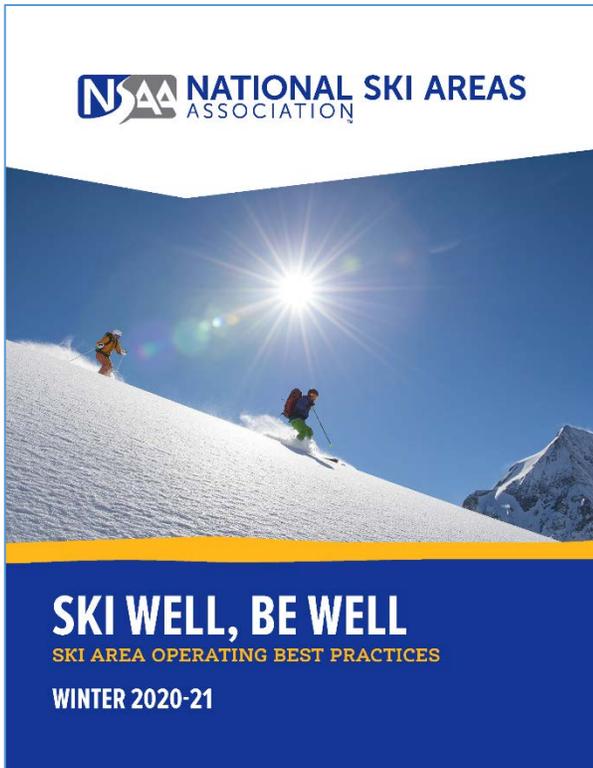


Figure 2 NSAA's Ski Well, Be Well document

Forecasting and Managing Daily Skier & Rider Volumes

Just as in summer, one of the most important steps in your decision making and plan construction should be determining what your capacities will be on any given day. Factoring in local restrictions and guidance related to indoor spaces, gathering size, and physical distancing will give you a starting point to calculate guest volumes and allows you to develop proforma budgets for revenues and expenses.

Physical distancing is one of the main measures you will need to account for in your capacity calculations. What are the different scenarios you expect to happen over the winter season – early season with limited runs; during the holidays; late in the season when people want to gather in the sun; on a big snow day during the week or on the weekend; or, if there isn't much snow? Consider queuing and line management strategies; single-direction traffic flow in and around the area; signage you will use and where it will be placed; the number of lifts and terrain you will open; your best estimate of the number of individuals and family groups that will come to the area; transportation capacity; common area capacities; and how any cleaning and disinfecting schedules will impact your capacities.

Because your operations look different this season, do not forget to create a plan for your facilities on **peak days** when you expect the most guests. While the on-hill experience may be similar to previous seasons, consider the impact of restrictions on indoor spaces and gathering size. How will the parking lot be managed? Will you encourage guests to bring food and eat in their cars? What happens if they are 'tailgating'? Can you put lockers outside? Will you expand your outdoor seating? Will those outdoor spaces be heated? For indoor food and beverage spaces, can people reserve that space, or will it only be available on a first-come, first-served basis? What is your plan if the weather turns wet or cold, driving people inside?

Another aspect to consider in determining your capacity will be the **products** you will offer – daily or by the hour. For example, what are your highest revenue-generating offerings? Which activities are essential to offer, such as lessons, versus what can be scaled up or scaled back – such as food and beverage? Can you streamline processes, putting more responsibility on the guest, and reduce the amount of staff? What effect will your staffing have on your ability to monitor and manage capacity – can you get away with fewer staff in select departments or do you need to staff up to accommodate smaller ski school groups or increase your management of, and communication with, guests?

One of the critical discussions when talking about products is how you will manage access with **season pass holders, pre-purchased tickets, and daily ticket sales**. For example, if you choose to put a reservation system in place, will you give priority to season pass holders, setting aside a set number of ‘spaces’ for season pass holders? Or will it be a first-come, first-served system where everyone has an equal chance to get a spot? Or will it be a lottery system, where everyone registers, and the system randomly chooses who gets to come skiing or riding? What about those that are vacationing at your resort and staying in your lodging properties or partner properties? Can you offer access in shifts, i.e. morning and afternoon, effectively doubling the potential number of people that can enjoy your resort on a day? Can you offer two-hour shifts? If you do offer time-restricted access, how will you move people out to make room for the next shift? How will you verify that the ticket or pass is good for that time? How about when you have a good storm mid-week and the locals show up?

Another consideration is what you will do with employee skiing privileges. Will your employees have access to ski or ride when working? On their days off? Will they have to register or sign up for set times to use their passes? In addition to using your historical data to project visits, do not forget to also consider how the local population may have changed or reacted to the pandemic. Have you seen an influx of second homeowners who can now ski during the week? In a recent SAM Huddle, it was reported by one ski area in the Southern Hemisphere that every day of the week experienced the same number of guests due to capacity limits. Guests who did not get a spot on the weekend actually reserved a spot midweek. This ski area filled capacity each day regardless of weekday or weekend because the limits were low and demand was high. Although capacity constraints were placed on this ski area, having the same volume every day of the week had many advantages.

When calculating how many people you can comfortably accommodate on a given day, lift infrastructure is the obvious starting point. Where do you normally see the longest lift lines? When? Are these lines constant or periodic based on time of day? How does the guest behavior change from lift to lift (consider the terrain served and skill set of the guest)? For popular lifts, how can you adjust your lift mazes to address physical distancing without creating long, single file lines? Can you share terrain recommendations with guests to encourage spreading them out around the entire area?

What about staffing levels? Consider how your capacity may be affected by your staffing levels. For example, will you increase employee presence at lifts to increase communication with guests about grouping? If you streamline food and beverage operations, can you shift staff from food prep to act more as attendants taking care of expanded serving spaces such as tents, conference rooms, and outdoor spaces? Will you close certain services or areas of the resort due to staffing constraints?

And finally, how will you communicate your access and capacity plans to your guests? See the [Guest Communications](#) section for more information.

Forecasting your Daily Skier Volume

Understanding, forecasting, and managing skier/rider volumes is foundational to ski area operations. This season, understanding the impact COVID and physical distancing may have on those numbers will be critical for pre-season business forecasting and operations planning, and for productive conversations with regulators.

SE Group has developed a COVID-specific model for calculating skier/rider volume and monitoring how this may change through the season. This lift-driven calculation of skier volume can also be used to establish parking/access needs and indoor space and indoor/outdoor seating requirements.

The steps of this process include:

- Compile lift specifications
 - Type of lift
 - Top and bottom elevations, vertical rise
 - Plan and slope length
 - Hourly capacity
 - Rope speed
 - Number of carriers
- Develop existing conditions capacity model (you may already have one!) to determine Comfortable Carrying Capacity (CCC)
 - CCC is a fundamental planning tool that models a “comfortable” day
 - All related services may be planned to be balanced with CCC (guest services space, F&B seating, parking)
 - NOT a peak day capacity – peak days typically exceed CCC by 20-25%
 - Factors Captured in the Model:
 - Hourly lift capacity (PPH)
 - Vertical rise and slope length of lifts
 - Speed of the lifts (rope speed)
 - Guest capacity per carrier
 - Lift operating hours
 - Usage of lift for out-of-base access versus repeat skiing
 - A factor for mis-loads and lift stops
 - The average sliding speed of skiers on the terrain served by the lift
 - The length of runs served by the lift
 - The planned wait time in lift lines
 - The number of hours skied by the average skier within that pod
- Adjust existing conditions to reflect COVID-related considerations. COVID modeling for CCC is based on adjusting two main factors: Guest capacity per carrier and the planned wait time in lift lines.
 - Guest Capacity Per Carrier. For each lift, establish loading scenarios by assessing how carriers may be filled based on the characteristics of typical ridership (% of singles, doubles, triples, quads, etc.). This leads to a reduced hourly capacity for each lift.
 - Consider “Ski Well, Be Well” best practices for carrier loading
 - Loading Acquainted Groups – ask guests to self-group with their traveling party

- Loading Unacquainted Parties with Adequate Spacing – guests will not be required to ride with people they do not know; high-speed lifts may allow for physical distancing of unrelated singles if they choose to do so.
 - Consider the terrain/ability levels served by each lift – lower ability lifts typically attract more family groups (i.e., that fill a chair) vs. expert lifts frequented by “round trip” skiers/riders that are alone or in small groups (i.e., and may not fill a chair)
 - Consider changes in guest complexion – COVID restrictions/conditions may change the typical complexion of your guests, and/or how lifts are used. For example, in previous years a lift may be frequented more by snow sports school groups.
- Planned Wait Time in Lift Lines. Establish adjusted reasonable wait times for each lift, acknowledging that given the circumstances guests may be willing to wait a little longer.
 - Consider “Ski Well, Be Well” best practices for carrier loading
 - Front/Back Spacing Tips to Tails – physical distancing occurs organically
 - Side to Side Spacing – utilize “ghost lanes” to allow for distancing
 - Spatial Area for Maze – more space will be required to maze the same number of skiers/riders (more space may not always be available and will limit how big a line may be managed; wait times will need to be adjusted accordingly)
 - Managing/Loading Groups – lift attendants will not be responsible for arranging groups, but will have a roll in communicating protocol
 - Lift Line Optics / Managing Expectations
 - Lift lines of the same duration will appear larger due to distancing
 - Lifts may not load at 100% capacity and guests may need to wait a little longer

Resort Access

When calculating and projecting your skier volume remember to also take into account how your mix of guests will access the resort. Include your estimates for those that will drive themselves, those that will use public transportation and other shared transportation like rideshare services (Uber, Lyft), and those that are already on property if you have lodging. See the [Parking and Resort Access](#) section for more information

- See [nsaa.org](http://www.nsaa.org) for view the [recorded webinar](#) discussing calculating skier volume.
- The [IAAPA Reopening Guidance](#) document is a good resource for helping calculate capacity.
- Resort examples and other valuable resources can be found here: <http://www.nsaa.org/memberhome/coronavirus/pandemic-playbook/#examples>
- For additional information and guidance from the CDC about reopening visit: <https://www.cdc.gov/coronavirus/2019-ncov/community/organizations/businesses-employers.html>

Employees

Human Resources

Recruiting, hiring, and onboarding are critical to getting staff in place and ready for the coming season. Human Resources staff and the functions of the department are normally very face-to-face intensive. To reduce the risk to HR staff and potential and current employees consider:

- Can you conduct interviews virtually, over Zoom or another video service?
- Can all the paperwork be filled out and/or submitted electronically? If not, can you require that appointments be made to reduce the number of people in one place?

- How can you change your on-boarding process using a mix of live and recorded sessions? How will you track participation?
- Can you do mass orientations for new and returning staff using a service like Zoom?
- How will your employee housing change to reduce the chance of an outbreak across multiple departments? Will you offer only single rooms? Or shared rooms with others in their work cohort?
 - You may want to consider holding several units for staff requiring isolation or quarantine during the season.
- It cannot be overstated how important communication with your staff is. Use staff surveys, newsletters, and virtual meetings to provide them with access to you, ask questions, and offer feedback.
 - Surveys are an easy and important tool to help you understand employee sentiment.
 - Example: SNOW Operating uses the same survey every week and reviews every comment at their leadership meeting.
 - In addition to frequent and clear communication to your school staff, about operating protocols and expectation before they start work, consider creating regular group and individual opportunities where your instructors feel comfortable expressing how they feel about working in the era of COVID.
- This [NSAA webinar](#) offers best practices from areas that are in operation now and planning for the coming season.

Health, Safety, and Responsibilities

Ski area winter operating decisions should be made with the health and safety of your employees in mind. Not every employee at the ski area may understand or agree with perceived public health risks. However, it is critical that all staff, from front line to the c-suite, are aligned with the resort's winter operating procedures and messages. Make sure that expectations are clearly outlined and reinforced regularly during staff or morning meetings. Orientation programs should be updated through the season to reflect any changes in the operating plan, especially as operations are scaled up or down in response to the pandemic.

Job Hazard Assessments

Job Hazard Assessments (JHAs) are valuable tools for identifying hazards and safe work practices. Update or create a JHA for each job. OSHA JHA information can be found here with a helpful template:

<https://www.osha.gov/Publications/oseha3071.pdf>

Update or create a new JHA to include any new or additional virus-related hazards and requirements such as physical distancing, PPE, and cleaning and disinfection protocols.

Training

Consider the content of your training plan, and how you will deliver it

- Will there be a foundational training plan for every employee? If so, consider including a set of standards for: cleaning and disinfection; employee expectations; guest expectations; managing guest interactions; identifying and reacting to symptoms of illness; and where guests and employees can find information on any of the aforementioned procedures.
 - You can then scale this foundational plan to specific departments or management levels.
- Who is responsible for employee training? Are there additional departmental trainings that we need to communicate with our managers and leads? How regularly do these trainings occur?
- How much of this training can be delivered virtually via online meetings or recorded webinars and presentations versus in-person, individually or in group settings?

- Determine how you will track and manage attendance and completion of training.
- Employees should have a basic understanding of local health requirements around reporting and contact tracing. More importantly, employees should know who at the ski area they can contact when these questions come up.

Mental health and wellness

Remember that health and wellness extend beyond COVID-19 and other physical ailments. Resort operators must value the mental health of your staff. You may walk through the base area and see compliance, but your front line staff – lift operators, servers, ticket office personnel, ski patrol – are apt to encounter guests who are uninformed or willfully defy the guidelines you have put in place. Make sure that they do not feel alone and feel empowered to escalate guest issues to supportive leadership. Do not underestimate the added pressures of social media interactions, and the pressure that employees can feel as the human representations of ski area policies.

Do check ins with your managers and teams. Spend time in high-traffic areas, like the season pass office, cafeteria or rental shop, during peak times to ensure that the procedures you have put in place prior to the season work in the real world. Consider writing sample scripts that your staff can use in difficult situations, like approaching a guest not wearing a face covering. Have Employee Assistance Plan (EAP) information readily available, and make sure employees know where they can find this information (you may consider delivering this information electronically on a semi-regular basis so that employees are not forced to seek it out, which may be uncomfortable for some of your staff). [Here is information from the CDC](https://www.cdc.gov/coronavirus/2019-ncov/community/mental-health-non-healthcare.html) on how to help employees deal with job stress and build resiliency during this time. [<https://www.cdc.gov/coronavirus/2019-ncov/community/mental-health-non-healthcare.html>]

Much of our younger staff has not experienced this current level of civil unrest in our country. Understand that your staff – regardless of age, race, gender or ethnicity – may be hurting as a result. Treat this not as a weakness, but with empathy; your guests also may be feeling this way. Continue to have open and transparent dialogue with your team and community. Demonstrating that you value the mental, as well as the physical, health of your staff will be vital to a successful season.

Employee Wellness Checks

In addition to establishing your policies regarding sick employees (e.g., asking employees to self-report if they feel or are exhibiting symptoms related to COVID-19), establish daily wellness checks for employees. NSAA's ***Ski Well, Be Well*** document has stated that ski areas will, at a minimum, implement daily wellness checks at the start of every shift for every employee. The [U.S. Equal Employment Opportunity Commission](#) (EEOC) has two web pages worth reading – one addresses [pandemic preparedness in the workplace](#), and the other is [guidance that allows for testing of employees entering the workplace](#). The goal in allowing this testing is to reduce the risk of exposure for others.

A few considerations regarding wellness checks:

- Frequency: daily, at the start of every shift for every employee
- Location: Select locations that make sense for your operation and minimize employee contact or time spent inside. You may consider appointing leaders for each department or wellness check location to keep track of who has been tested that day. It could also be a recorded self-check at home.
- Extent of testing: The minimum for wellness testing is an employee's self-assessment of COVID-19 symptoms. Make sure these symptoms are clearly listed on signage at each wellness check location. You

may consider having external thermometers that can be cleaned between uses to ensure that the employee is not running a fever.

- [CDC resources for symptom screening](#) (including signage)
- Employees should stay home or return home if they come into contact with someone with a positive case of COVID-19. Send employees home or ask them to stay home if they are experiencing the following symptoms:
 - Fever or chills
 - Cough
 - Shortness of breath/difficulty breathing
 - Fatigue
 - Muscle aches
 - Headache
 - Loss of smell or taste
 - Sore throat
 - Congestion or runny nose
 - Nausea or vomiting
- Records: Determine how you will manage daily wellness check records, including a robust plan for maintaining the confidentiality of each employee's information.
 - The ADA requires that all medical information about a particular employee be stored separately from the employee's personnel file, thus limiting access to this [confidential information](#). An employer may store all medical information related to COVID-19 in existing medical files. This includes an employee's statement that he has the disease or suspects he has the disease, or the employer's notes or other documentation from questioning an employee about symptoms. (<https://www.eeoc.gov/wysk/what-you-should-know-about-covid-19-and-ada-rehabilitationact-and-other-eeo-laws>)
- Positive symptoms: Have a plan for how you will manage and communicate with an employee who is sent home due to the wellness check results. Understand your local community's testing requirements to help your employee take the appropriate next steps.
- Return to work: Have policies and procedures in place for an employee's return to work. Discuss any changes to your protocols prior to their first shift so they know what is expected of them upon return.
- See [Department of Labor FFRCA resources for COVID-19 for more information](#).

Shared Office Spaces

Some of our employees may share offices or workstations. It is important that your policies – whether that be face coverings, physical distancing requirements or cleaning protocols – be enforced in these office areas as well as in public ones.

- Schedules: You may need to adjust your employees' schedules to include staggered shifts and work-from-home days in order to prevent your employees from working too closely together during the day. If employees share workstations, their managers will need to determine how to share these workstations while also maintaining their cleanliness and physical distance.
- Cleaning and disinfection: Workstations and shared office spaces should be included in your cleaning and disinfection plans. Determine requirements and schedules for cleaning of individual workstations and offices as well. Make sure your employees know where they can find approved cleaning agents, and show them how to use them. Note: there may be different requirements for the cleaning and disinfection of electronic equipment; communicate with your IT staff to select the appropriate CDC and EPA-approved cleaning agent(s).
- Appointments: Consider implementing scheduled appointments in high-traffic areas to prevent crowding. For instance, establish times to issue employee passes, uniforms or paperwork (perhaps by last name, as they complete training or a digital signup).

- **Work from Home:** Some employees may have job functions that allow them to work from home either part- or full-time. Make sure to support these employees with functional technology to keep them connected to the files and services they need to do their jobs efficiently. Establish how you will manage expenses. If you have employees working from home, maintain communication via emails, chat services like Slack, or project management software so that you can maintain engagement. Put in the effort to maintain a sense of community and teamwork with your remote employees.

Contact Tracing

Contact tracing is a critical process for slowing the spread of a virus. Contact tracers notify those who were in close contact with an individual showing symptoms of COVID-19. A “close contact” is defined as anyone who was within 6 feet of an infected person for at least 15 minutes, regardless of if either person was wearing a mask. [The CDC has a list of frequently asked questions about contact tracing.](#)

Every state and locality will have their own procedures for contact tracing. Be sure to train ski area leadership in what to do and who to contact when you have a confirmed case of COVID-19 at your area. Have a procedure for informing your local health agencies when an employee or guest is diagnosed with COVID-19. Your local officials will then inform you on how you can help inform guests that they have been exposed, or potentially exposed, to an employee or other guest diagnosed with COVID-19.

Your state or county may have more lenient contact tracing policies, such as only tracing if the person in question tests positive. You may want to have policies in place for symptomatic employees as well to prevent potential spread between testing and results.

There are several tactics you can implement as an employer to reduce the complexity of contact tracing. You can make the contact tracing process easier by implementing one or several of the following tactics:

- **Work pods**
 - Schedule employees to work together consistent days or consistent shifts
 - Try to separate employees with similar skill sets (for instance, if you have two trained electricians, don't have them work in the same pod if possible)
- **Locker rooms**
 - Limit locker room capacity
 - Have scheduled times for locker room access
 - Eliminate locker room access for the season
- **Employee housing**
 - Implement rules for distancing, face coverings and gatherings in employee housing
 - Try not to group employees from the same department or work pod in the same room
 - Consider limiting capacity to minimize contact between employees
- **Common areas**
 - Implement capacity restrictions in certain common areas of the resort
 - Coordinate with other departments for access to shared break rooms or spaces
 - Discourage groups in smoking areas (or eliminate smoking areas)
- **Shared equipment**
 - Institute policies for the cleaning and disinfection of shared equipment
 - Have a sign-out sheet for shared equipment, such as vehicles

- Eliminate shared equipment, like radios, whenever possible

Face Coverings and Protective Gear

As you develop a plan to reopen each activity or department at your area, determining the correct protective gear for staff and guests is critical. At a minimum, face coverings will be required whenever physical distancing cannot be achieved. [Here is the CDC webpage on face coverings and masks](#). Use CDC and local public health recommendations to determine what types of face coverings will be accepted at your ski area.

Consider the following:

- Protective gear may include but is not limited to: gloves, face coverings, face shields, goggles/eye protection, plexiglass barriers, or other equipment that staff and guests may use during the course of their work or visit to your area.
- Face coverings (masks): In the industry *Ski Well, Be Well* document it is stated that face coverings are required for employees and guests. Ski areas will require face coverings that align with CDC recommendations whenever physical distancing cannot be achieved. This includes both indoor and outdoor spaces, except when eating or drinking.



Figure 3 This excerpt from *Ski Well, Be Well* shows the face covering requirement the industry has agreed to.

- According to the CDC (August 2020) masks should NOT be worn by children under the age of 2 or anyone who has trouble breathing, is unconscious, incapacitated, or otherwise unable to remove the mask without assistance.
- In the case of masks or face coverings, consult your local authorities for any specific guidance regarding the use of masks and determine what your policies will be for staff and guests. Determine how you will inform guests about your policies and decide whether you will offer masks for those who ask.
- For example, one authority issued this guidance: *Neck tubes worn as face coverings must be doubled over in order to provide adequate protection, as single-layer face coverings are not compliant with county health guidelines. Also, face shields and masks with two-way valves are not approved for use.* Another ski area shared that they may allow buffs (neck tubes) outdoors but masks indoors. The point being, protocols are constantly changing and vary by state and county – stay connected to new information.
- Make sure that your purchasing department can procure the proper amount of masks/protective gear for a defined length of time.
- Determine how you will inform guests about your policies and decide whether you will offer masks for those who ask.
- Compliance – how will you enforce the use of face coverings?

- o Consider how you will handle situations where guests refuse to abide by your face covering and other protective gear policies. Be consistent in how you manage this. Remember: guests or employees who refuse to follow face covering or other local mandates jeopardize not only your business, but the health and safety of your guests, staff and community. You want to maintain the trust of your community by having consistent policies that align with the best practices for transmission mitigation.
- o Employees – Clear expectations are important. If a staff member does not wear their mask or wears it incorrectly, immediate coaching is necessary. If the staff member continues to disregard face covering guidelines, follow company guidelines for progressive discipline. If you allow one person to “get away with it” it is impossible to build a culture. Make sure that you have a way, which is free from retaliation, for staff to report if masks are not being worn. Consider fun rewards for staff wearing a mask. For example, thank the staff member for wearing their mask correctly with a coupon for a free coffee or lunch.
- o Guest to guest peer pressure – some guests will call out other guests (and potentially your employees) for not wearing a mask. This can be effective or create a scene. Staff should be trained to reinforce the mask policy in a friendly and professional manner. Scripts are helpful to maintain consistent and positive messaging.
- o Staff to guest - Staff should be trained to reinforce the mask policy in a friendly and professional manner. Your ski area may want to treat face coverings with the same approach as lift tickets – a face covering, like a lift ticket, is required for ski area access. Some of the same tactics may help to enforce face coverings. If staff walk by a guest without a face covering and say nothing, it will be difficult to get campus-wide buy-in. Scripts are helpful, and should include what will happen if masks are not worn.
 - Example: “For the safety of our staff and guests, it is important that you wear your mask in this area.”
 - Example: “For my safety I hope you will join me in wearing a face covering.”
- o If a guest does not comply, the staff member should be trained to share the ramifications or feel empowered to escalate the issue to ski area leadership. Your staff should know the person who they can rely on to back them up in this situation, and help them enforce the rules. Remember, it can be extremely taxing on your front-line staff to be responsible for enforcement of these new regulations on a daily basis. The CDC has recommendations for businesses to help with de-escalating confrontations: <https://www.cdc.gov/coronavirus/2019-ncov/community/organizations/business-employers/limit-workplace-violence.html>
 - Example: “If you refuse to wear a mask you will be asked to leave.”
 - Example: “I understand how uncomfortable masks can be but only people that wear one are allowed to be here, ride the lift, etc.”
- o Establish your face covering guidelines in all pre-arrival communications, including on your website and emailed purchase confirmations. Reinforce these guidelines with on-site signage at all points of entry (parking lots, shuttle busses, base area, building entrances) and at points on the mountain where people congregate.

Physical Distancing

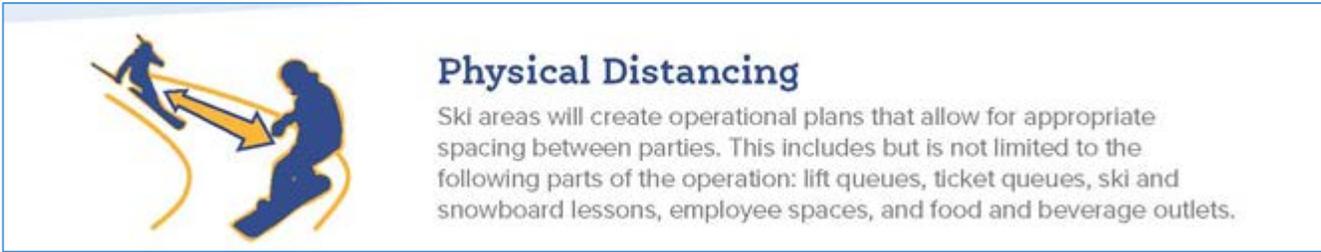


Figure 4 Excerpt from NSAA's *Ski Well, Be Well* document

Develop a plan for how to help your staff and guests maintain appropriate physical distance. Address physical distancing guidelines from the start of the guest experience and continue throughout all touchpoints..

Considerations:

- In places where people will wait in line, can you use markers (i.e., paint, tape, stickers, or signage) to indicate the appropriate distance?
- What signage can or will you use to educate and remind patrons about physical distancing – in the base area, in all indoor facilities, in hotels, getting on the lift, at the top of the lift, and on the trails?
- Consider the guest journey through all aspects of your operation and activities to identify where staff and guest interactions require close physical contact, such as checking tickets, teaching a lesson, in an equipment rental shop, or loading chairs. Then, determine what the employee needs to do and what the guest can do for themselves – while ensuring everyone’s safety.
 - In cases where employees need to be in close physical contact with guests or each other, what protective gear can you provide to help reduce the risk to the employee and the guest? Or, is the contact more than what your staff and guests will be comfortable with, and does it call for an amended or entirely new process?



Figure 5 Sample signs encouraging physical distancing

Directing traffic patterns can help with physical distancing. Can you create one-way traffic by designating certain doorways as entrances and others as exits? Directional arrows on the floors is common in stores, museums and airports. Positioning a staff member at the entrance may be your best strategy.

That staff member can:

- Count number of people who enter
- Check for face coverings and only allow entrance to those in compliance

- Share important information or directions

Make sure you give this staff member frequent breaks due to high volume of people that they will be interacting with.

- Indoor vs Outdoor – As you are planning, make sure you spend enough time on indoor physical distancing as these are the areas that we have limited space. You will have to follow local guidance for indoor spaces. Stay on top of changes.
- Compliance – how to enforce physical distancing
 - Employees – Clear expectations are important. If a staff member does not physical distance, immediate coaching (possibly re-train) necessary. If the staff member continues to disregard instructions, you may want to use company guidelines for progressive discipline, with the acknowledgement and assistance from the human resources department. If you allow one person to “get away with it” it is impossible to build a culture. Make sure that you have a way, which is free from retaliation, for staff to report if co-workers are ignoring physical distancing guidelines.
 - Guest to guest peer pressure – some guests will call out other guests for not physical distancing. This can be effective or create a scene. Staff should be trained to reinforce the mask policy in a friendly and professional manner. Scripts are helpful.
 - Staff to guest - Staff should be trained to reinforce the physical distancing policy in a friendly and professional manner. If they walk past it, it will be hard to get campus-wide buy-in. Scripts are helpful. Scripts should include what will happen if masks are not worn. For instance: For the safety of our staff and guests, it is important that you practice physical distancing indoors. OR. For my safety and yours, I hope you will join me in practicing physical distancing indoors. If a guest does not take the hint the staff member should be trained to share the ramifications. For instance: If you do not practice physical distancing you will be asked to leave. OR. I understand how hard it can be but only people who practice physical distancing are allowed to be here.
 - Staff should also know exactly who to call/radio to assist. They should be trained to never touch another staff member or guest.

Cleaning and Disinfection Plan

Cleaning and Disinfection

Ski areas will adopt cleaning and disinfection strategies for all areas of their operation, including high-touch areas such as restrooms, restaurants, dining facilities, ticket offices, and rental shops. All cleaning products used will follow CDC and EPA guidance on agents which are effective against COVID-19.



Figure 6 Excerpt from NSAA's *Ski Well, Be Well* document

As you develop a plan to reopen each activity or department at your area, creating a cleaning and disinfection strategy is critical. There are many surfaces and areas at a ski area that require regular cleaning and disinfection. You are encouraged to research and understand the cleaning and disinfection recommendations from local, regional, and national health agencies. The EPA [maintains a list](https://www.epa.gov/pesticide-registration/list-n-disinfectants-use-against-sars-cov-2-covid-19) of cleaning agents that are effective against the coronavirus. [<https://www.epa.gov/pesticide-registration/list-n-disinfectants-use-against-sars-cov-2-covid-19> – this is linked but does not show up in edit for some reason]

In addition, it is recommended that areas consult with their equipment vendors to understand the cleaning and disinfection chemicals and procedures for equipment that is utilized in your day-to-day operations. Avoid cleaning procedures and products that will void your warranties and usable life of your equipment. Make sure that equipment like ventilation systems are well maintained, to manufacturer's guidelines, so that they are working to full capacity. You may want to read this article about Crystal Mountain in Michigan and the "air scrubbers" they are using: <https://www.mlive.com/news/2020/08/crystal-mountain-installs-air-scrubbers-new-approach-to-keep-resorts-indoor-air-cleaner.html>

For your facilities, consider:

- what cleaning solutions and products you will use
- how they are to be used
- how often you will commit to cleaning specific areas
- recommended drying times or time necessary for effective disinfection
- what protective gear employees may need when cleaning and disinfecting surfaces and equipment

For guidelines on cleaning and disinfecting buildings and outdoor spaces, visit:

<https://www.cdc.gov/coronavirus/2019-ncov/community/disinfecting-building-facility.html>

For a list of disinfectants approved by the Environmental Protection Agency (called the N list) for use against the COVID-19 virus visit: <https://www.epa.gov/pesticide-registration/list-n-disinfectants-use-against-sars-cov-2f>

In their [Bike Patrol plan](#), Tamarack Resort, ID, references EPA-approved cleaning agents, and calls out one in particular. We have included that excerpt here as you may want to research this cleaner:

In addition to our daily disinfectants and cleaners, we will also be using PreventX 24/7™, a product that specifically kills superbugs and acts as a long-lasting defense against germs, odors, mold, and mildew. The unique barrier technology has an EPA-approved bacteriostatic (EPA Reg #83129-1) as it kills without poison and will not leach off treated surfaces or create superbugs. When used on surfaces, they will stay protected from microbes, including COVID-19.

- 24/7 surface protection
- One application protects a surface for 30 to 90 days.
- Depending on friction or ultraviolet exposure, one application can last a year or more.
- Lasts up to 20-plus washes after treatment on fabrics

Also consider how you will remind and educate guests about their shared responsibility to maintain proper hygiene. Display signage explaining proper handwashing and other hygiene-related steps, expectations of employees and guests while at the ski area, calling out locations of handwashing or hand sanitizer stations and how to inform staff if an area needs attention.



Figure 7 Example signage to encourage guests and staff to regularly disinfect their hands

Signage

New signage has been developed to help you communicate with your guests and employees to reinforce the actions both need to take to help keep everyone safer while the virus impacts our operations. Below are illustrations of this signage. Contact your sign vendor or access the customizable art at nsaa.org.

If you develop your own signage, you are encouraged to use the developed art and images to help maintain the consistency of what guests see from area to area. Another recommendation, keep the language simple and easy to understand, simply reinforcing the message conveyed by the image. Use the same imagery and language on your website, on your apps, in confirmation emails or printed receipts, in your lodging, and in and around your base area.



Figure 8 Sample guest education signs you might have around the base area and at mid-mountain facilities

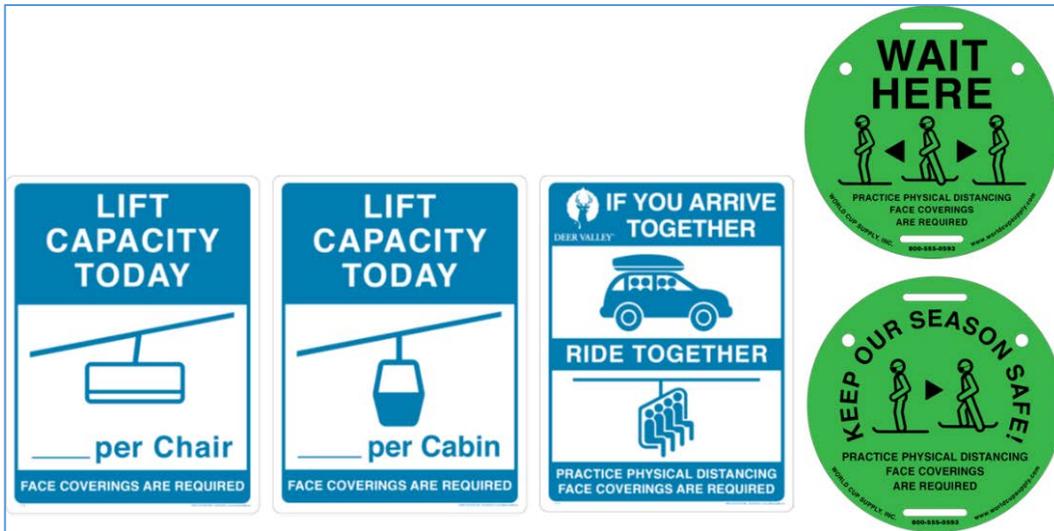


Figure 9 Sample signs and markers for the base of the lift



Figure 10 Sample sign for your employees

Communications

Clear, consistent communication is critical for both guest and employee success this season. Both groups will need reassurance of your commitment to their health and safety in order to return to the activities they love. Clearly communicating your plan for preventing the spread of COVID-19 and protecting your community can help ease their stress and build their trust in your business.

Create a communications plan by identifying each stakeholder audience. Then, establish the top messages you want these stakeholders to know. Establish your core messages, those that every employee will be trained to and which will be communicated to every potential guests; then, determine which messages are specific to a particular stakeholder group.

Your core messages should be reiterated to every staff member – at orientation, in morning meetings - so they know what your company stands for and allow them to be ambassadors to your guests. Repetition is key for retention.

Basic messaging:

- We value your health and safety, and that of our employees and community.
- We all have a shared responsibility to prevent the spread of COVID-19. Emphasize the social contract of winter reaction and enjoying shared spaces.
- Face coverings are mandatory whenever physical distancing cannot be achieved.
- Physical distancing is required both indoors and outdoors.
- Stay home if you feel sick or think you may have been exposed to COVID-19.
- Respect local regulations, respect our regulations, and respect each other.

Your messaging can flow through several channels and should do so according to a thorough communications plan. Post your risk mitigation plan on your website and push the link to that site through other media. Your website should have the “Last Updated” date clearly displayed at the top so guests know how recent the information is; update this every time you update the page, no matter how small the update. Post updates on your social media. Consider sending email blasts when you make significant changes to your requirements or messaging. You should consider including this information in advance purchase confirmations, on your blog, on signage at the resort, and in email newsletters.

Choose the communication channels that make the most sense for your operation:

- On-site signage
 - Establish at points of entry including base area, parking lots, trailheads, buildings, et. al.
 - Consider posting signage in the languages which are commonly used by your guests or local community
- Social media
 - You don’t need to have profiles on every social media channel, but when you have a profile, it is critical to keep it updated with the latest area information
- Website
 - Have a clear link on your homepage, preferably above the fold
- Video
 - Short videos can be helpful to visually demonstrate how you anticipate running your operation with these new protocols. They do not need to be professionally produced, but they should follow a few guidelines to make sure they are useful to your guests:
 - Keep them short – under 3min when possible
 - Use narration and subtitles to explain your procedures
 - Translate your protocols into short, digestible bullet points. You can expand on these procedures in the written form (like on your website), or by encouraging your guests to contact your call center for more information
 - Create a shortlink/vanity link to the key COVID-19 page on your website (for example: nsaa.org/skiwellbewell).
 - Make sure that the participants in your video mirror the people you see in your community, and represent the people you want to visit your resort. Consider translating

your video or subtitles into languages other than English which may be commonly used in your area.

- Example videos: [Big Snow, NJ](#); [Boreal, CA](#)

- Email marketing
 - Pre-arrival emails
- Text messages
 - Opt-in for guests
 - Opt-out for employees
 - Consider geofencing these for guests
- App notifications
- Partner channels
 - Establish partners for communication like your local media, town, county or state association. They can help amplify your messages to reach other community members.

Employee communication

Don't let your employees be the last to know – communicate early and often. Make sure you collect the emails of staff who do not have a ski area email; if they do not have an email, help them set one up with a free provider. Create a specific employee email list. Updating this list should be part of both the hiring and termination processes. Employees can opt out of these emails if they choose to do so (but it should be emphasized that this channel is only to be used for vital communication related to work and procedures – do not let it turn into a message board).

You can consider establishing a text messaging program for employees. Again, opt them in upon hire, give them the option to opt out, and remove them upon end-of-season/termination. Updating the text message list should be part of both the onboarding and termination procedures.

Guest Communication

Share this information with your guests:

- Operating hours and capacity limitations (both indoor and outdoor)
- List of your infection prevention and other safety protocols. For example, if you are implementing physical distancing guidelines established by the Centers for Disease control and Prevention (CDC) or if resort workers are required to wear masks and gloves.
- Any requirements for guests, including face coverings. Be specific about your expectations; you cannot expect that everyone will simply follow the same protocols without explicitly stating what those are. Also, set consequences for when the expected behavior is not followed.
- Cleaning and disinfection schedules for facilities and equipment guests may encounter or use during their visit. For example, bathrooms, chairlifts, or rental equipment like ski and snowboard boots, helmets, and bikes.
- Staff education and training – how you've educated your staff about expectations and best practices
- What staff and/or guests should do if they start to experience flu-like symptoms at your resort.
- If you do not have a specific answer to a guest's question about your procedures, let them know that you will check and follow up. Then do just that. They will appreciate that you took the time to address their concern.

Infection and Outbreak

If one of your stakeholders – staff or guests – experiences a positive test result, or there is an outbreak at your business, it will undoubtedly become news in your greater community. Reporting on positive cases can be beyond the scope of general resort communications, and will require a high level of coordination with your local authorities. Here are a few resources from public health communications experts, and suggestions for where to start. Considerations below are derived from CDC communications best practices, and lightly edited by NSAA to fit with resort communications.

PLAN (before there is an outbreak):

- If you have not already, start a dialogue with your public health authority, whether it is the town, county or state. Having a solid working relationship with this team will help you understand the requirements for reporting, testing and contact tracing within your community. They will also serve as the experts when it comes to questions from media and the public about the disease and its spread.
- You are the expert in terms of your operation. Ensure that your team has a consistently implemented cleaning and disinfection plan. This will be the key thing you will communicate to your staff, community and public.

ACT (once there is a confirmed positive case or outbreak):

- Communicate immediately with your public health officials. Make sure there is an understanding of what information each authority will release. While you may not be held to HIPPA regulations, you will want to do right by your employee or guest and work to ensure their privacy is maintained.
- Be First, Be Right, Be Credible: Your communication should be early, empathetic, accurate, and effective.
 - Early communication of COVID-19 information helps limit misinformation and rumors that could contribute to confusion and fear.
 - Empathetic communication conveys concern and reassurance, empowers people, and reduces emotional turmoil.
 - Accurate communication provides the facts about a situation and what is being done to resolve it.
 - Effective communication helps build understanding and guide the public, media, and other groups in responding to COVID-19 and complying with public health recommendations.
- If you say you are going to do it, make sure that you are doing it.
- Continuously include preventative measures in your communications. This encourages personal action among your stakeholders in addition to the prophylactic measures your business is implementing.
- Understand the steps required within your community for contact tracing, and be prepared to communicate those steps to concerned members of your community.
- Maintain ongoing communication with your workgroup members, partners, and stakeholders once COVID-19 is in your local community. If you must use technical terminology and concepts, be sure to define them and include examples to help improve understanding.

FOLLOW UP (after an outbreak has occurred):

- Identify criteria for phasing out and ending COVID-19 prevention communication activities. Continue to collaborate with partners and stakeholders to keep your communication skills and plans ready for the future.
- Use data from the response to identify new communication strategies and campaigns to facilitate long-term behavior change, and to evaluate the effectiveness of your crisis communications plan.

- Be open to feedback from your community. Although some comments may be driven by fear or ignorance, from them you can learn the weak points in your plan and adjust accordingly.

Communications Resources:

- [Associated Press: coronavirus and COVID-19](#) (requires a login/subscription)
- [CDC – terminology](#)
 - **Epidemic** refers to an increase, often sudden, in the number of cases of a disease above what is normally expected in that population in that area.
 - **Outbreak** carries the same definition of epidemic, but is often used for a more limited geographic area.
 - **Cluster** refers to an aggregation of cases, grouped in place and time, that are suspected to be greater than the number expected, even though the expected number may not be known.
 - **Pandemic** refers to an epidemic that has spread over several countries or continents, usually affecting a large number of people.”
- [CDC – Gateway to Health Communication](#)
- [Interim Guidance for COVID-19](#)

Sales

Contactless Payment Systems

Before reopening, consider how you will take payment for the products and services you will be offering. While every purchase may not be able to be made online or in advance, there are several strategies you can consider to reduce, if not fully eliminate, the need for physical contact during transactions.

Have these following procedures for every POS station:

- Limit number of people using a particular device (for example, assign POS station to one employee per day, or require cleaning in between uses by different staff members)
- Timed intervals for cleaning and disinfection
- Limit the amount of times your cashiers need to take something from the guest (i.e., guest inserts their own credit card into the machine)

Transitioning to a cashless business

To reduce exposure between your staff and your guests, we recommend that taking cash on-site be a last resort. Make sure you have hand washing or sanitizing policies for your cashiers.

There is [no federal rule](#) requiring a private business accept cash or coin as a form of payment. However, this law varies by state. Check your local regulations to ensure that you are within your legal right to transition to a cashless business. This transition may also help avoid issues due to coin shortages in the U.S.

Advance Purchase

By conducting transactions in advance - through a secure payment service on a website or app – you will help reduce the risk of exposure from transactions typically conducted on-site. Advance purchase eliminates the need for the physical action of taking cards, handling cash, or printing receipts. It does not eliminate the

process of ticketing a guest but it will greatly reduce the transaction time. Another primary benefit of utilizing pre-payment systems is the ability to manage your inventory and attendance for a given day or time period on the day, presuming your systems are configured to manage inventory against your sales.

In the case of phone sales, email confirmations should be sent to the purchaser, including information about the product and any protocols the guest will have to follow once they arrive at the ski area. Guests can print their confirmation showing what was purchased or pull it up on their phones. If you are controlling access into the parking lots, this allows for attendants to confirm guests are showing up on the correct day and at the correct time. One option is to utilize bar codes and scanners, similar to ticketing services at sporting events, to check in guests and better control access.

On-site Sales and Fulfillment

When offering sales and fulfilling products on site, consider ways to reduce the physical contact between sales agents and guests during in-person transactions. Install physical barriers, similar to ticket windows, in locations where the guest comes face-to-face with the seller. Self-serve kiosks are another option to conduct transactions. If using kiosks, create a cleaning and disinfection plan. Consult the kiosk manufacturer for the appropriate cleaning and disinfecting products and procedures to avoid harming the equipment. When it is necessary for cash or credit cards to be exchanged between the guest and seller, consider whether you will ask your sellers to wear gloves or if you will use plastic bins to hand money, cards, and receipts between the agent and the guest. To reduce lines, open as many sales and redemption sites as possible.

- Food and beverage: in addition to the physical barriers between your staff the guest, you might also consider using an online or app-based ordering system to eliminate the need to exchange credit cards or cash. This can also help set guest expectations with wait times. If you do not have the technology in place you can achieve similar results with a staff member or two that can take and order, process payment and assign a time for the guest to return to pick up their food (can also text the guest). Clearly posting menu offerings on large signage (such as menu boards or chalk boards) can reduce the need for printed menus. You can use QR codes to direct people to menus on your website. If using printed menus, have a plan for cleaning and disinfecting them. Make sure that whatever you choose, you have accessible options for your guests.

Skiing access products

Managing your guest flow can be done by limiting or changing the types of access products you offer during the season. This is not a normal year – you don't have to follow your "normal" pass or ticket procedures. However, NSAA advises public land resorts to communicate with their local winter recreation rangers to ensure that they are adhering to the rules of their Special Use Permit when offering specific products this season.

Lift Tickets

- Consider selling your single-day lift tickets in time increments (e.g., morning, afternoon, night skiing; three to four hour blocks). This may require advanced inventory management or access management (i.e., it may work best at ski areas with scanning or RF gates)
- Will you allow for walk-up/window purchases, or must all tickets be purchased prior to arrival?
- How will you manage comp tickets or reciprocal passes? Will there be restrictions in place?

Season Pass

- Your season pass holders can be your most loyal and passionate guests, but also your most demanding. Establish policies that place the highest value on the health and safety of your guests, staff and community, and that make sense for your operation. There will be pushback, but you can attempt to eliminate some of that by clearly communicating your operating plan. Of course, allow yourself room to scale this plan according to your local public health situation and what you learn over the course of the season.
 - Must passholder make a reservation to ski?
 - Which passes can come skiing without reservations, if any? How will you communicate this?
 - Determine if you will put a cap on your season pass sales.
 - Consider time-limited pass products such as midweek passes or afternoon passes to encourage visitation during non-peak times.
 - How will you manage the complaints of season pass holders who are not able to obtain reservations to ski or ride?
 - How will you manage refunds?
 - Will you require a deposit be made for a season pass reservation? If so, does it make sense for your operation? Consider your POS system, the time required of your staff to make refunds of this deposit, and elements of PCI compliance which may make this process more difficult. Basically, deposits can be effective in ensuring that people show up for their reserved skiing spot, but it can also be more hassle than it's worth depending on your human and technological resources.

WINTER OPERATIONS A to Z

The following material includes best practices from several sources, which have been further edited and revised to represent, at this time, the best recommendations and considerations for ski areas and resorts. Along with the general considerations we have listed for each activity, you may want to discuss and develop a specific plan for each activity or department that includes the following:

- Physical distancing
- Cleaning and disinfection
- Protective gear, such as face coverings, required for staff daily tasks
- Communication to staff and guests

This section is organized alphabetically by department or activity.

Accommodations (Hotels/Lodging)

See Appendix A: [Wynn Las Vegas Health and Sanitation Program](#)

Alpine/Mountain Coaster

General Considerations for this Activity

- How many staff are needed to operate – Maintenance, Operations, and Evacuation?
- Can you collect guest info (size, weight, age, etc.) in advance when they make reservations and have harness, gear, trolleys, etc., ready upon arrival for outdoor pick up?
- Can guest and employee safety protocols be added/modified to reflect physical distancing (e.g., checking and securing the safety belt, assisting children w/ loading, etc.?)

Loading, Riding and Unloading

- Some guests may require extra assistance which will require close proximity or physical assistance by staff.
- Where in the access or exiting process will a bottleneck occur? Are additional staff available to help?

Après Ski

Currently, the ski industry, worldwide, is not offering does not hosting post-skiing and riding activities. For more information see:

Information from the WHO on alcohol consumption and COVID-19:

https://www.euro.who.int/_data/assets/pdf_file/0010/437608/Alcohol-and-COVID-19-what-you-need-to-know.pdf

Base Area (see [Outdoor Spaces](#))

Base Lodges/Chalets

General Considerations for this Activity

Lodges offer a variety of services. See specific facilities like restrooms, elevators, retail and food and beverage for details. On busy days or inclement weather days there will be more demand for indoor spaces like lodges and chalets, making a well thought out plan for operation essential.

Consider:

- Are there government-mandated restrictions for indoor spaces? Gathering size, capacity restrictions?
- How many staff are needed? Will you need more staff for cleaning? To monitor flow into the lodge, restrooms, retail, or eateries?
- Are there government-mandated regulations for time between guests? For quarantine of guests upon confirmation of a positive case?
- Will you share important information with guests before they arrive?
 - Pre-arrival messaging that asks guests to think about their car as their substitute base lodge, call it their “car lodge” or “car chalet”.
 - Encourage guests to bring accessories like blankets, folding chairs, extra snacks, and hand warmers.
 - Suggest that guests grab some “to go” food options or pack a lunch instead of taking a spot in the lodge.
 - Ask guests to help “share the lodge” by limiting their stay inside to 20 minutes. If so, how will this affect your non-skiing parents and other guests?
 - If you know you are going to have an inclement weather day, let guests know before they leave their homes. Be truthful.
 - Example: “Today the forecast is calling for strong winds and we expect several lifts to be on hold. We expect lodges and chalets to be in high demand. If this does not sound like the day you envisioned, we are offering *[insert your ski area offering here]*.”
- What additional signage do you need in your lodges for traffic flow, informational, masks required, hygiene, guest responsibilities, etc.?

Protective Gear

- Will you position a staff member at the entrance to enforce face coverings?
- Will you provide face coverings if a guest forgot or lost theirs?
- What type of ventilation system do you have? Review operating guidelines to make sure it is running efficiently. Does the building have windows that can be opened?

Physical Distancing Plan

- Will you control the number of people you let enter the building?
- How many people will you allow into an indoor space at one time?
- Will you institute one-way traffic flows? Use one set of doors for entrance and a separate door for all exits? If you have multiple entrances can you lock some that would encourage guests to “go against traffic”.
- What signage or floor markers will you need to assist guest and staff with direction flow?
- Will you eliminate some or all your tables/chairs to allow guests to spread out?
- Will you set time limits so guests understand that they cannot “hang out” and you can give access to more people?

Cleaning & Disinfection Plan

- Will guests be allowed to use tables and chairs? If yes, how often will they be cleaned? Will you leave supplies and ask guests to clean before/after use?
- Will you close water fountains and bottle filling stations, sanitize more often, or post handling rules?

Cash Room

The cash room or area where staff pick up and drop off banks can be high traffic. Consider adjusting the way that this service operates. Some areas of consideration may include:

- Can you schedule pick up times for banks to reduce the number of people in the facility at one time? Can you use text alerts to signal staff when it is their turn?
- Can you create secure drop boxes so staff can sign out and in banks without human interaction?
- Can you install barriers or use Zoom or other video format for meetings if banks or deposits need to be reviewed with the cashier?
- Can you text the cash room if you need change and they deliver?
- Do you train staff proper or added hand washing protocol when handling money?
- Can you eliminate the need for change by transitioning to cashless transactions and payment systems?
- Banks – disposable plastic bags

Childcare

- Ski areas are urged to seek state/local guidance when it comes to childcare facilities. Most governance, guidelines and best practices will come from the authorities that normally set parameters for these operations.
- Additional guidance is available from the CDC: <https://www.cdc.gov/coronavirus/2019-ncov/community/schools-childcare/guidance-for-childcare.html>
- Some ski areas are choosing not to open childcare facilities at this time. Some are only offering staff childcare centers.
- Some ski areas are temporarily converting childcare space to a variety of uses including day lodge, rental shops, retail, and staff spaces, like offices and locker areas.

Competitions and Athlete Development Programs

Your athlete development and competition-focused programs are important sources of revenue and can serve as community-building programs for your area. These programs involve and impact many people including coaches, administrative staff, the athletes, their parents, and departments like slope maintenance, events, and patrol. Whether your program is in-house or one that contracts with you to use your slopes for training, consider how any changes to these programs will impact these stakeholders. In addition to the considerations below, visit the [CDC Considerations for Youth Sport, United States of America Snowboard and Freeski Association](#) (USASA) and [U.S. Ski and Snowboard](#) (USSS) - all have resources on their websites related to training and competitions.

General Considerations for this Activity:

- What training and conditioning can be conducted at home? Can you support this with videos from coaches or virtual group training sessions?
- Will group sizes be adjusted? How will group size affect your overall skier/rider volume?
- How will you enforce physical distancing within these groups?
- How will you manage and communicate expectations and policies?
 - How can you use email, virtual meetings, your website, and social media to engage your athletes, parents, and coaches?
 - What are your expectations of groups that come to your area? How will you communicate those expectations?

- How will you manage participant access to the lodge, especially in the event of cold or inclement weather?
- What are the group's expectations of your area? How will you learn those? How will you reconcile any differences in these expectations?
- Will your program travel for events? If so, what changes will you make to travel protocols?
- Will you have an event 'bubble' where your team only competes against itself at your area? Or will you expand the group to include teams from areas close by?
- What are the communication protocols if an athlete, parent, or coach gets ill or tests positive?

For competitions: (See USSS and USASA guidelines for more details) [what about recommending the same procedures that your local high schools/colleges are implementing for sports in addition to USSS/USASA?]

- Can you move registration entirely online and communicate all event information – schedule, start times, results – electronically? For example, USASA uses [Team App](#).
- Will you have athletes, coaches, officials, and volunteers complete daily wellness screenings? How will you collect this? How often?
- Can you conduct captain's meetings and other pre-event preparation meetings virtually?
- What will the day-of check in and ticketing processes look like?
- Will participants have access to the lodge, especially in the event of cold or inclement weather? Or will they be expected to eat in their vehicle or on the hill?
- Will you use bibs? What are the check-in and return procedures? Who and when will these be cleaned? Can you use single-use bibs? Can you issue bibs to be used for the season?
- How will you schedule course inspections? By individual or by team?
- At the start area, can you mark areas for teams to gather and store their gear, while allowing for physical distancing?
- For judges, gatekeepers, and other event staff, can you limit the amount of paperwork that needs to be exchanged or moved between people? For example, USASA is using [Team App for this](#).
- What face coverings or other protective measures can be put in place for event staff when physical distancing cannot be achieved?
- How will you collect contact information for all athletes, coaches, judges, volunteers, and others working the event in the case of a reported illness?
- For spectators, how will you manage physical distancing? Will you allow spectators? Can you limit spectators by only allowing one parent in a viewing area or by not having a single designated viewing area?
- To avoid crowds at awards ceremonies can you find a larger venue, only allow one parent, or host a virtual event?

Concerts

General Considerations for this Activity

A typical shoulder-to-shoulder concert is going to register as high-risk during a pandemic, and may be prohibited altogether by your local authorities. If you want to hold a concert, a strong communication plan is necessary as the word "concert" evokes a certain image of close contact among many individuals.

If you plan to reimagine how a concert may work during a pandemic, consider the following:

- Are there government restrictions on gathering size, physical distancing, etc.?
- How many staff are needed?

- Strong communication plan describing what the event will look like and the virus spread preventative measures in place
- Can you achieve your goals with a virtual concert?
- Will you control capacity by offering online reservations only?
- How much space do you need to practice physical distancing? Can you mark out spaces for individuals or groups? What happens when guests leave their space?
- Are there one-way rows for guests to access food, beverage, and restrooms?
- If outdoor, can you spread guests and use screens so you can see the entertainment from more angles? Restrooms tend to see heavy volume during a concert. Will you limit the number of people allowed into restroom at one time? What is your plan to maintain the cleaning and disinfection program? Will you need more staff? Will you need to rent porta-potties?

Conferences

General Considerations for this Activity

The [PSAV MeetSAFE Guidelines](#) provides many considerations and best practices for holding conferences during the current operating circumstances. The Wynn Las Vegas Health and Sanitation Program, found at the end of this Playbook, also outlines considerations for meeting and conference operations and has a section on catering.

As you develop your plan you may discuss the following:

- Are there government restrictions on gathering size, physical distancing, etc.?
- For those that are converting meeting and conference space into additional seating for food and beverage operations, can you strategically schedule or reserve select spaces for corporate or other local groups looking for meeting space? If so, consider starting small.
- Can you work with the group to offer a virtual option?
 - For example, can keynote speakers broadcast their session to different rooms, or can attendees watch online from the comfort of their room?
 - Can concurrent sessions be conducted via Zoom to include a broader audience and/or speakers?
- The PSAV MeetSAFE Guidelines referenced above has several room layout and traffic designs that you may want to consider.
 - Break attendees into small groups, utilizing more meeting rooms
 - Food and beverage: Can group meals be done at staggered times? Can informal meals like lunch be a grab and go box lunch with outdoor space available for eating? Can you break the group into smaller groups and serve from a few different venues? Do you add multiple coffee/tea/water stations to spread guests out? Can you safely offer communal self-serve stations, or do you deem this too risky? Are coffee stations self-serve or manned by an employee? Can you offer coffee delivery to the guest room?
- Networking is an important benefit to attending a conference. Can you come up with new networking scenarios that allow for attendees to meet and learn about each other and still practice distancing? A new take on an old ice breaker?
- Do you have to eliminate the tradeshow component, or can you spread vendors out throughout the venue? Can you find virtual tradeshow options that provide value to your attendees?
- Are there unique high touch points (microphones, mic packs, remote controls, power strips, podiums, projectors, etc.) in the area that need to be disinfected?

Custodial (Building Maintenance) (see also: [Restrooms](#))

General Considerations for this activity

- How many staff are needed?
- What shifts are needed? Are more staff needed for overnight deep cleaning?
- Can you create small teams scheduled for the same shifts versus introducing staff to new work mates continuously? Small, consistent teams tend to get used to working with each other, understand each other's strengths and weaknesses, and look out for each other. Small staff pods may help to stop the spread if there is a virus outbreak.
- When custodial staff are in the same proximity as guests (example – bathroom attendant) will you shorten shifts to reduce the amount of time the staff member is with guests?
- What are the guidelines for driving around campus? How many staff to a vehicle? What are the cleaning guidelines for entering and exiting a vehicle?
- What are your garbage disposal procedures? Do they allow for one person to handle the job, and for frequent disposal?
- How will you ensure that cleaning and disinfection procedures are being followed at the appropriate intervals? Will you create checklists that can be used to make sure all areas are being cleaned/disinfected to planned schedule? Will you ask staff to sign and date checklists?
- Are there high visibility areas that get messy quickly that should be addressed more often? Windowpanes in doorways, surfaces in cafeterias, entry way floors.
- Make your cleaning staff visible to your guests; this will help instill confidence that your staff are following procedures that reduce the risk of infection. Will you make these staff members more visible with uniforms?

Ski area examples:

- Wachusett is considering "Ghostbuster"-type jumpsuits or some fun/cool design that the Maintenance crew wears – they will be like healthcare workers, a.k.a., rock stars.
- At Jay Peak, they have built an entire program around cleaning and disinfection. The EVERCLEAN Program <https://jaypeakresort.com/trip-planning/everclean-program> is a pledge to the guest health, safety and well-being.
- In both cases, ski areas are showing off their cleanliness programs and staff to the guests.

Elevators/Escalators

Elevators and escalators have many touch points including the buttons, doors, and railings. Consider adding signage to educate staff and guests on best practices for these areas. Sample signs could convey the following messages:

- Maximum number of people in an elevator or spacing required between individuals on an escalator.
- Only ride elevator with group you traveled with and/or face masks required.
- When possible use your elbow or another object, like a pencil, to push elevator buttons.
- Consider marking the floor of the elevator indicating where you should stand to promote distancing.
- Consider taking the stairs if you are able.

[Equipment Rental \(see Rental Shops\)](#)

Festivals/Events

Winter events like rail jams and music in the base area may or may not draw the same size crowds as a summer concert or beer festival, and they still require thoughtful planning. Before planning any event, work with your local authorities to determine if they are allowed and, if so, if there is a limit on the number of people that can attend. For more information about competition events like slopestyle events, alpine races, and other on-hill events, see the [Competitions and Athlete Development Programs](#) section.

General Considerations for this Activity:

- Are there government restrictions on gathering size, physical distancing, etc.?
- How many staff are needed and which staff?
- Will you operate at limited capacity?
- How will you control how many people attend? Can you require advance, online registration?
 - When registering online can you select your preferred time block, ensuring that not all attendees show up at once?
- Can you share all event information electronically – agenda, start times, results, etc.?
- Can attendees check themselves in by scanning their printed confirmation or barcode on their phone?
- Will you have traffic flow routes, with one way or directional markers on the ground?
- How will you manage viewing areas to allow for physical distancing?
- If there are vendors, can you have markers on the ground indicating proper distance to wait your turn?
 - Can vendors have plexiglass barriers to promote physical distancing while they educate guests about their products?
- Eliminate tables and chairs or spread them out.
- Brainstorm where lines can form, and develop ways to minimize these scenarios (food, restrooms, popular attractions, etc.).

First Aid and Ski Patrol Facilities

General Considerations for this Department

- These staff members and the facilities/equipment they operate may experience elevated exposure to the virus. Dedicate the necessary time and resources to develop a thorough plan for guest and staff interaction, especially when it is identified that the individual may be infected.
- How many staff are needed?
- Will you change the layout of staff and volunteer locker rooms and/or headquarters?
- Will you split staff/volunteers into small working pods to eliminate having to quarantine a large number of staff if there is a positive COVID test?
- What additional COVID related training is necessary?
- Do any lift evacuation procedures need to be adjusted?
- Will you suggest guests go straight to a healthcare facility or will you call for an ambulance to eliminate an extra step and facility at base of mountain?

Thank you to the National Ski Patrol for supplying the following suggestions:

- Discuss how to safely set up with social distancing, barriers, etc.
- Discuss associated patroller/family area use and safety. Consider placing benches/chairs outside the patrol or first aid room to limit gatherings inside.
- Discuss need for any separate areas needed for patients in your environment.
- Should there be a separate site for suspected COVID patients?

- Review local, county and state restrictions and guidance.
- Access to any treatment area should be limited to the patient and one additional person.
- Face coverings should be required/provided for each person in the patrol or first aid room.
- Discuss use of pulse oximeters to screen patients. Abnormally low readings without medical reasoning or altitude considerations may indicate a need for transfer to the emergency department with precautions of infection.
- Consider where incident report forms should be completed.
- Consider a table/station at the entrance with hand sanitizer, face coverings, etc.
- Consider limiting access to patrol/first aid room only to patients (or for minor patients, a single guardian).

Fitness Center/Gym

Look to your local gyms for additional ideas and best practices.

The CDC offers this guidance for fitness centers: <https://www.cdc.gov/coronavirus/2019-ncov/community/organizations/gym-employers.html>

General Considerations for this Activity

- Are there government restrictions on gathering size, requirements for physical distancing, etc.?
- How many staff are needed?
- How do you control how many guests can be in your facility at one time? Do you require reservations to control flow and number of people? Is there a waiting area/queue that provides room for distancing? Could you send a text alert when space is available?
- Will you tape out areas so guests can practice physical distancing?
- Will you remove some equipment or close some machines to create suitable distancing?
- How will your staff enforce cleaning and disinfecting of equipment between users? Will you ask the guest to be responsible for “in between” cleanings? How can you communicate the guest’s responsibility?
- Will you close water fountains and bottle refill stations or create procedures to use them safely?
- Are enhanced restroom cleaning plans necessary? Will showers be open? If yes, will they be disinfected after each use?
- Does your facility have a ventilation system? Have you reviewed operating guides to make sure you are running this system at its greatest efficiency?



Figure 11 One example of a gym taking measures to prevent virus spread

Food Service

Areas are encouraged to take the extra time to develop thorough plans for food and beverage outlets. There will be strong demand and limited access. Innovation in this area could see positive returns. Research other food and beverage organizations for more specific guidance related to food and beverage operations.

- Examples:
 - *COVID-19 REOPENING GUIDANCE A Guide for the Restaurant Industry* from the American Restaurant Association available here: <https://go.restaurant.org/covid19-reopening-guide>
 - Reopening Guidance from IAAPA, the global trade association for the attractions industry, available here: https://www.iaapa.org/sites/default/files/202005/IAAPA_COVID-19_ReopeningGuidance_rev1_final.pdf

General Considerations for this Department

- Are there government restrictions on gathering size, requirements for physical distancing, etc.?
- How many staff are needed?
- How will you control capacity? (e.g., separating tables, adding outside seating options, or reservations only, providing an app for reservations or pick up)
- Is take out, curbside or delivery viable models for your operation?
- How will you provide distance between employees who are working? How will you enforce face coverings in areas like your kitchens where heat, proximity and communication are all factors?
- Will you only allow groups that live or travel together to sit together? Will you choose to enforce this? If so, how?
- Use text alerts to let guests know when their food or table is ready
- Adhere to careful sanitation guidelines for food preparation and packaging
 - Change gloves, wash hands, use sanitizer between customer interactions

To-Go/Curbside Pickup

- Can some of your indoor eateries be retrofitted into to-go establishments?
- Can a few ticket windows be transitioned to a grab-and-go food outlet after the morning sales rush?
- Guest who have modified or skipped their annual summer vacation may be willing to spend more for quality food options. Consider gourmet-to-go box lunches or a meal that can be made in advance and easily packaged up and served *en masse*.
- Keep your menu simple and easy to read from a distance. Consider limiting your menu, and serving what you do best. Make sure it can be cooked or assembled with the tools you have in that kitchen. Do it well and figure out how to make enough, fast enough to keep your hungry guests moving.
- Rearrange outdoor seating so there is plenty of room between tables. Use smaller tables if possible. Use plastic furniture or heavy-duty plastic tablecloths that can be easily wiped/disinfected.
- It may be a good time to implement a food truck concept that you have been wanting. You may be able to retrofit a van, electrical truck, or grooming machine to keep costs low. Working with a local food truck company is another option.[however, this may become an issue having your employees in close quarters all day]

Cafeterias

- Can you put down stickers or decals or tape floors to show proper physical distancing? [I feel like this isn't a question so much as a recommendation in most of these departments/scenarios]
 - Establish one-way traffic flow
 - Position a staff member in the cafeteria to remind guests of traffic flow and assist with questions.

- o Eliminate self-serve, high touch, open food areas like salad bars and condiment stations. Use single-serve condiment packages instead.
- Serve items that can be quickly made to eliminate guests waiting for their item.
 - Use wrapped single-serve utensils or reusable utensils distributed rather than in containers that guests would reach into .
- Will open container foods, like french fries and chicken fingers, be packaged differently?
- Install shields at the cash registers? Install self-checkout stations like grocery stores? Can you offer online, pay in advance, with orders bagged and ready for pick up?
- Consider where your guests will sit. You may be able to provide seating outside or remove a portion of seats inside to promote physical distancing. Of course, the mountain weather can be unpredictable, and your guests may be seeking shelter. Taking their to-go food out to their car may be an option you can offer.

Food Delivery

Another option to consider if you have on-site lodging or the ability to serve the surrounding community is delivery. If you decide to deliver food, consider:

- How will you take orders? Phone, online, through an app?
- Will you also offer grocery purchases from your inventory?
- What insurance or background checks are required for staff who deliver food?
- Will you leave food at the curb or door and text, knock or honk the car horn?
- For more considerations, the CDC offers guidance for food and grocery delivery:
<https://www.cdc.gov/coronavirus/2019-ncov/community/organizations/food-grocery-drivers.html>

Sit-Down Restaurants

- Define one-way traffic for staff to avoid bumping into and brushing by each other. Eliminate the “behind you” scenarios.
- Adhere to careful sanitation guidelines for food preparation and packaging
- Provide for curbside, drive-through and take out options
- Change gloves, wash hands, use sanitizer between customer interactions
- Consider changing the number of and layout of seating options to minimize contact between guests. Where possible, only allow groups that live or travel together to sit together. You may need to limit the size of groups who sit together to align with local requirements.
- Booth seating is always popular. Installing high back booth seating now will help address distancing concerns and will continue to be popular seating with your guests for years to come.



Figure 12 Consider booths to reduce physical contact between tables

- Consider outdoor dining – moving some or all the seats outside. Will tents and heaters be necessary?
- Are menus paper throw-aways or laminated so they can be cleaned after each use? Consider chalkboards, QR codes or large signage to eliminate individual menus.
- Consider paring down the menu to simplify transactions. Call items what they are so wait staff do not have to spend a lot of time explaining. For instance, the “Indigo Burger” is changed to the “Blue Cheese and Onion Ring Burger.”
- If your sit-down restaurant is famous for something, like its crab cakes, offer them “to go” with a takeout window. Just the crab cakes and condiments – keep it simple.
- Once seated, are guests able to order through an app or fill out a paper menu form? Is there a way to eliminate or reduce the ordering process with a server as this tends to be the longest interaction?
- Can waitstaff deliver the food and beverage to a staging area on the table and the guests can pass around the food to each other?
- Close seating at the bar or eliminate some of the seats to promote physical distancing and time spent in the establishment. Some municipalities have prohibited bar seating.
 - Offer online orders and delivery to on-site lodging.

Group Business

Group business may include school groups, homeschool groups, clubs, corporate meetings, and outings, etc. In-person meetings and group outings are one of the areas to see a slow comeback. Weddings are the exception. Please see the [Wedding](#) section for details.

Groups that can travel separately and meet for distanced skiing and riding will be the easiest to facilitate. Bus groups and those requiring meeting space will be harder to accommodate due to indoor shared spaces and travel resistance. Also see [Conferences](#).

General Considerations for this Activity

- Are there government restrictions on gathering size, requirements for physical distancing, etc.?
- How many staff are needed?
- Are schools allowing this activity? If yes, is bussing available? If no, can you offer the students a group rate that they can use on an individual basis? Can you extend some type of promotional offer to their chaperone or parent? Would students and their family be interested in a season pass? Consider an affordable season pass price point for a product that can only be used during your low-volume periods, (specific days and/or times).

Hiking Trails ([Snowshoeing](#))

There may be more people looking to get outside and hike due to long-term stay-at-home orders. Opening a few trails for hiking may be a low-yielding revenue activity that can score high on the guest satisfaction side. Offering this activity will require planning and proper signage placement to be successful.

General Considerations for this Activity

- Are there government restrictions on gathering size, requirements for physical distancing, etc.?
- How many staff are needed?

- Will you offer guided hikes?
- Is food service available nearby? Will you encourage hikers to pack a lunch?
- Are there restrooms available nearby?
- Where is the access point to the trail system?
- How will any trail changes be communicated? Updated trail guide, signage, markers?
- What is your first aid and evacuation plan for hikers with injuries?

Indoor Spaces (see [Base Lodges/Chalets](#))

Lessons (see [Ski and Snowboard School](#))

Lifts (uphill transport including conveyors, trams, gondolas, and chairs)

Note: Information on lift and season pass products, online and on-site sales can be found on under [Sales and Products](#).

LIFTS

There are thousands of outdoor recreation options but what makes the ski industry different is its uphill transport: aerial ropeways like chairlifts, trams and gondolas, and surface conveyors. Of these, chairlifts are the most common.

NSAA serves as the secretariat of the American National Standards Institute Accredited Standards Committee B77, which develops design requirements, specifications for training, and operation and maintenance requirements for aerial ropeways.

NSAA believes that ski areas can effectively operate their ropeways without additional risk of infection by setting forth these best practices.

"At Wachusett, we opened with limited summer operations. The goal was to provide additional staff training, observe guest behaviors, enhance our cleaning protocols and basically up our game - all to better prepare for Fall/Winter."
Candyn Crowley Stinson, NSAA board member, COO, Wachusett, MA.

Face coverings will be mandatory on all lifts.



Lift Queues
Physical distancing in lift queues occurs organically due to the length of skis and snowboards. Ski area employees have vast experience managing queues and the expertise to ensure a consistent flow of appropriately-spaced traffic.

Loading the Chair
Guests will be asked to self-group and load the chair with their traveling party. Lift attendants will not require guests to ride a chairlift with people they do not know. High capacity chairlifts and closed cabin carriers may be the exception, and may be loaded in a way that allows for physical distancing.

Riding the Chair
The average chairlift ride is 7 minutes, considerably shorter than most transportation activities such as riding a bus or taking a trip in an airplane. The average chairlift travels at approximately 5 mph, 7 feet every second, providing constant directional air flow. Chairs are spaced approximately 50 feet apart. Express lifts, found at many ski areas and resorts, travel at nearly 17 mph, with chairs spaced over 100 feet apart.

Unloading the Lift
Standard ski area safety rules and on-mountain signage require that people clear the unload area quickly after disembarking. Once clear of the chair, skiers and riders have wide open spaces on which to slide.

Open Air Chairlifts

The majority of our lifts are open air chairs where the rider experiences a constant flow of fresh, clean air. Closed cabins like those on a gondola or tram have windows and vents that allow for the exchange of air.



Chairlifts check the boxes for low-risk transportation and recreation.

- Face coverings required
- Outdoor environment
- Skiers and snowboarders will ride the lift with their traveling party
- Lift rides are generally 5-10 minutes, and almost always under 15 minutes
- Lifts travel between 5 and 17mph, creating constant one-way directional airflow
- Chairs are typically spaced 50 or more feet apart

The ski industry is committed to providing outdoor recreation in ways that reduce the risk of infection.

Figure 13 Excerpt from NSAA's *Ski Well, Be Well* document

Staff

- COVID specific training and retraining will be vital to smooth operations
 - Will lift staff be responsible for monitoring and policing face coverings and physical distancing? If yes, what protocol do they follow if a guest is not adhering to the COVID guidelines? Are they trained on responses to questions or difficult situations? Do they know who to call if a situation elevates and they need assistance?
 - Will you assign staff to work in pods so a small group of lift attendants/mechanics work together? If there is a virus test positive this may slow the spread and prevent a widespread quarantine that could reduce staffing and result in shut down of lifts.

- Will you cross-train a group of staff (possibly office staff, snowmakers, ski school instructors) to operate lifts if you have to put a large group of lift attendants into quarantine?

Queues and Mazes

- Before a guest arrives at the maze, use signage to make sure all guidelines are clear. Consider having a staff member placed outside the maze to make sure guests understand the rules and answer questions. This same staff member could scan or visually check their ticket. See below for example signage.
- Some ski areas are creating space at the bottom of a ski run, before entering the maze, for guests to catch their breath and regroup. The idea being that if you are out of breath after finishing your run, immediately putting on your mask may be uncomfortable.
- Grouping up Guests
- If you will only allow guests who traveled together to ride together, create clear signage that is placed at the entrance of the queue. You may want to instruct riders to self-group to take some of the pressure off your lift attendants.
- Signage example: “If you traveled here together, ride the lift together.”
- If you allow groups or singles that did not travel together to share a lift chair, consider:
- Optional maze lane for “Ride alone only” (see illustration below)
- If you will put two strangers on a quad chairlift, for instance, and you want them to position themselves in the outer seats, how will you convey this message?
- If a guest does not want to ride with a stranger, train staff to share options in a friendly and patient manner.
 - Examples: “No problem. You do not have to ride with a stranger. I can send you up this lift as a single.” Or “This lift cannot accommodate singles but if you take Lift X, it will bring you to a very similar unload location.”

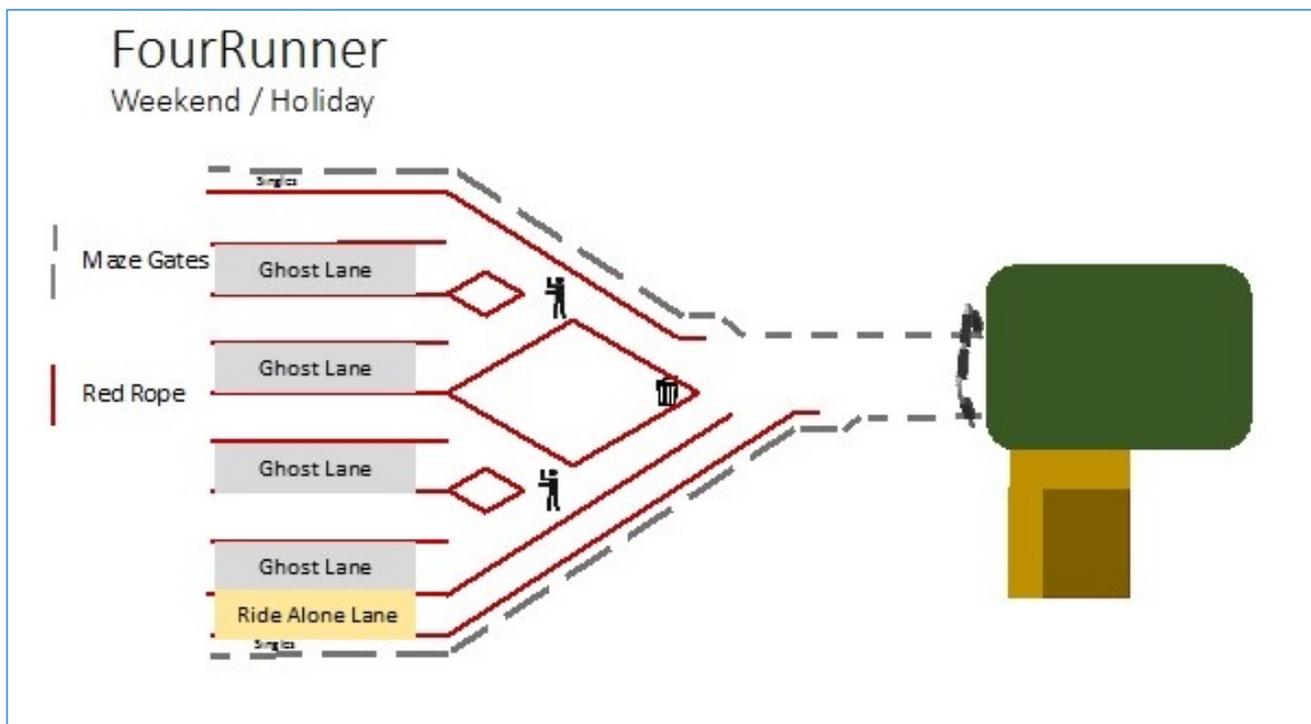


Figure 14 Sample lift maze configuration



Figure 15 Signs you might use at the base of the lift

Physical Distancing

- Front to back: Your guests should have lots of experience with physical distancing. The length of skis/snowboards should provide space between guests. Some resorts have signage depicting a pair of skis as representing about 6 feet, the suggested distance between people. Additional lollipops or flagging may help encourage proper separation.
- Side to side distancing: Install ghost lanes between each occupied lane (see illustration below). Build wider mazes with signage to encourage guests to stay in the middle of their lane.

Loading, Riding and Unloading

- Will operators and attendants help assist children, ADA guests or beginners? A guest or child who is not loaded properly may increase their risk of becoming unseated.
- Can chair speeds vary depending on the circumstances and guest type? Will you run slower for small children and guests with mobility limitations? Can running the lift at slower speeds help reduce physical assistance from employees?
- What effect will the speed of the lift have on other parts of your operation? Think about lines. Where is the bottleneck going to be and can this area handle the increase with physical distancing?
- Will staff be available to help guide guests away from the lift so they do not congregate near the unload area?
- How many lift attendants/operators will you have at the return and drive?
- Will you adjust the lift operator's role (or procedures) if a lift incident, guest misload, or injury occurs? Are staff trained?

Special considerations for closed air, enclosed carriers (trams, gondola cabins, bubble chairs)

- Are there windows/vents that can be opened or removed to increase ventilation?
- How many guests will be allowed to ride a tram or large carrier? How will you provide physical distancing? Will you mark spots on the floor?



Figure 16 Sample sign you might have on a lift tower to remind guests make sure their mask is on when they unload

CLEANING AND DISINFECTION (See [Outdoor Spaces](#) for CDC recommendations on cleaning outdoors)

- Are personnel periodically wiping down and disinfecting commonly touched BOH surfaces like lift controls, phones, and radios? Is there a protocol for disinfecting surfaces at the start and end of your shift? Is this documented in your plan?
- How are you cleaning equipment like radios? Have you checked to see what the manufacturer is recommending?
- How often will you clean high touch surfaces like tissue boxes, trash cans and trail map holders? Will you offer tissues and trail maps from communal holders at all?
- Consider the potential risks if you decide to disinfect moving chairs. There are many pinch and catch points and opportunities for a staff member to be struck by a moving carrier.
- It is not recommended to use water-based spray cleaners in cold temperatures where freezing can lead to slip hazards.
- Are hand sanitizing stations available for guests and employees?

Lift Evacuation

- Are personnel trained and knowledgeable on the latest guidelines with respect to COVID, NSP medical advice and area policies?
- Are extra gloves and masks available in rescue kits and evacuation kits for the guests, or rescuers who do not have one? A face covering could be raised into the chair via the T-seat, donned by the passenger and then lowered.
- Are new procedures for physical distancing and assisting (positioning the guest's descent so their skis are across the hill) guests being lowered understood, trained on, and implemented?
- Are cleaning procedures in place for common touched surfaces, following practices, after inspections, or after use?
- How will you conduct your pre-season evacuation trainings to reduce the risk of infection?

Lockers, Guest

Guest locker rooms may be a challenge when it comes to maintaining physical distancing. Consider:

- Guest Locker Rooms/Day Lodges and Equipment Rental Shops
- Strong communication with guests asking them to avoid peak pickup and drop-off times
- Strong face covering signage and enforcement
- Ask and/or incentivize guests to boot up in the parking lot on peak days.

- Assign a staff member to the entrance. Only allow a certain number of guests in during peak times.
- Please arrows or signage to show traffic flow if the space allows
- Remove some benches/chairs

Cleaning and Disinfection

- Make sure HVAC and ventilation systems have been inspected and are running properly. Use maximum filtration recommended for systems.
- High touch cleaning program and or wipes for staff/guests to clean before they use.
- Hand cleaning/sanitation systems close by.
- Cleaning plan to address high touch areas. Will you clean day use lockers after each use? If yes, consider the technique in practice at Big Snow, NJ. See photos below.

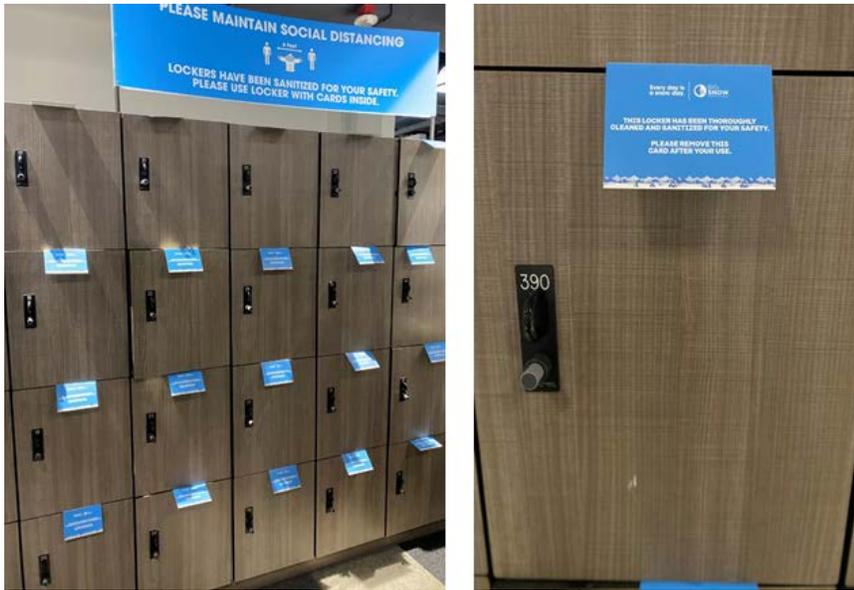


Figure 17 Photos courtesy of BIG Snow, NJ

Lost and Found

General considerations for this Department:

- What will you collect and bring to Lost and Found? What will you throw away? How long will you hold onto items before your dispose of them? For instance, there may be more face coverings and gloves left behind. You may determine that items like these will be thrown away.
- Consider disposing of other personal items like water bottles and undergarments.
- What protective gear does staff member need when receiving lost items?
- Will you require that items be bagged and quarantined for a period of time? What is the process for identifying the date the item goes into quarantine and can come out? If not using a quarantine system, do you have protective gear guidelines when handling items?
- How do you “receive items” into your inventory system? Do you use paper or digital systems, or do you simply place items on a shelf?
- How do you handle guest inquiries? Can you (or does your online system) document the lost item and then look for it as items come out of quarantine?
- What process is in place to reunite lost items with their owner? What are the best ways to do this while maintaining physical distance? Can you mail the item? If allowing pickups in person, can you coordinate pick up time and have the tagged item waiting for guest?

Mountain Coaster (see [Alpine Coaster](#))

Outdoor spaces



Figure 18 Seating doesn't have to be fancy

Outdoor spaces will be more important than ever this year. If your indoor space is limited, outdoor spaces that offer seating, shelter and/or warmth should be considered. Ski areas are looking to add tents, portable heaters, and fire pits. Outdoor furniture can be expensive, but boulders and timbers are usually accessible. Seating does not have to be fancy.

Physical distancing: Where are your pinch points? Outdoor queues? Decide if you will have one-way traffic, barriers, or extra signage to encourage physical distancing at all times. If you have a popular outdoor food truck, you may want to implement a process for guests to place an order and then be notified when their food is ready (PA system, text message, one of those buzzer discs, etc.).

There are going to be days when your outdoor spaces are busy (think sunny, warm days) or unpopular due to cold or windy weather. These are the days that you may want to declare as “car lodge” or “car chalet” days. Encourage your guests to go “old school” and eat and warm up in their car to achieve physical distancing.

Cleaning and disinfecting: Most guests will be in gloves and mittens but consider high touch areas like trash cans, doorways, handrails and seating areas. These should be cleaned regularly according to CDC guidelines for outdoor areas.

See CDC guidelines for cleaning and disinfecting outdoor areas or click on the link

<https://www.cdc.gov/coronavirus/2019-ncov/community/disinfecting-building-facility.html>

- Outdoor areas, like playgrounds in schools and parks generally require normal routine cleaning, but **do not require disinfection**.
 - Do not spray disinfectant on outdoor playgrounds- it is not an efficient use of supplies and is not proven to reduce risk of COVID-19 to the public.
 - High touch surfaces made of plastic or metal, such as grab bars and railings, should be cleaned routinely.
 - Cleaning and disinfection of wooden surfaces (play structures, benches, tables) or groundcovers (mulch, sand) is not recommended.
- Sidewalks and roads should not be disinfected.
 - Spread of COVID-19 from these surfaces is exceptionally low and disinfection is not effective.

Parking and Resort Access

Parking lots will be even more important to your operation as you open. Based upon the sales and access plans you create (e.g., reservations only, specific time slots), consider:

- How many staff are needed?
- How will you manage access into the parking lot?
 - Are staff inspecting/verifying physical printouts that guests are asked to bring with them?
 - Are you scanning bar codes or QR codes printed on confirmation letters or emails?
 - Are staff provided a list of confirmed guests per day or per time slot?
- How will you manage traffic flow? One entrance in and one out?
- How will you park guests? Will staff direct guests where and how to park?
- How will you manage tailgating if you encourage guests to boot up, eat, and change at their vehicles?
- What signage is necessary? Parking lots can be a good place to set the tone, the rules, etc.
- Does the guest need to sign anything upon entrance? Start the social distancing messaging immediately to let them know you are serious. At Timberline, OR for example, all visitors are required to complete the COVID-19 Guest Screening Questionnaire and return the document to Timberline Staff before exiting their vehicle.

Resort Access

There are several ways a guest may arrive for their day at your resort:

- In their car
- Public transportation
- Rideshare (Uber, Lyft)
- Already on property (lodging/second homes)

Under COVID conditions, the percentage of daily visit volume and the behaviors of each of these groups may change.

Car Passengers

- Average Vehicle Occupancies (AVO) may go down, as guests will only travel with their known groups
- This will put additional pressure on your parking lots
- Encouraging drivers to drop-off their passengers before parking in shuttle lots to reduce shuttle demand

Public Transportation

- Reduced capacities of public transportation will adversely affect your guests' – and staff's ability to get to your area in a timely manner and will reduce the number of guests arriving this way.
- Reduced use of public transportation may result in an increase in car passengers, putting additional pressure on parking lots.

Rideshare

- There may be an increased use of rideshare, or skiers/riders getting dropped off by family members, reflecting guests' anticipation of parking issues.
- Drop-off areas will need to accommodate this additional traffic

Lodging/Second Home Guests

- COVID-related travel behavior may alter typical occupancy rates
 - Decrease in air travel to destination resorts
 - Decrease in group sizes as travel parties are limited to familial groups

- Increase in second home use by owners – this may increase the use of the lodging unit/home, but may decrease the number of skiers staying on property (the group that owns the home may be smaller than the rental capacity of the unit)

Employee access to your area may also change, as they will be less likely to use transit and/or carpool, and the capacity of any employee shuttles will be reduced.

Racing (see [Competition, Athlete Development Programs](#))

Rental Shops

When it comes to equipment rental, physical distancing and cleaning and disinfection should be your top priorities when building your plan.

Physical Distancing

- Requiring reservations be made in advance has many advantages, including:
 - Allows you to set capacity limits
 - Allows guests to prepay
 - Allows you to share important information about the visit, such as a video so they can see what the process looks like
 - Share last-minute information, like which shop the guest should go to and what time to be there (you can stagger pickup times to decrease crowding)
 - Allows you to gather important info from guest like their shoe or ski sizes so you can preset and have equipment ready to go
 - Enables you to get a signed waiver from everyone prior to arrival
- Flow/process
 - Are there government restrictions on gathering size, requirements for physical distancing, etc.?
 - To address limits on volume, consider:
 - Many ski areas have services to deliver rental equipment to the guest at their hotel the night before.
 - Some ski areas will test delivery of rental gear to the guest's car.
 - Some ski areas offer extended rental shop hours so guests can pick up their equipment the night before they go skiing or snowboarding. Make sure the hours line up with the time that guests arrive.
 - Assigning arrival times when customers prepay for tickets allowing for staggered arrival in the rental shop.
 - Preset equipment can be dispersed to a variety of pick up locations to spread guests out. Some ski areas are setting up tents or using conference space to do this.
 - Assign a door person to monitor entry and to assign times to return. This can be done with text messaging, too.
 - Imagine every step that a rental customer makes at your resort, from the parking lot to rental returns. Write down or map out each step. Then talk about each step and try to reimagine how the process would look, ideally, with COVID-19 in mind. For what items can you easily make changes? Which would be difficult? Which would yield the highest return on safety, guest experience, staff ease? Which are process improvements that would last beyond COVID, increasing their value? Are there certain items

you should no longer rent due to personal hygiene or cleaning concerns? What low-cost retail products can you offer to replace these rental items?

- Where will guests enter? Where will they return equipment? If guests reserve equipment in advance, is there an area that can be used to distribute that gear, freeing up space in your rental shop?
- What is your in/out goal or total time spent in shop? Under 15 minutes?
- Does every guest need to work their way through your rental shop?
 - Can prepaid guests grab their gear (possibly offsite – do you own any space in town? Can you rent an empty store front?) and gear up at their car?
 - Guests who are new to the sport probably need more assistance with boot fitting and you can direct them to the best location for this. Asking a few questions at time of registration might allow you to peel some of the guests off to alternate areas, freeing up space for beginners.
- Boot fitting – staff who assist guests with boots will have closer contact than other rental staff.
 - Instead of relying on the guests to guess or remember their shoe size, you may be able to cut time by matching the guest with the correct boot on the first try. Consider measurement tools to assist with finding the correct size.
 - Consider stations with plexiglass or clear shower curtain type shields to reduce contact. Boot bridges are an excellent way to accommodate guests, are easy to equip with shields and will speed up the process. If you do not have long benches for trying on boots, consider markers on the seat to remind guests to social distance.
- Ski/Board tech or set up
 - Will you use presets?
 - Will you provide plexiglass barrier between technician and guest?

Cleaning/disinfecting

- For guidelines on cleaning and disinfecting visit:
 - <https://www.cdc.gov/coronavirus/2019-ncov/community/disinfecting-building-facility.html>
- For a list of disinfectants approved by the Environmental Protection Agency for use against the COVID-19 virus visit: <https://www.epa.gov/pesticide-registration/list-n-disinfectants-use-against-sars-cov-2f>
- Ski Boots and Helmets: There are several practices that ski areas and similar industries are using. Some include:
 - Spray disinfectants – check the N list above on the EPA website. Hugh Reynolds from Big Snow, NJ, shared that they use [MATGUARD](https://matguardusa.com/pages/products) sanitizer spray for boots and helmets: <https://matguardusa.com/pages/products> Hugh went on to say that they also have hydrostatic foggers that are used for hard goods and retail.
 - Rick Kelley, COO Boyne East, of Boyne Resorts shared that one product they use is Clear Gear: <https://cleargear.com/>
 - Misters, foggers, and rotating equipment out of circulation for a period of time are also potentially beneficial procedures to help reduce the risk of virus transmission.
- Resources:
 - Ski Area Management hosted a discussion on rental shops. Listen to their podcast, Episode 34, What To Do About Rentals: <https://saminfo.podbean.com/e/ep-34-the-sam-huddle-what-to-do-about-rentals/>

- SAMs July 2020 magazine includes an article called Grab-And-Go-Gear, with ideas and best practices from the industry helpful to any rental shop operator. <https://www.saminfo.com/the-magazine/this-issue/item/165156-grab-and-go-gear>

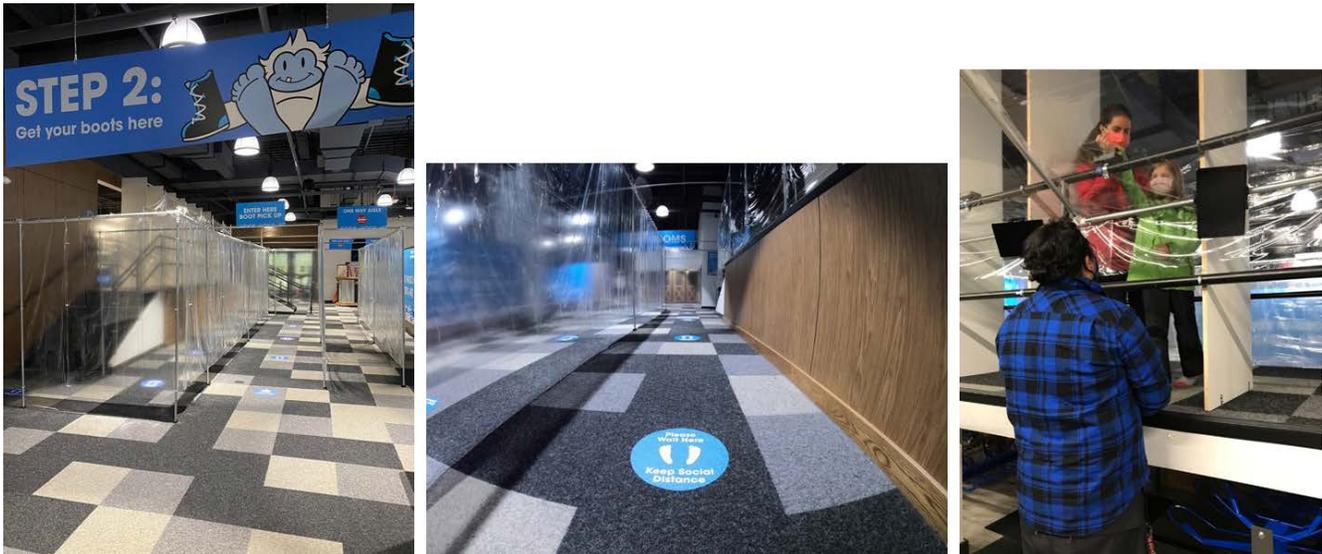


Figure 19 Photo courtesy of Big Snow, NJ. To achieve physical distancing in queues, you can use markers (floor stickers) for front to back spacing and lane barricades (like this clear plastic) for side to side spacing. Boot bridges are another option.

Restrooms

When you think about the risk for virus spread, restrooms will most likely be high on your list. Even before COVID-19, your guests were judging their overall ski trip and your brand based on the cleanliness and upkeep of your restrooms. You should give special attention to your restroom plans and the staff who will be working in these areas.

General Considerations:

- How many staff are needed? How will you train these staff? Will you provide training on proper glove use?
- Can you open more restrooms to spread out guests and staff?
- Will you tape off sinks and urinals to force physical distancing?
- Can you have “bathroom bouncers” to monitor the number of people in the restroom at one time?
- What type of ventilation system do you have? Have you reviewed operating guidelines to ensure it is operating at optimal capacity? Do your restrooms have windows that can be opened?
- Will you use directional signage to keep guests separated when entering and exiting restrooms?
- What surfaces need to be cleaned after each use, every hour, daily? For a list of disinfectants approved by the Environmental Protection Agency for use against the COVID-19 virus visit: <https://www.epa.gov/pesticide-registration/list-n-disinfectants-use-against-sars-cov-2f>
- The scent of your cleaning agent matters, a lot! Too strong and you can make your guests feel ill. A fresh scent that is not overpowering is the first indication to our guests that the restroom has been cleaned recently. Another welcomed gesture is to train your staff to clean a stall and as they exit, they turn to the next guest in line and say, “Please use this stall. I just cleaned it for you.”
- Can you hire bathroom attendants to clean continuously? Can staff be rotated through this function so they do not have to work an entire shift in the restroom (physical and emotional fatigue)?
- Do you close a bathroom or a portion of one to clean during hours of operation?

- Can you make valves and bathroom features touchless? Toilets, soap, sinks, etc. What is the procedure guests can follow to notify staff if something is not working?
- What are you providing guests to dry their hands? Much has been studied on paper towels vs hand dryers, like this article: <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3538484/>
- Are you providing staff with checklists and requiring documentation of completion of cleaning tasks?

Retail

Outdoor sport shops and southern hemisphere ski area operators reported that retail sales were surprisingly strong. Guests were spending more on high-ticket items like clothing and outerwear. With many guests skipping their summer vacation, there may be some extra bills in the ski trip wallet. You may want to consider ways to make your retail goods easily available to your customers.

- Make sure you have checked in with all your vendors and understand the limitations, if any, on the supply chain; potentially delivery delays; and the availability of specific items.
- Consider pop-up shops in locations like the rental shop, hotel lobby or maybe even a conference room.
- Extend hours and/or offer shopping by appointment
- Sell certain items online, and employ robust inventory-monitoring and shipment systems. Consider assigning specific employees to manage your online operation.
- Offer in-room delivery of top items like hand warmers, face masks, goggles, and gloves. Can you feature these items on the room service menu?
- Can you offer pre-purchase and a pickup/curbside service?
- Can your equipment rental valet service deliver some retail items, too?

Physical distancing

- Determine how staff should interact with independent contractors, vendors, delivery workers, and other visitors to the workplace.
- How will each store monitor occupancy in compliance with any local regulations? Can you designate specific entrances or exits?
- What signage is needed to communicate COVID-related information like policies for trying on clothes, physical distancing, face covering required, etc.? How will you manage check-out queues? Can you offer mobile points of sale (hand-helds, Square, etc.)?
- Will you install plexiglass barriers at check out?
- Train staff to offer service from a distance and reduce touchpoints with guest items like credit cards.
- Offer digital (emailed) receipts rather than printed ones to reduce contact.

Cleanliness and Disinfection

- Inspect HVAC and air circulation systems – consider installing the highest efficiency rated filter recommended or allowed by manufacturer.
- Are guests allowed to try on clothes? Are changing rooms open?
- If changing rooms are open, what are your cleaning protocols? Consider asking customers to use hand sanitizer/wipes before trying on items and to keep face coverings on at all times. If they do not purchase the items, what is the protocol for returning that item to the sales floor?
- Will you allow returns? If yes, are items quarantined before being returned to your stock?
- How often will high touch areas be cleaned or disinfected? Consider doors, doorknobs, POS credit card terminals, counters, changing rooms, rails, displays, etc.

Security

One of the best ways to monitor flow into and out of capacity limited areas like base lodges and restaurants is to have a security/guest service staff member at the entrance to count entries, check for face coverings, share information and in some cases deny entry until you are at allowed capacity limits. Because these staff members may receive pushback from customers, training, support and an accessible second in command should be readily available. This person should get frequent breaks or cover the position in short shifts to alleviate burn out and long-term exposure. Consider a station/desk with plexiglass shield for protection.

Shuttle Service (see also [Resort Access](#))

Additional transit information is available from the CDC:

<https://www.cdc.gov/coronavirus/2019ncov/community/pdf/MassTransit-DecisionTree.pdf>

You may be able to get more ideas by looking at public transportation in your area, and taking the lead from local regulations regarding public transport.

General Considerations for this activity

- How many staff are needed?
- How does it affect the guests if you do not or cannot run shuttles?
- Do you have enough vehicles and drivers to help guests maintain physical distancing during peak demand?
- Signage on the bus is a good place to communicate important messages to a captive audience while they ride. You can also provide scripts for announcements by the driver or attendant.
- Will you take out or block off some seats? How will you enforce capacity restrictions?
- How do you enforce physical distancing in the queue before boarding? Signage, markers on pavement? Both?
- Can the shuttle driver make announcements to promote physical distancing or to explain the proper way to exit the bus?
- What is your cleaning and disinfection plan? Can you rotate your shuttle fleet so vehicles can sit empty for the proper amount of time for virus mitigation?
- Can windows be down, increasing ventilation?
- Shuttle wait times may be increased due to reduced capacity.
- Encouraging drivers of arriving passenger vehicles to drop-off passengers before parking in shuttle lots can reduce shuttle demand. This will result in additional drop-off use, which will require management.
- Does running your shuttles or opening your far parking lots make sense for your operation if you are working within decreased skier volumes? Do you make your close-in parking free if it is required that guests park there due to shuttle service restrictions?

Signage (see also [Signage](#) section above)

In addition to the signage called out in the section above, you should consider using [signage from the CDC](#).

Ski and Snowboard School

Ski and Snowboard School provides an important service for your guests and we encourage every area to find ways to continue offering lessons, especially for new skiers and riders. Because of the length of time instructors spend with guests, both kids and adults, it will be important to train staff and educate guests about how lessons are to be conducted. By following your defined protocols and taking necessary precautions for safe interactions, guests and instructors can enjoy a great learning experience.

General Considerations for this Department:

- Lesson Sales, Products, and Group Size:
 - Consider offering all lesson sales online and using a reservation system to help manage your daily student capacity and instructor inventory.
 - Evaluate each resort lesson product to assure you can maintain social distancing and protective gear requirements.
 - What adaptations to the product(s) are needed to meet these requirements and guest expectations?
 - For example, with private lessons, can you offer multi-discipline lessons and family lessons to keep households together with one instructor?
 - For group lessons, will you allow people to self-group or will you limit groups to only those who travelled together?
 - What changes are necessary to group size (kids and adults) to help maintain physical distancing while allowing the instructor to provide individualized instruction?
 - Remember to train instructors on any new lessons/products so they know what is expected and can deliver on guest expectations.
 - Assess your arrival strategies and determine ways to prevent congestion when guests arrive, with regards to both indoor and outdoor facilities.

- The Lesson Experience
 - Welcoming Guests:
 - Create first impressions that set the stage for success, inspire confidence, and welcome guests.
 - Be mindful that your students are in a new, and perhaps intimidating, environment and may have concerns due to the pandemic that are not immediately apparent.
 - Since your face will be covered, use your whole body to communicate and be aware of the body language of the learner. Verbal communication is also more important to continually check for understanding.
 - Walk through the arrival experience and determine how you will prevent congestion when guests arrive for their lessons or to check kids into lessons.
 - Consider how you will organize groups and manage physical distancing in the learning area so that you can be mindful of your surroundings and your guests' comfort level.
 - Assessing Students and Setting the Stage:
 - Talk with your student(s) about how the lesson will take place. Reinforce the importance of social distancing protocol and how you will work together to ensure a safe learning environment. Encourage them to ask questions throughout the lesson.
 - Ask your guests about their comfort level with the pandemic and discuss ways in which you will be adapting your interactions throughout the day to accommodate their concerns.
 - Use questions and frequent individualized communication to promote and facilitate self-awareness, self-management, and social awareness, to set the stage for a relaxed and fun learning environment.
 - Delivering the lesson and guiding practice:
 - Explore alternative lesson delivery options such as: independent learning through station teaching for large groups; session-style formats for small groups; and friend/family group scenarios. [I don't know what those terms mean.]

- Take into consideration new protocols put in place by other departments that will impact the lesson, such as lift operations and food & beverage.
 - Be sure to educate the instructor(s) on any protocol they need to be aware of so they can create a positive guest experience at all touch points across the resort.
 - Prepare staff and guests for the likelihood of spending more time outside, emphasizing proper clothing and hydration prior to arrival at the ski area.
 - Understand physical distancing practices.
 - Consider shifting to increased independent learning and structure group handling accordingly.
 - Other teaching considerations:
 - Wear a face covering according to your resort policies.
 - Practice how to best articulate your message knowing you will be wearing a face covering. Use more verbal and non-verbal communication. Continually validate your non-verbal assumptions with verbal clarifications.
 - Check in with your student(s) frequently to confirm and review their understanding and preview next steps.
 - Remember to establish foundational skills at the start of the lesson. For example: how to get into/adjust bindings, how to get up with equipment on, speed control and how to load and ride lifts independently. This will provide the guest with added confidence when you cannot be nearby.
 - Select the appropriate terrain so your students do not get overwhelmed or in a situation where they need hands-on assistance.
- Instructor Experience and Training:
 - Can you break your school staff into set ‘teams’ or cohorts that work the same shifts or days? If a staff member falls ill, this may allow you to keep offering lessons rather than having to quarantine your entire instructor corps.
 - Can you offer access to the locker room in shifts or by cohort? Or will you require all staff to change at their car, showing up at the area ready to work?
 - What adaptations will make to your instructor training to create a comfortable work environment for them and their emotional state? Can you offer online or virtual training sessions through a virtual platform? How will you record and track these?
 - Assess the environment and facilities (i.e., kids centers) your staff will be working with and in. What are the expectations for indoor spaces? What are the cleaning and disinfecting plans for these facilities?
 - Minimize group interaction when it comes to indoor facilities. What type of additional training or SOP (Standard Operating Procedures) need to be adapted, changed, or eliminated when it comes to lunches, bathrooms, hot cocoa breaks, etc.?
 - How can the learning area be set up to enhance social distancing guidelines and support independent learning?
 - Consider involving your instructors in any pre-arrival communications to guests taking lessons.

Ski Patrol (See First Aid)

Snowshoeing

Snowshoeing is a great activity for people looking to get outside during the winter. Designating a few trails for snowshoeing may be a low-yielding revenue activity that can score high on the guest satisfaction side. Offering this activity will take planning and proper signage placement to be successful.

General Considerations for this Activity

- Are there government restrictions on gathering size, requirements for physical distancing, etc.?
- How many staff are needed?
- Will you offer guided snowshoe tours?
- Will you offer rentals? If so, see the [Rental](#) section for considerations.
- Will you groom trails?
- What signage will you use to keep those snowshoeing on designated trails and avoid conflicts with other users, such as cross country or downhill skiers?
- Is food service available nearby? Will you encourage these users to pack a lunch?
- Are there restrooms nearby?
- Where is the access point to the trail system?
- How will any trail changes be communicated? Updated trail guide, signage, markers?
- What is your first aid and evacuation plan for injuries?

Spa

For more information regarding spa operations, visit the International SPA Association website at: <https://experienceispa.com/covid-19-info>

For spas operating pools, hot tubs, and other water-based activities, see the [Water Park](#) section for more information, including CDC guidance.

General Considerations for this Activity

- How many staff are needed?
- What signage will you post to educate guests about your operating plans and measures you are taking to prevent infection?
- What signage can you post that educates guests about their responsibilities while at the spa?
- Can you create one-way traffic with floor markers?

Swimming Pool (see [Water Parks](#))

Temporary Structures, Tents, Yurts (see [Outdoor Spaces](#))

Tubing

Tubing is an activity that just about anyone can participate in. Tubing is a fun and low-cost opportunity to get outside so ski areas should expect to see strong interest in this activity.

General Considerations for this Activity

- Are there government restrictions on gathering size, requirements for physical distancing, etc.?

- Will you control the number of participants by requiring advance ticket sales?
- Can you add sessions if demand is strong?
- Will you need additional staff to address COVID protocols?
- How will you modify or add guest and employee protocols to encourage physical distancing? Can tube pick up and drop off be self-serve? Is it possible for staff to assist from a distance?
- Can markers and/or wider mazes help with physical distancing?
- How will you clean the tubes and handles? See OUTDOOR SPACES for CDC recommendations for cleaning outdoors.
- What other high touch areas need to be cleaned? By whom? How often?

Water Park

The CDC has issued guidance for pools, hot tubs, and water playgrounds:

<https://www.cdc.gov/coronavirus/2019-ncov/community/parks-rec/aquatic-venues.html>

IAAPA also includes information related to water parks as well, starting on page 26 in this document:

https://www.iaapa.org/sites/default/files/2020-05/IAAPA_COVID-19_ReopeningGuidance_rev1_final.pdf

General Considerations for this Activity

- Are there government restrictions on gathering size, physical distancing, etc.?
- Guests will want to understand your virus prevention plan for this activity before booking a visit. Thoroughly explain your cleaning and disinfection plan, your physical distancing plan and exactly what you expect of guests visiting the park.
- How many staff are needed?
- Where are your typical bottle necks? How can they be mitigated or alleviated?
- Will you offer F&B, locker rooms, bars, and other areas where you would typically see shoulder-to-shoulder guest interaction? What are your local restrictions on these indoor spaces?
- Are there any water features where guests are more apt to come into close contact, like the lazy river or wave pool?
- Can you create one-way traffic with markers on the ground?
- Will locker rooms be open? If yes, can you improve distancing by locking off every other or every third locker?
- Will your bar be open? If yes, can you improve distancing by removing stools and represent proper spaces to place an order with a floor marker?
- Will you take out or spread out chairs, tables, and lounge chairs?
- Can you send guests down rides at greater intervals without causing long queues? Can lifeguards or attendants help control spacing on unmitigated rides like a lazy river?
How long does it take for closing/overnight cleaning? Do you need to adjust hours to accommodate extended cleaning hours?
- If it is an indoor facility, can windows and doors be opened to encourage airflow?
- Have you serviced all systems (filtration, ventilation, etc.) for optimum efficiency?

Weddings

Many ski areas have successfully hosted weddings this summer. Understanding the advice couples are seeking and receiving may help you with your resort's wedding plans. Click here for *The Knot Official Guidebook for COVID-19 Wedding Help*: <https://www.theknot.com/content/covid19-help>

General Considerations for this Activity

- What government restrictions are in place? Size of gathering?
- How many staff are needed?
- Smaller weddings may mean that couples are willing to spend a little more per person to make it special. Consider sharing lodging and F&B upgrades and added features like fireworks, tents, garden parties, golf outings and spa days. Couples planning smaller weddings will spend more on favors, goody bags, flowers, you name it. Research and strategize for a new wedding menu that includes all of these personalized and high-end special touches.
- Consider offering all your couples who have postponed their events special offers at your ski areas. An option could be a special lodging offer so "just the two of you" can get away to the eventual wedding site. Make it an all-inclusive romantic prelude.

Physical Distancing Plan

- Can you offer alternative spaces to allow appropriate physical distancing?
- Are you required to or will you choose to operate at limited capacity?
- Are you required to or will you choose to limit the size of the wedding party and guests?
- Can floor plans and table sizes improve social distancing? Can a ballroom accommodate 3 or 4 smaller dance floors to encourage physical distancing?
- Couples may opt for entertainment that guests can watch from their seats – get that "pro list" ready for them!
- How much time will be required between events in each venue to allow for cleaning and disinfection?

Appendix A: Wynn Las Vegas Health and Sanitation Program (Example Plan)

The following material is taken from *The Guest Journey - the Wynn Las Vegas Health and Sanitation Program*. NSAA has edited the Wynn program to better align with the ski industry. The complete Wynn document can be found here: http://nsaa.org/media/398308/wynn_health_plan.pdf

Guest Arrival

A security officer will greet each visitor to the resort. Visitors will be screened and asked to use hand sanitizer and to wear a mask (which will be provided by the resort). Appropriate signage will also be prominently displayed outlining proper mask usage and current physical distancing practices in use throughout the resort.

Guest Arrival Valet, Taxi or Ride Share

- a) Guests will enter the resort through doors that are either propped open, are automated or manually operated by an employee.
- b) Employees will not open the doors of cars or taxis.
- c) Guests requesting bell service will be assisted and the bell cart will be sanitized after each guest is assisted.
- d) Valet services will be suspended until further notice.

Hotel Guest Elevators

- a) An employee will be present to sanitize the button panels at regular intervals, at least once per hour.
- b) Signage will be posted to explain the current procedures.
- c) No more than four guests will be permitted per elevator.

Guest Sanitation Amenities

- a) Each guest will receive an amenity bag during check-in containing masks, hand sanitizer and a COVID-19 awareness card.
- b) A spray bottle of sanitizer or wipes will be provided in each room for guest use (subject to availability and stored out of reach of small children).

Cleaning Products and Protocols

Our hotels use cleaning products and protocols which meet EPA guidelines² and are approved for use and effective against viruses, bacteria and other airborne and blood borne pathogens. We are working with our vendors, distribution partners and suppliers to ensure an uninterrupted supply of these cleaning supplies and the necessary PPE.

- Public Spaces and Communal Areas. The frequency of cleaning and sanitizing has been increased in all public spaces with an emphasis on frequent contact surfaces including, but not limited to, front desk check-in counters, bell desks, elevators and elevator buttons, door handles, public bathrooms, room keys and locks, ATMs, escalator and stair handrails, casino cage counters, gaming machines, gaming tables, gym equipment, dining surfaces and seating areas.
- Guest Rooms. Industry leading cleaning and sanitizing protocols are used to clean guest rooms, with particular attention paid to high-touch items including television remote controls, toilet seats and handles, door and furniture handles, water faucet handles, nightstands, telephones, in-room control panels, light switches, temperature control panels, alarm clocks, luggage racks and flooring. The existing Amazon Alexa units allow for touchless control of key features including drapery, air conditioning and lighting.

- Laundry. All bed linen and laundry will be changed daily and continue to be washed at a high temperature and in accordance with CDC guidelines³. Dirty linen will be bagged in the guest room to eliminate excess contact while being transported to the laundry facility.
- Back of the House. The frequency of cleaning and sanitizing will also increase in high traffic back of house areas with an emphasis on the employee dining rooms, employee entrances, uniform control rooms, employee restrooms, loading docks, offices, kitchens, security scanning podiums, Employee Relations service desks and training classrooms.
- Shared Equipment. Shared tools and equipment will be sanitized before, during and after each shift or anytime the equipment is transferred to a new employee. This includes phones, radios, computers and other communication devices, payment terminals, kitchen implements, engineering tools, safety buttons, folios, cleaning equipment, keys, time clocks and all other direct contact items used throughout the resort. The use of shared food and beverage equipment in back of the house office pantries (including shared coffee brewers) will be discontinued.
- Room Recovery Protocol. In the event of presumptive case of COVID-19 the guest's room will be removed from service and quarantined. The guest room will not be returned to service until case has been confirmed or cleared. In the event of a positive case, the room will only be returned to service after undergoing an enhanced sanitization protocol by a licensed third-party expert and approval by the SNHD.
- Air Filter and HVAC Cleaning. The frequency of air filter replacement and HVAC system cleaning has been increased and fresh air exchange will be maximized.
- Physical Distancing
- Throughout the resort we will meet or exceed state and local health authority guidelines on proper physical distancing.
- Queuing. Any area where guests or employees' queue will be clearly marked for appropriate physical distancing. This includes check-in, check-out, elevator lobbies, coffee shops and casual dining and taxi lines.
- Hotel Front Desk, Business Center and Concierge. Agents will utilize every other workstation to ensure separation between employees whenever possible.
- Restaurants and Bars. Restaurants and bars will reduce seating capacities to allow for a minimum of six feet between each seated group/party of guests.
- Meeting and Convention Spaces. Meeting and banquet set-up arrangements will allow for physical distancing between guests in all meetings and events based on CDC⁴ and state recommendations. Self-serve buffet style food service will be suspended and replaced by alternative service styles.
- Retail Spaces. In coordination with our retail partners and tenants, guest occupancy limits will be enforced to allow for appropriate distancing at our owned and leased retail spaces.
- Pools. Pool seating will be configured to allow for at least six feet of separation between groups of guests.
- Back of the House. Physical distancing protocols will be used in the employee dining rooms, uniform control areas, training classrooms, shared office spaces, the employee services window (via a teller style window) and other high-density areas to ensure appropriate distancing between employees.

Business Services, Office Services, Lost & Found

Cleaning & Sanitizing Protocol

- a) Counters and equipment sanitized at least once per hour
- b) In-house mail vehicle to be sanitized after each use

- c) Addition of a sanitization kit to each locker bank with instructions on how to thoroughly clean the terminal screen and locker box
- d) Sanitize internet stations and post sanitation signage for guest reference

Physical Distancing Protocol

- a) Employees to use separate counters and have individual stations to eliminate shared equipment
- b) Maximum of two employees at counter
- c) Greeter at front door of Business Services, when necessary, to control physical distancing
- d) Credit card swipe moved to front counter
- e) Guest will be requested to place packages directly on the scale and then onto the conveyor
- f) Convert Security Hut Window at Convention Dock into a pickup/drop off point with limited contact for couriers
- g) Enforce six-foot physical distancing minimums with common carriers
- h) Encourage the use e-mail for all guest transactions
- i) Offer Internet Stations for printing and completing any documentation instead of at counter

Guest Considerations

- a) Discontinue print magazine and newspaper services throughout the property.
- b) All packages will be placed in sealed single-use plastic bags
- c) Guest packages delivered to the rooms will be placed outside the guest room, the delivery person will call the room and then wait six feet away to ensure the package is retrieved

Front Services & Transportation

Cleaning & Sanitizing Protocol

- a) Sanitize high touch front services spaces and equipment including dispatch offices, bell desks, luggage storerooms, luggage belts, bell carts, porte cocheres and drop-off/pick-up waiting areas
- b) Offices, desks, counters, workspaces, and related equipment (including iPads and radios) to be sanitized at least once every four hours or upon a new employee using the equipment
- c) Scooters, wheelchairs, and other guest amenities to be sanitized after each use
- d) Baggage doors sanitized every hour
- e) Baggage belt divider tubs, bell carts and related equipment to be sanitized after each use
- f) Bell cart carpets to be covered with a cleanable, non-porous or disposable surface
- g) Back of House (BOH) elevator buttons to be sanitized at least once per hour
- h) Vending machines (break room and taxi tunnels) to be sanitized at least once per hour

Physical Distancing Protocol

- a) Guest laundry and dry-cleaning services available using contactless pick-up and delivery protocols
- b) Guest amenity deliveries will be consistent with In Room Dining (IRD) protocols and delivered with contactless procedures whenever possible

Guest Considerations

- a) Valet parking suspended
- b) Self-service ice machines to be suspended and signage posted indicating ice is available through IRD

Pool Operations

Cleaning & Sanitizing Protocol

- a) Chaise lounge chairs to be sanitized after each use
- b) Cabana guest contact surfaces to be sanitized after each use
- c) Cabanas to be pressure washed and sanitized each night
- d) Towel desk, entry kiosks and all other desks and counters to be sanitized at least once per hour
- e) Lifeguard stands to be sanitized upon rotation

Physical Distancing Protocol

- a) Chaise lounge chairs set with appropriate physical distancing

Guest Considerations

- a) No department specific requirements

Golf Operations

Cleaning & Sanitizing Protocol

- a) Golf carts to be sanitized before and after each round by a designated cart 'pit crew'
- b) Loaner clubs to be sanitized before and after each round
- c) Locker rooms and foyer area sanitized at least once every four hours; guest contact areas in each sanitized after each use
- d) All employees to be provided personal size hand sanitizer and wipes to keep on them during their shifts and while on the course
- e) Employees to wash hands or sanitize hands after touching any guest equipment including clubs, bags, or shoes

Physical Distancing Protocol

- a) One player per cart unless immediate family members and/or following updates on guidance from local authorities
- b) Addition of inserts into golf hole cups to allow easy removal of balls
- c) Increased tee time spacing to 20-minute intervals
- d) Every other bay to be utilized for warm-up area
- e) Caddies to refrain from handling guest tees, markers, scorecards, pencils, and other small equipment
- f) Sand and seed bottles removed from carts; employees will handle between rounds
- g) Remove rakes from bunkers; one rake per golf cart to only be handled by the caddie

Guest Considerations

- a) Attendant at coffee and fruit station providing service; no self-service available
- b) Welcome packet of tees, ball markers a scorecard and pencils pre-set in carts for player use

Public Area (PAD)

Cleaning & Sanitizing Protocol

- a) Employees to sanitize the following areas at least once per hour
 - Guest and garage elevators
 - Credenzas
 - Escalator handrails
 - Plaza and Parasol handrails
 - Employee dining tables and counters

- b) Employees to sanitize the following areas at least once per hour
 - Hotel entry doors
 - Esplanade fountain handrails
 - Exterior elevators and escalator handrails
 - Employee smoking areas
 - Exterior benches
 - Trash bins
- c) All Front of House (FOH) restrooms to be sanitized at least once per hour

Physical Distancing Protocol

- a) No department specific requirements

Guest Considerations

- a) No department specific requirements

Front Office

Cleaning & Sanitizing Protocol

- a) Sanitize all guest touchpoints after each transaction including EMV Credit Card Devices, pens, and registration countertops
- b) Room keys to be sanitized before stocking
- c) Offices, Call Centers, Registration Desks to be deep cleaned and sanitized upon a shift change

Physical Distancing Protocol

- a) Consider developing a virtual check-in process.
- b) *Front desk agents – maintain social distance and wash hands frequently.*
- c) Restructure stanchions to provide appropriate six-foot intervals
- d) Staff every other workstation
- e) Lobby Greeter to provide guidance to arriving and departing guests to ensure physical distancing measures are followed
- f) Implement peak period queuing procedures, including a Lobby Greeter, when the number of guests exceeds the lobby capacity

Guest Considerations

- a) Consider how long it will take to clean a room and work this into your check-out/check-in time allotments.

Housekeeping

Cleaning & Sanitizing Protocol

- a) Pay extra attention to high touch surfaces (TV remotes, door knobs, etc.). Carts, trolleys and equipment to be sanitized at the start and end of each shift
- b) Guest linen will be delivered and removed from guest rooms in single use sealed bags
- c) Pillow protectors on the guest room beds are to be changed daily
- d) All items stored on shelves in the Housekeeping locker rooms are placed in bags and not exposed to the open air when not in use
- e) Back of house restrooms will be sanitized at least once every four hours
- f) House phones, in unsupervised/controlled areas, to be removed

- g) At Jay Peak the housekeeping team is moving from the back of the house to the front of the house and becoming the Clean Team, complete with branded uniforms. They are also considering pay increases. Let your guests see what you are doing from a cleanliness standpoint.

Physical Distancing Protocol

- a) Minimize contact with guests while cleaning hotel rooms; guest room attendants will offer to return at an alternate time for occupied rooms

PPE

Use the same protocols for gloves and masks. Change your gloves after cleaning every room (to limit cross contamination)

Guest Considerations

- a) All reusable collateral to be removed from rooms; critical information to be placed on single use collateral and/or electronically posted (in coordination with IRD)
- b) Disposable collateral to be disposed and changed after each guest
- c) Extra pillows and blankets stored in the guest room closets will be removed and available upon guest request
- d) All guest amenities to be packaged before being placed in room
- e) Shoeshine is suspended until further notice
- f) Specific sanitation consideration will be paid to the following guest room areas:
- Desks, counter tops, tables, and chairs
 - Phones, tablets, and remotes
 - Thermostats
 - Cabinetry, pulls and hardware
 - Doors and doorknobs
 - Bathroom vanities and accessories
 - Bathroom fixtures and hardware
 - Windows, mirrors, and frames
 - Lights and lighting controls
 - Closets, hangers, and other amenities

RETAIL

Wynn Owned Stores

Cleaning & Sanitizing Protocol

- a) Cash wraps, phones, workstations, hard surfaces, handles and frequently touched surfaces to be sanitized at least once per hour and upon a shift change
- b) Sanitize carts and mag liners before and after each use
- c) Sanitize handles, knobs, cage locks, cages and stock room surface at least once per hour

Physical Distancing Protocol

- a) Signage will be prominently posted at each store reminding guests of maximum occupancies and distancing guidelines
- b) Tailoring service will be postponed until further notice

Guest Considerations

- a) Displays and retail assortments will be limited to essential items during phase one to include sundries, toiletries, pre-packaged food and beverage
- b) All merchandise will be served/handled by a retail attendant; no self-serve available in any category
- c) All sales final until further notice (including phone orders)
- d) Golf Pro Shop will feature pre-packaged items only (including visors, hats and gloves)

FOOD & BEVERAGE

Restaurants, Bars & Lounges

Cleaning & Sanitizing Protocol

- a) Host Podiums including all associated equipment to be sanitized at least once per hour
- b) Service stations, service carts, beverage stations, counters, handrails and trays to be sanitized at least once per hour and logged by a manager
- c) POS terminals to be assigned to a single server where possible and sanitized between each user and before and after each shift. If multiple servers are assigned to a POS terminal, servers will sanitize their hands after each use
- d) Dining tables, bar tops, stools and chairs to be sanitized after each use
- e) Condiments to be served in single use containers (either disposable or washed after each use)
- f) Check presenters, votives, pens and all other reusable guest contact items to be either sanitized after each use or single use
- g) Menus to be single use and/or disposable
- h) Existing porous placemats (including Chilewich style) to be replaced with linen, single use disposable or non-porous placemats that can be machine washed and sanitized after each use
- i) Sanitize trays (all types) and tray stands sanitized after each use
- j) Storage containers to be sanitized before and after each use
- k) Food preparation stations to be sanitized at least once per hour
- l) Kitchens to be deep cleaned and sanitized at least once per day
- m) Food and beverage items being prepared to be transferred to other employees using contactless methods (leaving on expediting tables, conveyors, etc.)

Physical Distancing Protocol

- a) Hostesses and managers to manage physical distancing at entries, waiting areas and queues (in addition to signage)
- b) Peak period queuing procedures to be implemented when guests are not able to be immediately sat
- c) Tables and booths to be utilized with appropriate physical distancing between each family or traveling party (six feet or as otherwise advised by local authorities)
- d) Reduce bar stool count to provide appropriate physical distancing
- e) Manage the line flow at quick serve outlets to ensure coffee and food pick up areas remain appropriately distanced
- f) Additional quick serve coffee options to open based on demand and length of physically distanced lines
(Lobby Bar, Wynn Coffee Cart)
- g) Casino Service Bars will be staffed to allow for appropriate distancing between employees

Guest Considerations

- a) All self-serve condiments and utensils to be removed and available from cashiers or servers b) All straws to be wrapped
- c) Napkin service to be suspended until further notice (no placing in a guest's lap or refolding)
- d) Tableside cooking to be suspended until further notice
- e) Remove grab and go offerings; available from fountain workers only
- f) Bar snacks will be served per individual guest and not shared by the table
- g) All food and beverage items to be placed on the table, counter, slot or other surface instead of being handed directly to a guest

Additional Employee Dining Room (EDR) Protocols

- a) No self-serve food available, like buffets (including snacks)
- b) Food to be served by EDR cooks and line attendants
- c) Single use cups for beverage (no refills)
- d) Prepackaged plastic flatware
- e) Trays and plates to be distributed by EDR attendants
- f) Extension of EDR sneeze guards

In Room Dining (IRD)

Cleaning & Sanitizing Protocol

- a) All equipment will be sanitized prior to assigning for the shift
- b) Employees assigned to individual stations (including Sales Agents) will sanitize their stations and all equipment at least once per hour and at each change of shift
- c) Bus Runners will sanitize all doors, handles and high contact surfaces at least once per hour

Physical Distancing Protocol

- a) Set food on tables in hallway and notify guest when the table is outside of the guest's room (plate covers remain) – guests will retrieve their own table
- b) Request that guests notify IRD when finished with their meal and place their trolley in the hallway outside of their room

Guest Considerations

- a) Printed IRD menus to be removed from rooms
 - Explore menu delivery options: QR Code in room to access a PDF version, scrolling on an in-house tv channel, etc.
- b) Minibars to be locked, all loose product removed, and service suspended until further notice
 - Items will be available upon request from IRD

Catering & Banquets

Cleaning & Sanitizing Protocol

- a) All shared equipment and meeting amenities to be sanitized before and after each use, or be single use if not able to be sanitized
- b) All linen, including underlays, to be replaced after each use
- c) Clean and soiled linens to be transported in sealed single use plastic bags into and out of the meeting rooms

Physical Distancing Protocol

- a) All buffet and self-serve style events to be suspended until further notice
- b) All food and beverage items to be individually plated and served
- c) Coffee and other break items to be attended and served by a server
- d) Flatware to be provided as a roll-up
- e) Condiments to be served in individual PCs or sanitized individual containers
- f) Seating capacities and floor plans to be reviewed on an event by event basis to ensure appropriate physical distancing that follows Clark County Fire Department, SNHD and CDC guidelines (in coordination with Hotel Sales & Convention Services)

Guest Considerations

- a) Individual bottled water will be provided in lieu of water carafes on meeting tables and water stations
- b) Develop examples of physically distanced floor plans for Hotel Sales & Convention Services use
- c) Create modified menus to showcase styles of service and items currently available

SALES

Hotel Sales & Convention Services

Cleaning & Sanitizing Protocol

- a) Sanitize conference room doors, tables, chairs light switch and other equipment after each group use
- b) Meeting Concierge and Specialty Desk will sanitize their respective work areas, counters, doors and equipment at least once every four hours and upon a shift change

Physical Distancing Protocol

- a) Seating capacities and floor plans to be reviewed on an event by event basis to ensure appropriate physical distancing that follows Clark County Fire Department, SNHD and CDC guidelines (in coordination with Catering & Banquets)
- b) Site inspections and meetings will be done virtually and/or appropriately physically distanced

Guest Considerations

- a) Provide example of physically distanced floor plans (in coordination with Catering & Banquets)
- b) Post signage outside of meeting and events reminding guests of appropriate physical distancing guidelines

ENTERTAINMENT

Theaters

Cleaning & Sanitizing Protocol

- a) Performers and divers in close contact with each other to sanitize themselves by fully submersing in the chlorinated theater water
- b) Theater seating and public areas to be sanitized at the conclusion of each performance
- c) All equipment to be individually assigned when possible to eliminate equipment sharing

Physical Distancing Protocol

- a) Theater seating and capacity to be managed to allow for appropriate distancing between groups of guests based on SNHD and CDC guidelines

- b) Show schedule limited to one performance per day
- c) Costume dressing and quick-change protocols are staggered and supervised by wardrobe attendants
- d) Performers complete workouts at home or offsite when possible
- e) Maximum occupancy limits and appropriate PPE usage enforced within Health Services for performers requiring physical therapy

Guest Considerations

- a) Showroom snack bars to follow Food & Beverage protocols
- b) Ushers to assist in guest movement and flow to ensure physical distancing protocols are followed

Nightclubs

Pending guidance from local authorities and medical experts.

SECURITY/ENGINEERING

Security Operations

Cleaning & Sanitizing Protocol

- a) All contact surfaces to be sanitized at the completion of an incident (in addition to standard sanitization protocols)
- b) Shift managers will assign specific sanitation responsibilities and ensure proper protocols are followed
- c) Shift Supervisors to log completed tasks
- d) Handcuffs, holding rooms and all related equipment and contact surfaces to be sanitized before and after each use
- e) Shift Manager will notify the Security Command Center (SCC) after unscheduled or specialty cleaning protocols are complete (i.e. after a subject is released from a holding room and the room has been sanitized)

Physical Distancing Protocol

- a) Standard protocols will be followed unless a specific incident requires more invasive contact (i.e. taking a subject into custody for a criminal offense)
- b) Security Officers to assist with enforcing physical distancing protocols in guest queuing areas as required (restaurants, casino floor, registration areas, elevator lobbies, etc.)
- c) Engineering – if summoned to a guest room for maintenance, don a protective mask and follow the best practice for gloves noted above. Consider every guest room a potential source of infection. Offer to address the issue when the guests are out of the room – book a “best time.”

Guest Considerations

- a) Security Officers to familiarize themselves with hand sanitizer and mask distribution points for guests and coworkers

ENTRY SCREENING & CASE REPORTING PROTOCOLS

Non-invasive thermal cameras will be placed at each entry point to the resort. Any person displaying a cough, Entry shortness of breath or other known symptoms of COVID-19 or a temperature above 100.0°F will be discreetly Screening offered a secondary screening.

Secondary Screening The visitor displaying an elevated temperature will be escorted to a designated, private and isolated area and provided with PPE.
A Security Officer using appropriate PPE (including a surgical mask and eye protection) and a temporal thermometer will record a second temperature.
If the visitor refuses the secondary reading, they will be denied entry to the property and provided a COVID-19 information card.

Visitors with Elevated Temperature If the secondary reading confirms that the visitor has a temperature above 100.0°F, the visitor will be denied entry** to the property and be directed towards medical care and provided with resources and recommendations based on CDC and local health authority guidelines.

**See additional procedures below for current hotel guests
A Security Supervisor will collect basic visitor information including name, names of room shares and close contact guests in their traveling party and ID (i.e. driver's license or employee ID). The Supervisor will then make initial observations for the known symptoms of COVID-19 including cough, fever and shortness of breath.
If a visitor refuses to provide information or cooperate with Security, the visitor will be denied entry to the property.

SNHD Reporting The Security Supervisor handling the case will immediately notify the Southern Nevada Health District (SNHD) at (702) 759-1300 Option 2 and advise the operator that there is a possible case of COVID-19.
Inform the SNHD if the visitor is requesting medical care or refusing to cooperate and leaving the property.

(skip to
Transportation
for employees
and non-
resident guests)

If a guest requests to return to their room:

- A Security Supervisor will be called to escort the guest for the remainder of the process.
- The guest will be provided appropriate PPE (if not already wearing) and escorted directly to their room.
- The Security Supervisor will control the elevator to ensure no other visitors use the same cabin.
- The SCC will notify PAD and the elevator will be returned to service only after properly sanitized by PAD.
- The SCC will notify the Hotel Manager on Duty to pin the room and not permit access until medical clearance is given and/or the room is properly sanitized.

If the guest does not return to their room:

- The SCC will notify the Hotel Manager on Duty to pin the room and not permit access until proper medical clearance is given and/or the room is properly sanitized.
- The guest's belongings will remain in the room until security can arrange for the safe removal and storage of the belongings.
- Hotel Management will determine the best course of action to handle the outstanding folio on a case by case basis

Guests who have previously displayed an elevated temperature may NOT return to the resort until they have been medically cleared. Once proper medical clearance is given, they may return to their room (if still checked-in).

If the Guest with an elevated temperature is sharing the room or has had close contact with other visitors:

- The Security Supervisor will determine room shares and close contact guests traveling with the elevated temperature guest. The full protocol will be followed beginning with a secondary screening for all close contacts.
- Follow SNHD guidance on required isolation or quarantine procedures for close contacts as appropriate.
- If a room is being used for self-isolation the SCC will inform Hotel Management and CDC and local health authority guidelines will be followed for all additional contact with the guest and service to the room.

If a current hotel guest is deemed to have an elevated temperature, and not in medical distress, the guest should be offered the opportunity to return to their room and gather their belongings before transportation is arranged.

In-House
Hotel Guests

If the visitor has their own vehicle the visitor may leave in their own vehicle.

If the visitor does not have their own vehicle an ambulance will be called to transport the person to the appropriate Transportation medical care facility as directed by the SNHD and local health authorities.

Visitors who are displaying the symptoms of COVID-19 should NOT be directed to use public transportation, taxis, Uber, Lyft or other shared transportation options.

The Security Supervisor will notify the Preliminary Investigator to prepare an incident report.

The report will be submitted to the head of Crisis Management.

Internal
Reporting

At a minimum, the incident report is to include the visitor name, identification information, room number (if applicable), if the temperature reading(s) was above 100.0°F and if the visitor was transported for medical care.

The incident report will be updated as new information is available and when/if the visitor returns to property.

End of Wynn supported content

