

# ASSESSING *Recovery*

Best Practices for **Communicating Health and Safety Guidance** at Businesses



U.S. TRAVEL  
ASSOCIATION®



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ASSOCIATION®





# IVAR SATERO

## Airport Director



San Francisco  
International  
Airport





A wide-angle photograph of the San Francisco International Airport terminal at dusk. The terminal's iconic vaulted roof and glass facade are visible, with the words "SAN FRANCISCO INTERNATIONAL" printed across the front. In the foreground, a multi-lane highway shows long-exposure light trails from cars, with red and orange streaks indicating traffic flow. The sky is a deep blue with some light clouds.

# Onward & Upward

SFO COVID-19  
Recovery to Resilience Framework  
2020-2023

**SFO**



# A Changed World

The global outbreak of the novel coronavirus (COVID-19) has caused unprecedented disruption to the world as we know it. The turbulence experienced by the air travel industry is unlike the impacts of any other prior event in history.

Response to this pandemic requires agility and flexibility as the situation continues to evolve. SFO has developed a recovery framework which is adaptable to tackle an unpredictable future, and which is based upon recovery principles that reflect SFO's core values:



These principles will guide SFO on the journey from recovery to resilience.



# Recovery to Resilience

The purpose of the SFO recovery to resilience framework is to provide a roadmap as the Airport transitions from response and recovery to building SFO's resilience to future-proof the Airport.

The framework addresses challenges facing the entire Airport community and provides guidance and policy direction to help SFO emerge from this pandemic even stronger.

Goals under this framework include:



1. Improving passenger confidence in flying through SFO



2. Enhancing the safety, health and well-being for all SFO employees



3. Ensuring the financial recovery, stability and vitality of SFO & its business partners



4. Caring for supporting SFO's community and local workforce



5. Building resilience and future-proofing the Airport

#SFOStrong



# Recovery Teams

## Goal 1 – Improve Passenger Experience

*Sponsor: Jon Ballesteros*

- Safety By Design - Terminals
- Cleanliness - Terminals
- Operations & Security
- MarComm & Outreach – External
- Public Health
- SFO Recovery Disaster Service Worker (DSW) – “Travel Well” Ambassadors

## Goal 3 – Financial Recovery

*Sponsor: Cheryl Nashir*

- Financial Recovery Plan
- Tenant Space Re-activation
- Legislation & Advocacy
- Small Business Stability
- Utility & Equipment Optimization

## Goal 2 – Safety, health & well-being for SFO Employees

*Sponsor: Jeff Littlefield*

- Safety by Design – Workspaces
- Cleanliness – Workspaces
- Return to Work – Employee Guidelines/Wellness Resources
- On-site Testing
- MarComm & Outreach – Internal Communication
- Personal Protective Equipment (PPE)

## Goal 4 – Community Care / Local Workers

*Sponsor: Geoff Neumayr & Julian Potter*

- Tenants, Employer, & Community Support

## Goal 5 – Resilience / Futureproof

*Sponsor: Ian Law*

- Lessons Learned/ Evaluation



# Recovery Landscape

## Managed COVID-19 Risk

- No vaccine
- Limited access to rapid tests
- Strict physical distancing measures in place
- Difficulties with securing Personal Protective Equipment (PPE)
- COVID-19 resurgence
- Flight activity at 3-30% of normal level
- Passenger daily volume at 2K-20K
- Stay-at-Home orders remain
- Airlines & businesses in financial hardship; potential bankruptcy for airlines, ground handlers, other operators at SFO
- Limited availability of proven technologies, devices, products to counteract viruses

## Low COVID-19 Risk

- No vaccine
- Increased access to rapid tests and on-site testing at SFO
- Some physical distancing measures in place
- Few challenges with maintaining at least 30-day supply of PPE
- Flight activity at 30%-60% of normal level
- Passenger daily volume at 20K-40K
- Most Stay-at-Home orders lifted
- Airlines & businesses in financial recovery; potential bankruptcy for airlines, ground handlers, other operators at SFO
- Outbreaks of COVID-19 cases; seasonal increases
- Increased availability of proven technologies, devices, products to counteract viruses

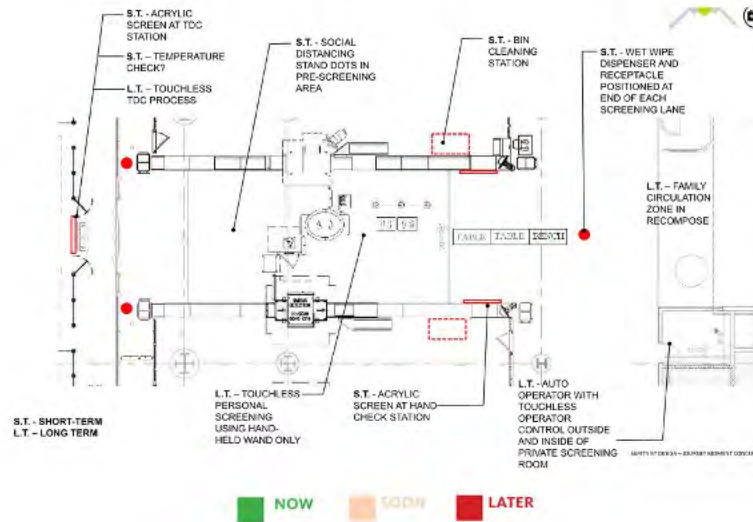
## Safe(r) from COVID-19

- Vaccine widely available (COVID-19 specific or pan-coronavirus)
- Rapid tests or improved alternatives widely available
- Limited-to-no physical distancing measures
- Flight activity at 60%-90%+ of normal level
- Passenger daily volume at 40K-60K+
- All travel restrictions lifted
- Airlines, businesses, & other operators stable
- Occasional outbreaks of variety of viruses
- Wide availability of proven technologies, devices, products to counteract viruses



# Health & Safety at SFO

## Safety by Design – Addressing Passenger Journey Moments



Security checkpoints



Hand sanitizer dispensers



Interactive, non-contact children play areas



Physical distancing in queues





# Health & Safety at SFO

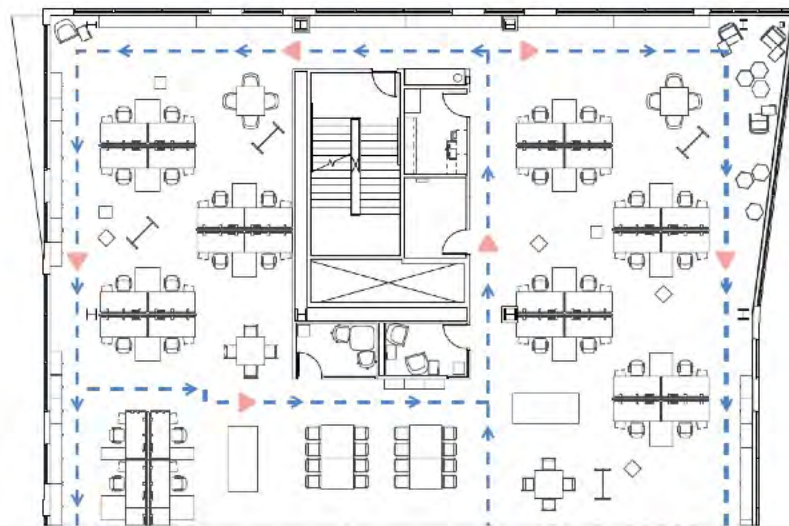
## *Safety by Design – Addressing Employee Safety in the Workplace*

### Traffic Zone Implementations

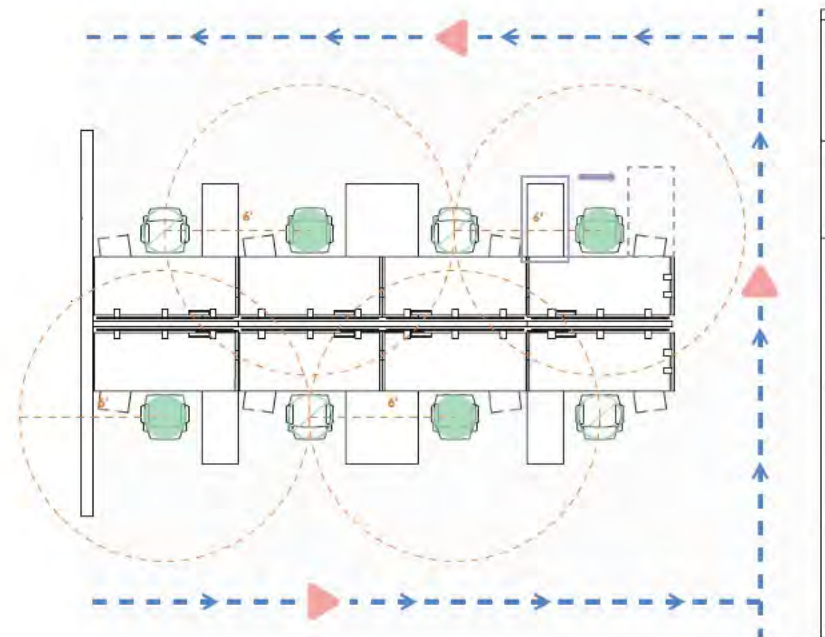
#### Short-Term

##### Designate foot-traffic/circulation patterns

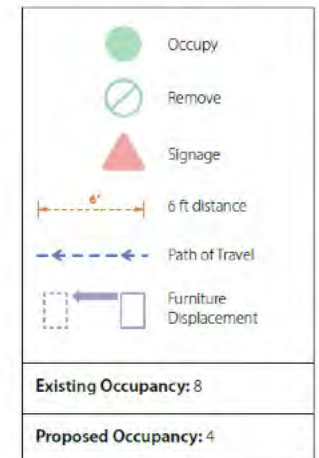
- Implement clockwise traffic flow to minimize major congestions
- One-way signage to indicate the direction of traffic flow



Legend



Legend





# Health & Safety at SFO

## *Touchless Journey*

### Accelerating Contactless Processing Technologies

Social distancing will push the aviation industry to adopt new policies and procedures in the short term. However, passenger concerns may persist further. The industry will have to rethink previous aviation planning and design paradigms and adapt to new behavior norms.



#### **Touch-free Kiosk Check-in – UA**

Starting 10 May 2020, United Airlines passengers with SmartPhones can check-in at a kiosk without touching the kiosk screen interface.



#### **Self-Printed Baggage and – LH "HomeTag"**

Lufthansa has developed a new home-printed bag tag, along with a Radio Frequency Identification (RFID)-enabled holder, which can initially be used on the Frankfurt-Tokyo Narita route in 2014. Passengers can print their bag tag – known as HomeTag – along with their boarding pass at home and place it in a plastic holder and attach it to their bag, and then drop their bag at the terminal.



Touchless hydration stations

- SPEAKER SYSTEM FOR ALL COURTESY PHONES.



SPEAKER SYSTEM

- TOUCHLESS TRANSACTIONS. (VIV SOFTWARE SYSTEM).



TOUCHLESS VENDING



# Outreach & Awareness

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## Onward and Upward Together

To our essential workers, we thank you for serving the needs of our travelers. To our returning employees, welcome back. You've been missed! Together, let's revive SFO—for ourselves, our community and our customers.





# Outreach & Awareness

## What to Expect at SFO

We're staying on top of the latest research and guidelines to protect the health of our guests and employees. Here's what you can expect the next time you travel through SFO:



### Facial Coverings

All travelers and employees must wear facial coverings/masks while at SFO. Many airlines are also requiring facial coverings; please check with your airline before arriving at SFO.



### Physical Distancing

Keep at least six feet between yourself and others. To help with social distancing, we've installed more than 4,000 spacing markers in queuing and seating areas. Limit elevator use to no more than two people.



### Hand Sanitizers

Hundreds of hand sanitizers are located throughout the terminals. Additionally, the TSA is now allowing each traveler to bring one liquid hand sanitizer up to 12 ounces in a carry-on bag.



### Plastic Barriers

For added protection, plastic barriers are being installed in high-traffic locations such as TSA checkpoint kiosks, information desks, and airline counters.



### Enhanced Cleaning

We have increased the cleaning of our facilities with an EPA-approved and CDC-recommended germicidal agent that kills all coronaviruses. We have deployed battery-operated sprayers and all-surface cleaning equipment for specialized and as-needed cleaning requirements.

## TRAVEL TIPS



### Dining Options

Open restaurants offer take-out service only. See open restaurants at [flysfo.com/open-dining](https://flysfo.com/open-dining).



### Shopping Options

Many newsstands are open for necessities. See open shops at [flysfo.com/open-shops-and-services](https://flysfo.com/open-shops-and-services).



### Minimize Touch Points

Using mobile boarding passes and bringing only carry-on luggage helps minimize your touch points.



### Arrive With Plenty of Time

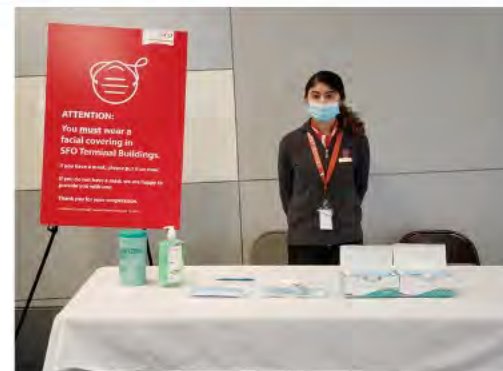
Please arrive two hours prior to your domestic flight, and three hours prior to your international flight.



### Airport Drop Off & Pick Up

To help with physical distancing in the check-in, baggage claim, and other pre-security areas, please plan to be dropped off, or to meet your party, at the curb.

Learn more at [flysfo.com/what-to-expect](https://flysfo.com/what-to-expect)



SFO

San Francisco International Airport

April 24, 2020

## AIRPORT OPERATIONS BULLETIN (20-07-AOB)

TO: All Airlines and Aviation Support Services Teams

SUBJECT: Requiring Airlines to Notify Disembarking Passengers and Crew of Mandatory Face Coverings Order

### Background

On April 17, 2020, the San Mateo County Health Officer issued Order No. c19-8 (the "Order") in a continuing effort to mitigate the impact of the COVID-19 pandemic. The Order mandates face coverings in all public areas with limited exceptions. A copy of the Order is attached to this AOB.

### Purpose

The purpose of this Bulletin is to inform all airlines with flight arrival operations at San Francisco International Airport that they must facilitate passenger and crew adherence to the Order mandating face coverings. Failure by airlines to comply with this AOB may result in the issuance of administrative citations under the Airport's Rules and Regulations.

### Required Action

- Prior to passengers disembarking the aircraft, all airlines must notify their passengers and crew that upon leaving the aircraft, they will be required to wear a face covering to comply with the local county health Order.
- The Airport expects all airlines will comply with the Order to help mitigate the impact of the COVID-19 pandemic.

### Effective Date

This AOB is effective immediately.

Ivar E. Satero  
Airport Director

SFO



# Coordination with Airlines & Stakeholders

## *Onward and Upward*



Regular communication with:

- Airlines
- Concessionaires
- Service providers
- Labor representative of private-sector employees

Focus on financial recovery for SFO and all business partners.



# Coordination with Airlines & Stakeholders

*National and global efforts*



*Need: Consistency in industry-wide standards to minimize risk of COVID-19*



# Thank You





# TOM O'SHEA

Managing Director







## OUR RE-OPENING COMMITMENT TO YOU

On behalf of our entire team, we would like to take a moment to say thank you for your patience, loyalty and support. The past few months have been unlike anything we have ever experienced. It really can't be said enough – your health and comfort and that of our associates, will always be our priority and we will remain committed to open and honest communication.

We closed our doors for 8 weeks to anticipate the future and evolve our agreement to our community, guests and associates. We are and always will be dedicated to serving you in the same genuine and professional way you have grown accustomed to.

We are confident as we re-open our business that we have allowed ample time to develop a long-term strategy which includes expanded operations measures that pay close attention to safety and sanitation.

# MODIFIED OPERATIONS & BEST PRACTICES

## TRAINING

Our team is focused on showing up in meaningful ways for our community through the lens of health and safety, now more than ever. We have expanded our associate education program to include the following:

- A COVID-19 safety and sanitation training will be required for all associates
- Required social distancing guidelines will be mandated in the work place
- Resort-wide safety and sanitation stations will be introduced
- New safety and sanitation equipment education will be provided (i.e. spray cleaners for accommodations)
- This COVID-19 Operational Strategy has been reviewed with all associates

## RESORT-WIDE SAFETY & SANITATION STANDARDS

- All associates and guests will be required to maintain a social distance of 6-feet
- All associates will be provided and required to wear masks and job specific PPE
- All associates will adhere to CDC recommended hand washing and social distancing guidelines
- Sanitation stations are located throughout associate and guest areas
- Physical distancing markers have been placed on the floor throughout the resort encouraging 6-feet of distance between guests
- Plexiglas partitions have been added to transportation vehicles and guest-facing locations throughout the property
- High touch areas will be frequently disinfected throughout the day including door handles, drinking fountains, counter tops, bathroom fixtures, cash machines, handrails, etc.
- Entry doors will be staffed or remain open, weather permitting
- Disinfectant sprayers will be used throughout the property
- The resort will adhere to its comprehensive cleanliness standards and will continue to use cleaning products that are approved for use by the EPA and proven to be effective against viruses, bacterial and other airborne pathogens
- All printed material (resort maps, recreation guides, restaurant menus, etc.) will be made available electronically
- Resort associates will utilize phone or text to communicate with guests whenever possible
- Cash transactions are temporarily suspended
- Exterior furniture and tables have been removed from resort common areas.





# LODGING

To ensure guest and associate safety, there will be a 24-hour rest period between reservations. All accommodations are either free standing or in small buildings with exterior entry doors.

## ARRIVAL EXPERIENCE: LODGE ACCOMMODATIONS

- All guests will receive a personal pre-arrival call to outline arrival procedures
- A link to a downloadable resort map and activity guide will be provided to resort guests via text and/or email
- Curbside check-in service will allow guests to remain in their vehicle
- Guests will call when they arrive at the resort
- The Front Desk team will deliver sanitized room keys to the guest vehicle.

## ARRIVAL EXPERIENCE: VACATION RENTALS

- All guests will receive a personal pre-arrival email with a unique pin code to access the vacation rental
- Guests should go directly to their vacation rental, no need to check-in at the Front Desk
- A link to a downloadable resort map and activity guide will be provided to guests via text and/or email.



## MAINTENANCE

- Contact-less maintenance services will be provided
- Guests will be asked to vacate the unit while staff is performing requested maintenance services
- Associates will change gloves between tasks
- Associates will sanitize their way into and out of units.

## HOUSEKEEPING

- Associates will change gloves between tasks and between units
- Disinfectant sprayers will be used on all soft surfaces
- The resort will continue to follow OSHA and CDC guidelines with regard to laundering linen
- All lodge suites and vacation rentals have dishwashers for sanitizing dishes
- All glassware in lodge guestrooms has been replaced with single use products
- An individual size bottle of hand sanitizer and disinfectant wipes have been added to all lodge accommodations
- Bottled water for purchase has been removed from rooms; delivery available upon request; ice machines have been deactivated; ice will be delivered in single-use bags upon request
- Mid-stay housekeeping services have been suspended
- All extra blankets and pillows have been removed from lodge accommodations; delivery available upon request
- Contact-less delivery; all amenity requests will be delivered in single-use bags and left on the exterior of the unit
- All printed material has been removed from all units or is for single-use only and will be replaced between guests.

## TRANSPORTATION

- Shuttles will be restricted to individual parties
- Guests are asked to handle their own luggage and golf bags
- Shuttles will be sanitized between parties





# FOOD & BEVERAGE

Food & Beverage will be operating under a to-go program until the State of Oregon COVID-19 operating guidelines are lifted. Social distancing of 6-feet between guests is paramount for the safety of both guests and associates.

## ALL FOOD AND BEVERAGE OUTLETS

- Menus are single-use
- Pens and other reusable guest contact items are sanitized after each use
- Food preparation stations are sanitized after each item is prepared
- Kitchens are deep cleaned at least once per day

## BREAKFAST & LUNCH TO-GO

- Starbucks is open daily from 7:00am-3:00pm; (541) 593-4999
- Merchant Trader Café at Meadows is open daily from 7:00am-5:00pm; (541) 593-3790
- McDivots Café at Woodlands is open daily from 7:00am-5:00pm; (541) 593-3469
- Turn Café at Crosswater is open daily from 7:00am-5:00pm; (541) 593-3403

## DINNER TO-GO

- Carson's American Kitchen at the Lodge is open daily from 3:00pm-9:00pm for curbside pick-up or delivery. Contact Carson's To Go at (541) 593-3740 from 11:00am-8:30pm to place your advance dinner order. Please allow a minimum of 45 minutes prior to picking up your order.
- The Grille at Crosswater is open Friday & Saturday from 4:30pm-7:30pm for curbside pick-up. Contact Crosswater To Go at (541) 593-3400 from 11:00am-7:00pm to place your advance dinner order. Allow a minimum of 45 minutes prior to picking up your order.
- Single-use menus will be available in all units or can be viewed online by clicking Carson's To Go or Crosswater To Go
- Guests are encouraged to order in advance. By pre-ordering, we will be able to expedite orders and confirm pick-up times
- Carson's and Crosswater Grille To Go orders will be charged in advance to guest folio or credit card
- If you have dietary restrictions or food allergies, please inform us at time of order and our culinary team will gladly assist

## ALCOHOLIC BEVERAGES

Alcohol is available for purchase in sealed containers for consumption in lodge accommodations and vacation rentals. Current state restrictions prohibit the Resort from selling for consumption in restaurants, common areas or on the golf courses



# GOLF

Golf will be operating under Park & Play guidelines until the State of Oregon COVID-19 guidelines are lifted. Social distancing of 6-feet between guests is paramount for the safety of both guests and associates. All tee times will be at 12-minute intervals.

## GOLF SHOP & RETAIL

- The Meadows Golf Shop & Merchant Trader retail is open daily from 7:00am- 5:30pm; limited to 8 guests at any given time; (541) 593-7850
- The Crosswater golf shop is open daily from 7:00am-5:30pm; limited to 4 guests at any given time; (541) 593-4402
- The Woodlands golf shop is open daily from 7:00am-5:30pm; limited to 4 guests at any given time; (541) 593-4402
- The Lakehouse at Caldera Links is open daily from 9:00am-5:00pm; limited to 4 guests at any given time; (541) 593-4851
- Dressing rooms will not be available for trying on clothing in store
- Returns will not be accepted at this time.

## PRIOR TO PLAY

- Guests will be asked to handle their own golf bags
- Cart availability is limited
- Walking is encouraged
- Golfers should not arrive more than 45 minutes prior to tee time.
- Upon arrival, carry your clubs from the parking lot to cart staging area or proceed to the cart staging area, select your cart, and drive the cart to your vehicle for loading clubs
- If you choose to ride, load your clubs on a single-occupancy cart
- Family members and guests, if living or traveling together, may ride on the same cart
- All carts will be sanitized prior to and following play
- 40 minutes prior to your tee time, proceed to the driving range (no earlier)
- Driving range hitting areas have a minimum of 6-feet spacing
- 15 minutes prior to your tee time, proceed to the practice putting green
- 5 minutes prior to your tee time, proceed to the first tee.

## ON COURSE

- Social distancing guidelines must be followed throughout your round
- Please use your golf bag as your own storage device
- The flagstick with foam bumper must remain untouched and in the cup
- Please bring your own water. Self-serve on-course water will not be available



- Rakes have been removed from golf course bunkers and a temporary rule permits placing your ball in a bunker
- Individual rakes will be available on each golf cart; please rake the bunker as normal
- Trash bins have been removed; please keep trash and dispose following your round
- Scorecard, tees, and pencil will be provided on each golf cart
- Pull carts are sanitized before and after each use
- On course bathrooms will be sanitized regularly.

## **FOLLOWING YOUR ROUND**

- Take golf cart to parking lot and unload your clubs and belongings
- Remove all trash prior to returning cart including tees, scorecard, pencil, and garbage
- Return empty cart to wash bay after all belongings and trash has been removed from your cart.

## **CROSSWATER**

- Arrival at the Gatehouse
- Gate Attendant will greet each Resort Guest
- Guest will be provided a single-use parking pass to be displayed in the guest vehicle while on Crosswater property
- Guest will return the parking pass prior to exiting the property and the parking pass will be recycled.





# COVID-19 Safety Orientation

Orientation on safety and operational modifications during the COVID-19 pandemic



# What is COVID-19?

Novel coronavirus (COVID-19) is a virus strain that has only spread in people since December 2019. Health experts are concerned because little is known about this new virus. It has the potential to cause severe illness and pneumonia in some people and there is not a treatment.

## How does novel coronavirus spread?

Health experts are still learning the details about how this new coronavirus spreads. Other coronaviruses spread from an infected person to others through:

- the air by coughing and sneezing
- close personal contact, such as touching or shaking hands
- touching an object or surface with the virus on it, then touching your mouth, nose, or eyes

## What are the symptoms?

People who have been diagnosed with novel coronavirus have reported symptoms that may appear in as few as 2 days or as long as 14 days after exposure to the virus:

- Fever
- Cough
- Difficulty Breathing

# What is COVID-19?

## How can I prevent from getting novel coronavirus?

Steps you can take to prevent spread of flu and the common cold will also help prevent coronavirus:

- Wash hands often with soap and water. If not available, use an alcohol-based hand sanitizer
- Avoid touching your eyes, nose, or mouth with unwashed hands
- Avoid close contact with people who are sick
- Stay home while you are sick and avoid close contact with others
- Cover your cough or sneeze with a tissue, then throw it away. If you don't have a tissue, cough into your elbow.
- Clean and disinfect objects and surfaces that you frequently touch.

Currently, there are no vaccines available to prevent novel coronavirus infections.

## How is novel coronavirus treated?

There are no medications specifically approved for coronavirus. Most people with mild coronavirus illness will recover on their own by drinking plenty of fluids, resting, and taking pain and fever medications. However, some cases develop pneumonia and require medical care or hospitalization.



# Recap of Sunriver Resort's response to COVID

- Temporary suspension of Operation effective March 19 – May 15
- Golf and To-Go Food Operations – assessment & fine-tuning
- Careful review of CDC updates, Governor's orders, county orders and other credible agencies
- Preparation of pre-opening
  - Fiscal Plan
  - Operating Plans
  - Safety Orientation
  - Communication Plan
- Soft Re-opening on May 15

# Resort-wide Operational Modifications

- 24 Hour rest period between room reservations in the Lodge & Property Mgmt
- All guests will be checking into their rooms/homes through a curb-side check-in process or remotely.
- Plexiglass shields have been installed in Bell Service Vehicles and Property Management Vehicles.
- Plexiglass shields have been installed in operating outlets that cannot maintain a 6 foot distance during person-to-person transactions.
- All Resort-wide and Department Meetings/Stand-Ups are currently suspended. Conference Calls will be used when necessary.
- New Associate Orientation & Welcome Back Sessions will be conducted via Webinar.
- Administrative Departments will operate telephonically or by email only. In person appointments are available by request in advance and will be scheduled in a location that can accommodate Social Distancing, like the Resource Center.



# Resort-wide Operational Modifications

- Hand sanitizer stations have been placed at every time clock and throughout the resort for guest and associate usage.
- Masks have been purchased for all Associates.
- Disinfectant sprayers have been purchased for a variety of uses
- For associates, transition communication away from paper and using DocuSign and text messages as a more frequent method.
- Maintain Social Distancing including no handshaking, no hugging, etc.
- Implementation of single-use menus and other collateral in F&B
- Dedicated space on the Sunriver Resort website to highlight safety operational modifications to educate guests/customers.
- Hygiene & Social Distancing Committee is established to assess and address issues as they arise



# Department Specific Training

- Each department has a written department specific operational policy that will be shared with you, if it hasn't already.
- Your review and sign-off are required for you to work.
- You will also be issued your PPE and individual masks at this time.
- You should not start working without having seen your department's policy and been issued your PPE.



# Masks

- Every associate will be issued 2 cloth masks. You must wear a mask while at work.
- Masks have been carefully sourced from a local Bend company called Blackstrap.
- Each mask is dual layered and antimicrobial.
- Each mask can be machine washed.
- Each mask is made from repurposed materials. For each mask purchased, Blackstrap donates a mask to a person or community entity in need.



# Masks - How to Wear Cloth Face Coverings

Cloth face coverings should—

- fit snugly but comfortably against the side of the face
- be secured with ties or ear loops
- include multiple layers of fabric
- allow for breathing without restriction
- be laundered and machine dried daily



Source: CDC.gov

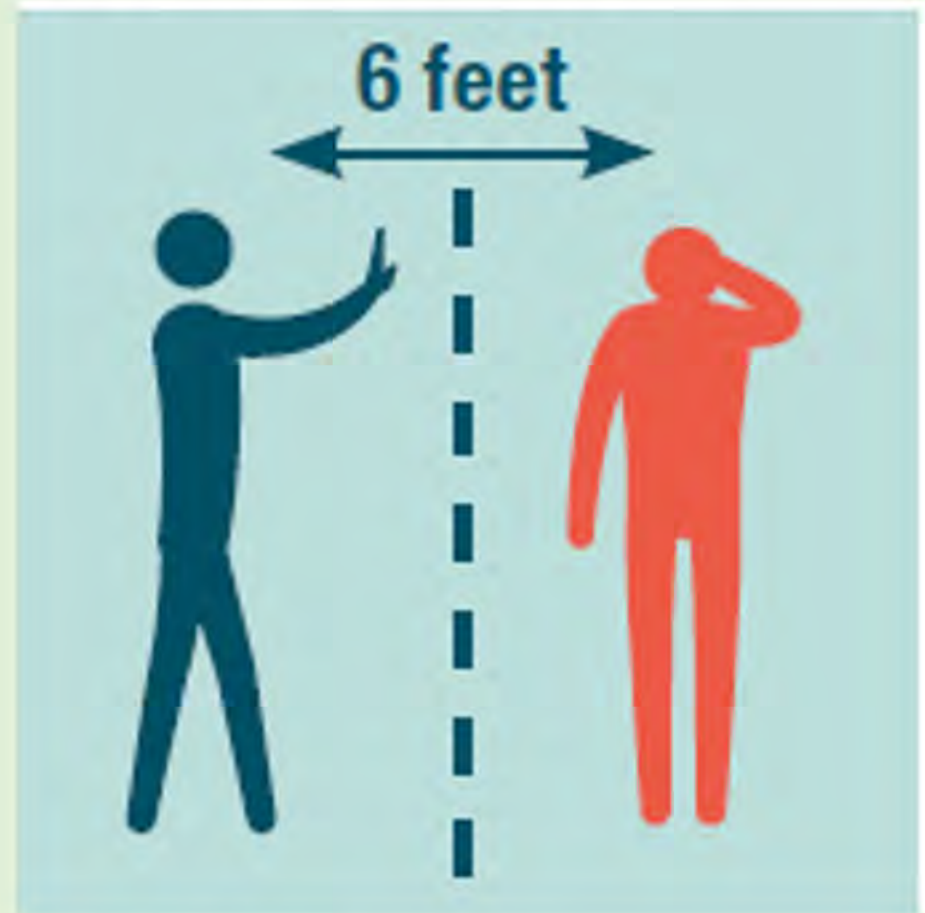


# Personal Responsibility – Social Distancing

Physical distancing, also called social distancing, means you avoid contact with people, other than those who live with you.

Physical distancing is one of the best ways to slow the spread of

COVID-19. It's up to each of us to help stop the spread of COVID-19.



Source: CDC.gov

# Personal Responsibility – Stay Home if Sick



Source: CDC.gov

Stay home and consult with your doctor or a clinic if you are ill with any of these symptoms:

- » Fever of 100° or higher
- » Cough
- » Shortness of breath



# Personal Responsibility – Prevent the Spread

- Wash your hands often with soap and water.
- Avoid touching your eyes, nose and mouth.
- Avoid contact with sick people and stay home if you're sick.
- Cover your mouth and nose with a tissue or sleeve when coughing or sneezing.



Source: CDC.gov

# Confirmed COVID-19 Case on Property

In the event of a confirmed COVID-19 case of an associate, guest or vendor who has recently accessed Sunriver Resort, we will:

- Follow Hyatt's COVID-19 Management Guidelines
- Secure the area that has known contact
- Notify the local health authorities and follow their lead on tracing and cleaning of appropriate areas.
- Require mandatory temperature checks of associates and send associates home with temperatures above 100.4 degrees



# Community Partnership - BlackStrap



***BlackStrap's Waste-Zero*** initiative focuses on the environmental impacts associated with textile milling of fabric and the physical manufacturing of products. Through mindful product development they have been able to dramatically minimize the waste fabric that would otherwise wind up on the cutting room floor by building innovative products that protect the environment, your gear & your body when in the outdoors!

***For each Civil Face Mask sold, BlackStrap is donating a mask to an agency/company/individual in need***



# JASON FREEMAN

**VP of Security, Safety, Health &  
Environmental**





# Six Flags Entertainment Corporation Re-Opening Plan



# Executive Summary



Over the past 60 days, the team has researched and developed an array of new consumer and guest insights, new processes, and procedures to create a safe environment for our team members and guest. We have researched and developed new technology to create a contactless guest experience along with purchasing state of the art security technology that will change the entry process in the new normal and enhance the guest experience in the next normal. All these processes will be ready to deploy as we reopen the parks in a well-orchestrated effort focused on the safety of our guests and team members.

The new process and technology were developed to allow for agile and rapid response to any number of shifts that may be needed as we open the parks in different regions. Our new reservation system will allow us to make daily adjustments in how many guests we bring into the parks. Using the in-house reservation system provides the granular control we need to adjust to the local areas requirements on a day by day basis.

We are set for success and safety. We have the flexibility to respond to changing conditions. We will continually adjust our process and staffing levels to optimize the guest and employee safety and maximize our revenue potential. These steps are just the first phase of the opening process. There will be numerous changes as we establish what the new normal looks like and prepare for the next normal.



## Summary Key Points



- We have developed a strong safety plan with the best counsel
- We have a well-defined system to drive the park openings and gauge our progress
- Ongoing work with local authorities for partnership
- New technology to foster contactless guest interactions

# Industry Alignment – Safety Protocols



**Industry is aligned in approach to the new protocols**

Park	Employee Mask	Guest Masks	Employee Screening	Guest Screening	Social Distance Markers	Increased Sanitation	Health & Social Distance Messaging
Six Flags	X	X	X	X	X	X	X
Cedar Fair*	X	X	X	x	X	X	X
Herschend	X	X	X	X	X	X	X
Disney*	X	X	X	X	X	X	X
Universal*	X	X	X	X	X	X	X
SeaWorld	X	X	X	X	X	X	X
Hershey*	X	X	X	X	X	X	X

\* Includes all waterparks owned/operated



# New Normal - Safety Protocols



## Social Distancing

1. Wear your mask
2. Wash your hands
3. Cover your cough

## Team Member and Guest Safety



Due to our health and safety policies, certain attractions may not be operating, or have limited operations.

Together, we can Do The Six!

## Team Member and Guest Communication



## Health Screening



## Sanitization and Disinfecting of Park Facilities

# Returning to Operation – Core Strategies



## Social Distancing

- All Team Members and Guests required to wear masks.!
- Install distance markers in all queue lines throughout the park.
- Set up all guest and team member area to meet social distance protocols.
- Seating adjustments NO indoor seating for dining, & monitored indoor venue capacity controls
- Reduce guest and team member contact with operational adjustments.
- Comply with regulatory guidelines

## Screening

- Implement company screening procedure for both guests and team members.
  - Introducing technology for contactless temperature screening.
- Guest and team members will be screened at all entrance points
- Comply with regulatory guidelines

## Sanitization/Disinfecting

- Increase hand sanitization throughout the park.
  - Rides, all POS locations, & midways
- Continue existing and increased sanitization and disinfecting procedures park wide.
- Staff dedicated clean teams.
- Increase sanitization of public seating, patios, tables, entertainment venues, etc.
- Comply with regulatory guidelines

## Signage, Communication & Training

- Implement multi-tier guest and team member communication for health, hygiene and social distancing.
  - Audio, video, and signage
- Have appropriate coverage throughout the park.
- Implement COVID-19 training and in-services for team members
- Toll Plaza signage
- Comply with regulatory guidelines

## Equipment & Supplies

- TM Action Pack
  - Cloth face mask
  - Safety glasses
  - Gloves
- Spray bottles
- Low pressure backpack sprayers
- Sanitizers and disinfectants
- Microfiber cloths
- IR thermometers
- Plexi-Glass separators
- Distance markers
- Queue line supplies, fencing, and tents

*All plans written in partnership with epidemiologist  
Parks will deploy local plan encompassing categories above*



# Social Distancing



- Install distance markers in all queue lines throughout the park.
- Reconfigure guest and team member areas to meet social distance protocols.
- Seating adjustments in dining, patio, etc.
- Modify indoor venue capacity.
- Reduce guest and team member contact with technology solutions
- Comply with regulatory guidelines



Together,  
we can  
Do The Six!



In our queue lines,  
please keep a distance of 6'  
between you and other  
guests and employees.

**Please observe  
social distancing  
and sit with  
only members  
of your group**



Together, we can  
Do The SiX!

# Signage & Other Messaging



1. Wear your mask
2. Wash your hands
3. Cover your cough
4. Keep your space
5. Sanitize often
6. Have Fun!

Six Flags is 100% committed to delivering a clean, safe, fun and thrilling day for our guests and employees. Together, we can Do The Six!

**Please observe social distancing and sit with only members of your group**



**Together, we can Do The Six!**



**Together, we can Do The Six!**



**For the safety of all guests and employees, you are required to wear a mask in the park at all times**



**Together, we can Do The Six!**



**In our queue lines, please keep a distance of 6' between you and other guests and employees.**





# Sanitization



## Clean Team

- Cleaning protocol that is customized to the areas and frequency of potential contact
- Nightly sanitization of the park that includes a focus on high touch points to ensure a sanitized park for the next day
- Plentiful hand sanitizer throughout the park (rides, culinary, retail, games and other public spaces)
- Constant focus on ride and high touch points to ensure a clean experience for each rider
- Retail and food locations to ensure safe delivery of product



# Sanitization



Clean Teams: Staff dedicated to sanitization and dispatched throughout the park



**Hand Sanitizer  
&  
Hand washing  
Stations**



# Social Distancing Strategies



Ride queue Lines • Restroom queue lines • Cashless transaction through technology • Culinary • Retail





# Social Distancing Strategies



Pedestrian Foot Traffic Social Distancing Directional Pathways: Major traffic pathways





# Social Distancing Strategies



Entertainment Venues • Virtual Training • Outdoor Restaurant Seating



Please observe  
social distancing  
and sit with  
only members  
of your group



Together, we can  
Do The SIX!

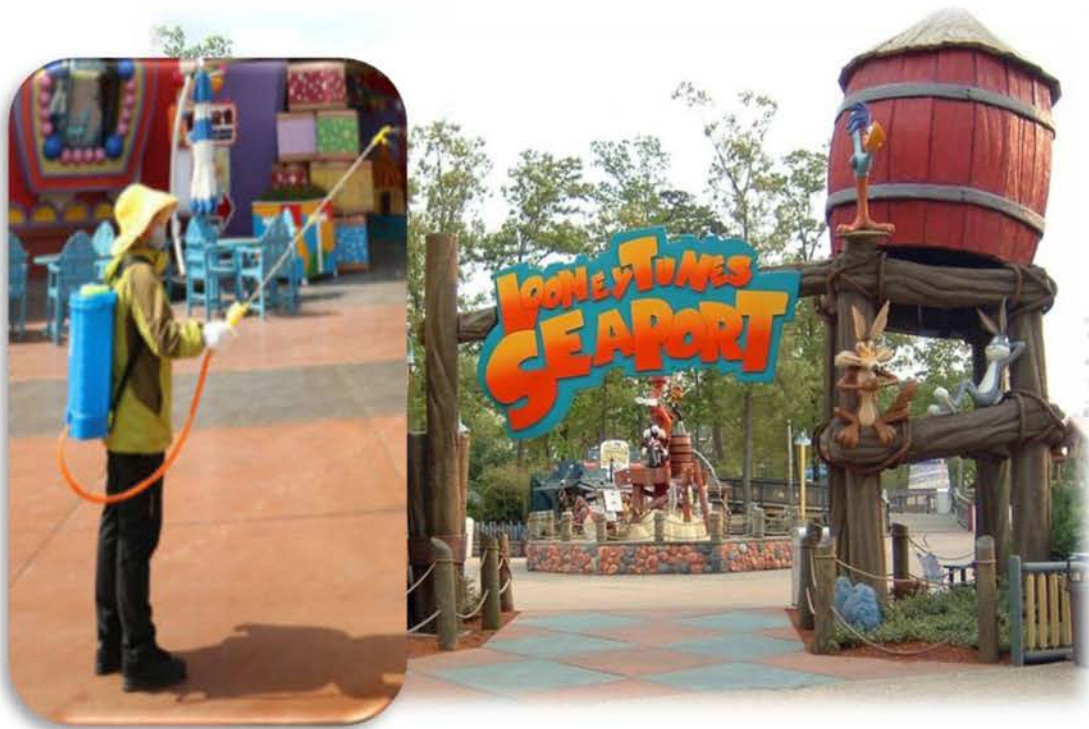




# Daily Sanitization & Disinfectant Equipment



Full park deep cleaning and sanitization daily!





# PPE & Needed Equipment



- ~ 600k reusable masks for employees
- Sanitizer at key locations (i.e. ride entry)
- Action pack for all employees – Masks, gloves, glasses



Supply chain for the needed PPE under constant management.

- Procurement team is working through the challenges to obtain our needed supplies.



# EMS Treatment Protocols



- EMS/ Health Services
- In-Field EMS Treatment:
- Required mandatory PPE for all EMS providers per applicable state and local EMS protocols for the treatment they are providing.
- EMS will do their best to social distance; patient care will always take top priority.
- All fanny packs/sling backs/first-in bags will be sanitized and washed on a regular schedule.
- Medical response carts, golf carts etc. will be sanitized after each use.
- Any equipment used on a patient that may contain blood or other potentially infectious materials will be cleaned and disinfected per infectious disease/BBP policies and procedures.
- Sanitization practices will be in place for all public access automated external defibrillators.
- Patients that present with symptoms of COVID-19 including fever over 100.4 or sneezing/coughing, will immediately have a mask placed on the patient and patient will be moved to the isolation area in first aid. Moving the patient should take a route that has minimal contact with any other guest or employee. Assessment and documentation of the patient will be completed, and the patient will be sent home or to a local medical facility . All local protocols will be followed for transport of a suspected COVID-19 patient.





- First deployment at Frontier City
- All parks deployment and training starting in early June based on opening dates

## Evolv Front Gate Security System

### Replacing x-ray and metal detectors

- Real-time threat detection
- Fast throughput / free flow
- Smarter over time – uses AI
- Contactless security process no bag searches
- 37 units leased for 48 months
- Potential labor savings as we adjust the entry process



- First deployment at Frontier City
- All parks deployment and training starting in early June based on opening dates

## Thermal imaging temperature detection

- Used at US Open, Live Nation and other large venues
- 30 total units system wide
- Self contained and portable
- Single unit can operate as mass high-volume scanner 5000 persons per hour
- Advanced AI software



# Technology – SIX 2.0



The utilization of new technology and improving our current technology footprint will allow us to facilitate a new guest-facing process that will enhance our ability to deliver a fully contactless guest experience. We have accelerated work being done on the mobile app, adding new mapping technology, mobile ordering for all parks, and multi-window pickups. The new normal will require deeper integration to all facets of guests' in-park experience, and the mobile app will be a primary driver. Along with the changes in mobile food ordering, we are adding a full-featured integration to the virtual queue. This new interface used with the Six Flags reservation system will allow us to begin implementing a virtual queue reservation system for the guest.

## Delivery Timeline for Mobile App features

- |  |           |
|--|-----------|
| • Mobile food ordering all parks with new multi-window feature | Completed |
| • New mapping technology with Waze like walking directions     | Mid-June  |
| • LoQ virtual queue integration                                | May 31    |
| • Reservation system integration                               | May 25    |

To continue to pursue the goal of the contactless guest experience, we are also working on a reverse ATM cashless implementation. Moving to a parkwide cashless environment has several benefits that will reduce team members to guest contact and reduce labor costs in the cast control department, along with eliminating the armored car expense. This process is still under review. It will take four weeks to acquire the ATM hardware and operationalize that process.

# Technology – SIX 2.0



Contactless credit card tap and go along with Apple Pay has been enabled for all parks. We will also use a contactless point of sale terminal for all game's locations and other pop up point of sale locations. These technologies will also be enablers of the overall contactless guest experience.

- Tap and go set up for all parks all credit card terminals Completed
- New Point of Sale for Games and other pop up locations Completed

The technology team has developed several back-of-house applications that will help the park teams better manage where a guest is in the park and help the in-park team identify and report how guests are moving through the parks the social spacing distances look like. This new technology uses the guest wireless system that was installed last year. Using the wireless network, we can produce highly accurate heatmaps. These systems are functionally ready. The team will need a few weeks post opening to allow the AI systems to learn.

- Parkwide heatmaps Mid-June
- People counting Mid-June

Our current technology framework is moving in the right direction to support the "new normal." We need to innovate to facilitate the "next normal" The consumer and guest demands in the next normal will require new processes and technology. We must be agile and responsive to the evolving expectations. Over the past year, we have developed several new processes that will help us implement new technology and operations. Our ability to execute across the platform as we move forward will be a significant differentiator.



# Team Member Hiring-Training



## Hiring: [sixflagsjob.com](https://sixflagsjob.com)

- To ensure the safety of our team members, guests and animals we will move to an ALL on line interviewing, hiring and Discovery Orientation training modality.

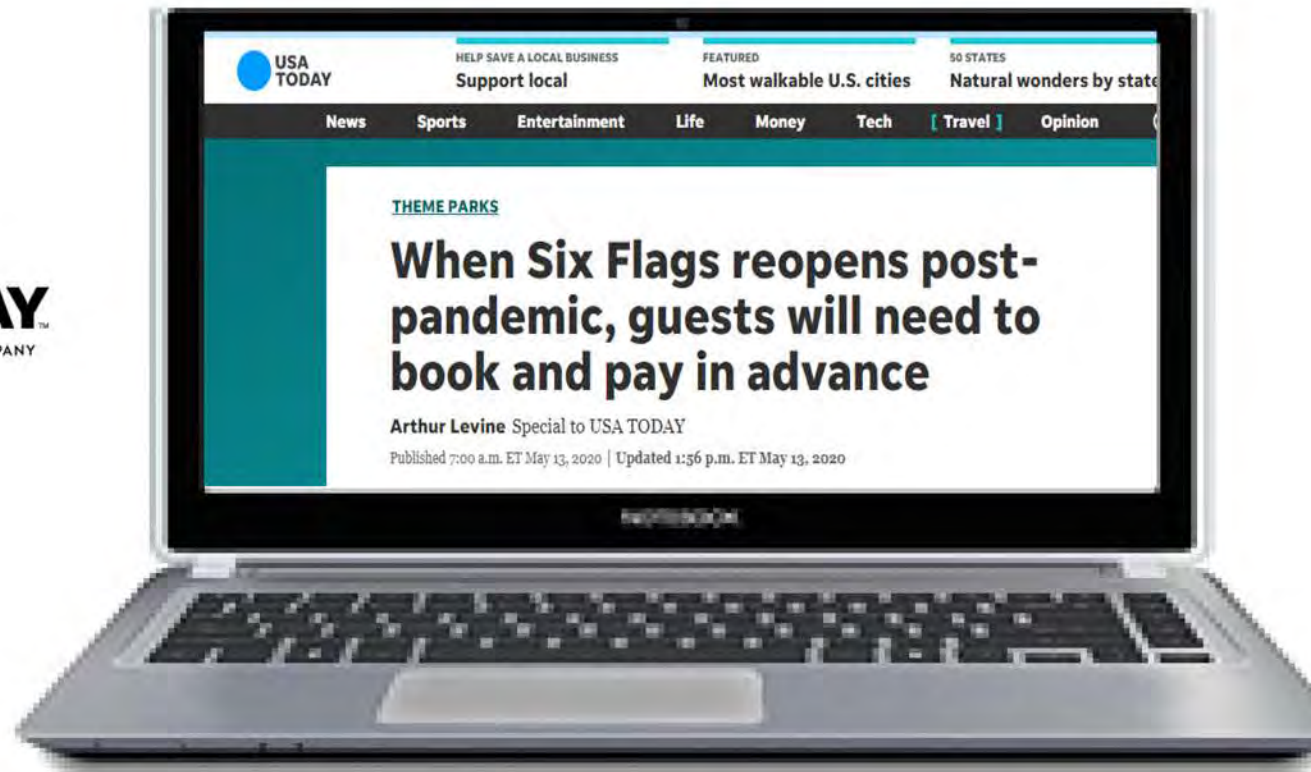


## Virtual Training:

- This approach will significantly reduce if not eliminate in-person interactions in securing new team members and the line training will allow all of our retuning team members to return with all the training they need prior to physically being present at the park



# Capacity Control-On Line Reservations



<https://www.usatoday.com/story/travel/experience/america/theme-parks/2020/05/13/coronavirus-six-flags-announces-new-post-covid-reservation-system/3120430001/>



# Capacity Control-Capacity Phases



## Capacity Controls: The ability to control hourly arrivals

Six Flags Discovery Kingdom Stages	Estimated Capacity Max.	C19 Phases
Technical Rehearsal	3,000	Phase 2B
Product Stage 2	4,000-5,000	Phase 3
Product Stage 3	5,000-7,500	Phase 4 + Weekdays
Product Stage 3	7,500-10,000	Phase 4 + Weekends
Product Stage 4	10,000+	No Restrictions

### Hourly arrivals

10:30-11:00:  
1,000

11:00-11:30:  
1,000

11:30-12:00:  
1,000

# APPENDIX



# Dr. Mark Tack-Director Infectious Diseases



**Dr. Marc A. Tack, DO**

Infectious Disease • Internal Medicine



## Board Certification:

Board Certified in Internal Medicine 1994 - 2004  
Board Certified in Infectious Diseases 1998 – 2018

## Academic Appointment;

Adjunct Clinical Assistant Professor of Medicine, Touro Medical School  
Chairman, Department of Medicine, Health Alliance Hospitals

## Board Memberships

2010-2012	Ulster County Board of Health
2012-2018	Chairman, Ulster County Board of Health
2007-2012	Health Alliance Board of Directors
2000-2009	Benedictine Hospital
2004-2010	Kingston City Schools Board of Education

## Medical Staff Positions

2008 – 2012  
2004 - 2008  
2002 - 2004  
2020 – Present

Medical Staff President  
Vice President Medical Staff, Benedictine Hospital  
Medical Staff Secretary/Treasurer  
Chairman, Department of Medicine, Health Alliance

## College:

09/81 - 05/83  
09/83 - 01/86

SUNY at Buffalo, N.Y.  
N.Y. Institute of Technology, Old Westbury, N.Y.  
Degree: B.S. Cum Laude

## Medical School:

08/86 - 05/90

N.Y. College of Osteopathic Medicine, Old Westbury, N.Y.

## Hospital Privileges:

08/96 – Present

1997 – Present  
2013 - Present  
2013 - Present

The Kingston Hospital, Kingston, N.Y.  
The Benedictine Hospital, Kingston, N.Y.  
The Northern Dutchess Hospital, Rhinebeck,  
Vassar Brothers Medical Center, Poughkeepsie, NY  
Mid Hudson Regional Medical Center

## OVERVIEW

Dr. Tack graduated from the New York College of Osteopathic Medicine, New York College of Osteopathic Medicine in 1990. Dr. Tack works in Kingston, NY and specializes in Infectious Disease and Internal Medicine. Dr. Tack is affiliated with Health Alliance Hospital Broadway Campus and Health Alliance Mary's Avenue Campus.



Reopening Health Safety Plan  
Program Name, Signage and  
Messaging

CONFIDENTIAL: NOT APPROVED FOR RELEASE OR DISTRIBUTION.

Drawing Name: Reopen SignageConcepts		Date: 04-22-20
Project:	Designed By: LesHudson	
Park:	File Name:	







Inspiration based on ‘Do The Five’ program name used by the CDC.

CONFIDENTIAL: NOT APPROVED FOR RELEASE OR DISTRIBUTION.

Drawing Name: Reopen SignageConcepts		Date: 04-22-20
Project:	Designed By: Les Hudson	
Park:	File Name:	

# 1. Wear your mask

Create a Six Flags  
owned program name  
for the overall  
Reopening Health  
and Safety Plan

Create  
six action messages  
that communicate  
being safe in a fun way

Create  
commitment  
statement to all  
guests and employees



2. Wash your hands
3. Cover your cough
4. Keep your space
5. Sanitize often
6. Have Fun!

Six Flags is 100% committed  
to delivering a clean, safe,  
fun and thrilling day for  
our guests and employees.  
Together, we can  
Do The Six!

CONFIDENTIAL: NOT APPROVED FOR RELEASE OR DISTRIBUTION.

Drawing Name: Reopen SignageConcepts

Date: 04-22-20

Project:

Designed By: Les Hudson

Park:

File Name:

Reopen Signage Concepts

**Six Flags**  
DESIGN





1. Wear your mask
2. Wash your hands
3. Cover your cough
4. Keep your space
5. Sanitize often
6. Have Fun!

Six Flags is 100% committed to delivering a clean, safe, fun and thrilling day for our guests and employees.  
Together, we can  
Do The Six!



Together,  
we can  
Do The Six!



In our queue lines,  
please keep a distance of 6'  
between you and other  
guests and employees.



Sanitize  
Here

Six Flags is committed to  
delivering constant cleaning  
and sanitizing of our  
restroom facilities.



Together, we can  
Do The Six!



Due to our health and  
safety policies,  
certain attractions may  
not be operating,  
or have limited operations.

Together, we can Do The Six!

As part of Six Flags  
commitment to the health  
and safety of our  
guests and employees,  
everyone is required to  
take a brief  
**Temperature  
Screening**  
before entering the park.

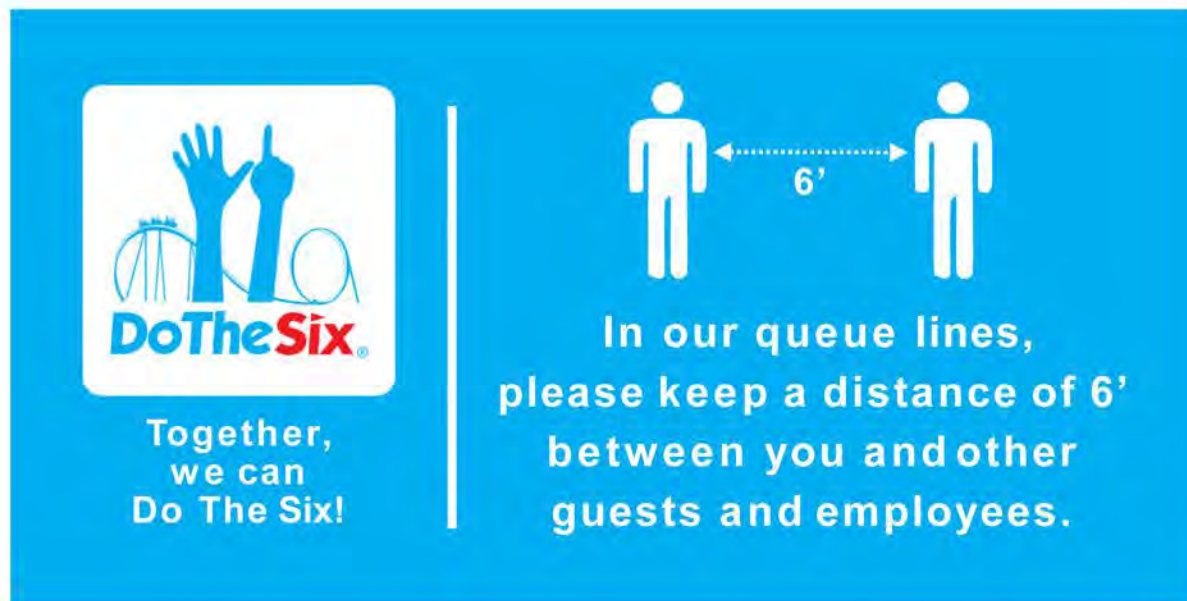


Together, we can  
Do The Six!

Create a series of sign templates to be used to communicate all new policies and procedures,  
with positive messaging showing Six Flags commitment to the health and safety of guests and employees.

CONFIDENTIAL: NOT APPROVED FOR RELEASE OR DISTRIBUTION.

Drawing Name: Reopen Signage Concepts	Date: 04-22-20
Project:	Designed By: Les Hudson
Park:	File Name:



Social Distancing Sign

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Drawing Name: Reopen Signage Concepts		Date: 04-22-20
Project:	Designed By: Les Hudson	
Park:	File Name:	





Wear A Mask Sign

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Drawing Name: Reopen Signage Concepts		Date: 04-22-20
Project:	Designed By: Les Hudson	
Park:	File Name:	



Sanitizer Stations

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Drawing Name: Reopen SignageConcepts		Date: 04-22-20
Project:	Designed By: Les Hudson	
Park:	File Name:	







Six Flags is committed to  
delivering constant cleaning  
and sanitizing of our  
restroom facilities.



Together, we can  
Do The Six!

Sanitizer Stations

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Drawing Name: Reopen SignageConcepts		Date: 04-22-20
Project:	Designed By: Les Hudson	
Park:	File Name:	



Due to our health and  
safety policies,  
certain attractions may  
not be operating,  
or have limited operations.

Together, we can Do The Six!




Due to our health and  
safety policies,  
**X Flight will not be  
operating today.**

Together, we can Do The Six!

Ride Operations Sign

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Drawing Name: Reopen Signage Concepts		Date: 04-22-20
Project:	Design	Designed By: Les Hudson
Park:	File	File Name:







Hand Washing Sign

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Drawing Name: Reopen SignageConcepts		Date: 04-22-20
Project:	Designed By: Les Hudson	
Park:	File Name:	





Please observe  
social distancing  
and sit with  
only members  
of your group



Together, we can  
Do The SiX!

Table Top Sign

CONFIDENTIAL: NOT APPROVED FOR RELEASE OR DISTRIBUTION.

Drawing Name: Reopen Signage Concepts	Date: 04-22-20
Project:	Designed By: Les Hudson
Park:	File Name:





Clean Team Vest

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Drawing Name: Reopen Signage Concepts		Date: 04-22-20
Project:	Designed By: Les Hudson	
Park:	File Name:	





Reopening Health Safety Plan  
Program Name, Signage and  
Messaging

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Drawing Name: Reopen SignageConcepts		Date: 04-22-20
Project:	Designed By: Les Hudson	
Park:	File Name:	



# Signage, Communication & Training

