

Questions for Reopening

These questions were collected during a Huddle presented by *Adventure Park Insider*. The API team worked in concert with Leahy & Associates to host a “question storming” session. The purpose of this call was to frame the challenges facing operations as they prepare to reopen.

How this document is laid out:

The questions and comments collected during the Huddle have been broken into themes. Overarching questions are posed regarding each theme, while the verbatim questions are included for each topic.

Equipment & PPE

Sanitizing Equipment & Frequency:

- What protocols will operators need to employ?
- What products will be necessary to source?
- How will this impact daily operations?
- What about disinfecting equipment such as aerial elements or climbing walls?

Thoughts from the Huddle:

- Sanitation of equipment and frequency
- I think that the "perception" of it being sanitized, can be framed as "education" of clients, just like we are educating ourselves. :)
- I have heard about an USA company that has developed a UV light disinfection technique for n95 masks. Could this be used for our equipment too?
- What are the best products/methods for cleaning and sustaining PPE?
- What impact will additional sanitizing/cleaning have on gear working life?
- Can we impress upon manufacturers the need to provide recommended disinfecting procedures?
- Aside from all the procedures for cleaning of harnesses, equipment, etc. What about the procedures for cleaning challenges after customers? For example hand holds on climbing walls that are subject to sweat, spit, etc. as well as quick jumps, etc.?
- Non-climbing gear sanitation protocols. Initiative props, dish washing and disinfecting of indoor used items
- We are exploring UV-C light as away to sanitize our equipment after each use. I've been speaking with a manufacturer of harnesses and they've informed me that when webbing is manufactured it is treated with a UV blocker that helps

against degradation of the material. UVC light is very harmful to skin and eyes and so we will be outfitting a room where the light cannot be turned out unless the door is closed and everyone is out of the room. UVC is used in HVAC and water filters now to do exactly this. We believe this will be the best approach to equipment sanitization.

- Common protocols for widely used adventure activities (climbing wall, zip, low events)
- My main concern is equipment and harness sanitization between users.

Gloves & Masks

- Will we need to make gloves & masks a requirement?
- Will medical-grade masks be necessary or will cloth suffice?
- How will operators source these when there are shortages?

Thoughts from the Huddle:

- Things like individual gloves and masks: required or optional? Currently in Indiana, we have the recommendation that public wears masks but they are not mandatory. Thought?
- Where will you purchase the gloves, masks and cleaning products from - major distributors out of stock till June after looking a few days ago?
- PPE idea I had was taking logoed buffs and getting them locally sewn to be impermeable until better solutions is available

Additional PPE

- What additional PPE will be needed?
- Can we ask participants to bring their own PPE?

Thoughts from the Huddle:

- PPE for Family group and staff interaction
- Create portable hands-free hand washing station using RV type foot pump
- Participants bring own PPE?
- I have a concern that even if we come up with a unified way to operate our different types of courses and facilities that we won't be able to source the PPE we need
- I think it is very possible that we will get direction from our local governments (maybe the federal government, but probably not) and the CDC for what our section of industry (recreation, amusement, etc.). We will likely be told what we need to do. We aren't the experts on health care and disinfecting items, we need to follow recommendations that are made by other entities for things like masks, gloves, temperatures, etc.

- I think as an industry we need to give decision makers the tools they need to understand our industries.
 - We aren't going to be able to get disposable masks or gloves. I would think getting cloth masks could be a good idea. I am not saying to wait to procure the items, I am just saying that we shouldn't be the ones making the decisions about how to interact with others out in the world, we need to follow what is told to us, or make the best decision based on the info that is out there. I do think we will need hand sanitizer and I am trying to procure that now, and obviously it is not available. Locally some distilleries are making it and we are looking into that. I am not talking about procuring what you might mean, I am saying we don't know what protocols we will have at the time we are allowed to open.
 - It would be difficult to reconcile gathering of PPE for our industry when it might very well preclude frontline medical workers from having what they need. My wife is a PA in primary care and I worry about that.
 - With the current shortage of gloves, masks, hand sanitizer, hand washing stations.. we are likely months away from getting them. I have concerns with getting access to them when we are ready to open.
- PPE idea I had was taking logoed buffs and getting them locally sewn to be impermeable until better solutions is available
 - Any research on UV light for disinfecting lanyards and webbing?

Guest Protocols

Proximity Concerns

- How will we manage social distancing?
- What levels of social distancing will necessary?
- What other industries can we look to for ideas?

Thoughts from the Huddle:

- Use of Plexiglass Barriers between staff and participants at harnessing and close interaction
- Hospitality and proximity - circles, lunch and restrooms
- Creating spaced out zones (6 feet) for harnessing or similar activities?
- Physically assisting participants in harnessing up
- Containment areas to segregate participants.
- Modifications regarding close contact and touching.
- Schools and Physical Education updated standards could help as far as contact and proximity. Of course they still need to be developed as well
- How to deal with 6'0" social distancing on platforms and during transportation?

- The “course briefing” in which we discuss the hazards, the PPE and the practices we will follow. How do we position people for the briefing? Consider wind direction, spacing. away from where people walk or move.

Guest Education

- How do we educate our guests about the risks of COVID in our operations?
- What kind of signage will we need?
- What kind of educational protocols will need to be in place to manage risk wherever possible?

Thoughts from the Huddle:

- I think that the "perception" of it being sanitized, can be framed as "education" of clients, just like we are educating ourselves. :)
- relearning proper personal hygiene practices and reminding all of these
- Frequency of hand washing and building sanitation - hourly, each activity, after contact
- Recommended Covid-19 language for participant agreements, introductions, and signage?

Programming Adjustments

- What kind of adjustments to programming will need to be made?

Thoughts from the Huddle:

- Increased self-administered activities
- Create portable hands-free hand washing station using RV type foot pump
- Group physical structures for various phases of the program (briefing circle, belay teams, a group together on a transfer platform.....)

Guest/Staff Safety

- What kind of requirements will need to be in place for guests changing in?
- How will CDC and other government guidelines impact operations?

Thoughts from the Huddle:

- I’m having trouble reconciling safeguarding guests versus employees - one guest could ruin everything we do all the cleaning etc.
 - Living in Idaho, we have a large population who don't think any protective protocols are necessary. How do you deal with people who

- purposefully disobey operational procedures? Obviously, you ask them to leave, but at that point, everything is contaminated already.
- Medical screening of participants for Covid; Who on your staff is qualified for that? Face to Face or thru self-reporting form.
 - medical has primarily been for guides to be informed regarding physical ability. Past illnesses have not been a reason for physical IN-ability to carry out the tour.
 - I think it is very possible that we will get direction from our local governments (maybe the federal government, but probably not) and the CDC for what our section of industry (recreation, amusement, etc.). We will likely be told what we need to do. We aren't the experts on health care and disinfecting items, we need to follow recommendations that are made by other entities for things like masks, gloves, temperatures, etc.
 - I think as an industry we need to give decision makers the tools they need to understand our industries.
 - We aren't going to be able to get disposable masks or gloves. I would think getting cloth masks could be a good idea. I am not saying to wait to procure the items, I am just saying that we shouldn't be the ones making the decisions about how to interact with others out in the world, we need to follow what is told to us, or make the best decision based on the info that is out there. I do think we will need hand sanitizer and I am trying to procure that now, and obviously it is not available. Locally some distilleries are making it and we are looking into that. I am not talking about procuring what you might mean, I am saying we don't know what protocols we will have at the time we are allowed to open.
 - Restricting participation to those who have been tested.

Staff Protocols

Medical Concerns

- What kind of protocols will need to be in place to mitigate risk to staff?
- Will we need to require testing before staff return to work?
- Will there need to be daily temperature checks?

Thoughts from the Huddle:

- Testing protocol for staff
- Infrared thermometers
- Dedicated 'First Responders' Health tracking staff
- Frequency of hand washing and building sanitation - hourly, each activity, after contact

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- Schools and Physical Education updated standards could help as far as contact and proximity. Of course they still need to be developed as well
- How long is grocery and other essential services going to maintain the current SOP's?
- Rescue Risk: Face to face direct contact with sweating, breathing, laughing, exerting, emoting etc>

Training

- What kind of protocols will need to be in place to mitigate risk to staff?
- How will we need to adjust training protocols?
- How will we need to adjust rescue protocols?
- What additional soft skills will be necessary in order to operate effectively?

Thoughts from the Huddle:

- How do we consistently and effectively train for these new protocols as a community?
- changes to rescue protocols?
- The people skills that will be required from staff to be compassionate yet clear when screening staff/clients show that a person has a fever or symptom. It is a different level of customer service and staff support.
- Dr. Curt Davidson did a really great webinar for AEE (recording available) that shared loads of online resources that he uses with his students to practice hard skills. There are some free apps and websites where you can upload videos of something like tying knots, but it would be difficult to utilize those resources for something like rescues.
- an opportunity here to create online training that front loads skills necessitating less hands-on/in-person training time.
- We'll need to figure out, too, training for using products we've never used.
- Are orgs thinking about making some aspects of their trainings virtual to minimize the amount of time training groups have to be in person?
- When preparing for staff training. What shall we require for self-quarantine or limitations shall we ask of staff before arriving?
- Keeping same partner for all close contact training.
- My protocols will include having small groups (like last years belay teams) work closely together for the rescues. Small team members will never switch with other teams.
 - masks, full face shields, disposable gloves (either under or over) work gloves. Hand and face washing. 2 x temperature checks every day etc.
 - getting staff tested before the training and at periodic times during the season.

- Protocols for teaching spotted activities – masks?
- Gloves for belaying and spotted activities.
- Additional hand and face washing opportunities.
- Vigilant for self and others touching the face.
- Protocols for keeping classroom areas cleaned. Spacing of desks, tables or circle seating.
- Cleaning materials at: bathrooms, desk area, doors.

Programming Adjustments

- How will programming need to be adapted to fit the new protocols?

Thoughts from the Huddle:

- Program redesign - technical adjustments, facilitation and design parameters
- Facilitator practices and program protocols will be very different.
- Modifications regarding close contact and touching

Employee Operations

- Will operators need to “share” staff to create a larger pool of willing workers?
- Will operators need to start providing health benefits to employees?
- How will we ensure that staff feel safe and comfortable returning to work?

Thoughts from the Huddle:

- Employee benefits: Independent Contractor exposure to health risks
- Could there be a way to "share" staff between courses through shared core training beliefs/structures? Thinking of the organizations like Firefighters that can be plugged into different stations and teams operate smoothly.
 - sharing staff can be more risky as we have seen in retirement homes
- Context, Content and Process changes. How much jointly shared responsibility for each staff member? OR is there an UBER CZAR that oversees health compliance.
- likely in order to operate at all widespread testing procedures will need to be in place and people will need to feel comfortable being out and about. Our personal protocols will likely be an overlap to local protocols.
- relearning proper personal hygiene practices and reminding all of these
- The clients that are coming to our parks when we open will not be the ones with the most “fear” around the virus. They may be more difficult to deal with because they may disregard the safety protocol. This could make the staff even more fearful to work.

- staff safety paramount. As well as making sure staff are comfortable in their roles/comfortable with the safety procedures we put into practice.
- paid sick leave for seasonal and part time employees is going to have to be instituted to get staff back
- Also, how do we get staff to come off the unemployment program either because it's so attractive or they are not feeling comfortable/safe?
 - much of that motivation is also going to be participating in an activity as opposed to doing nothing. Being part of a team as opposed to "checking out."
- How do we support staff to restrict their social interactions during the season to limit infection?
- What hygiene procedures do we promote and require of staff at work and at home?
- Should staff dress in freshly laundered clothing each day? How do they handle potentially contaminated clothing at the end of the day?
- How will staff equipment be stored to avoid potential cross contamination?

Amenities

- What adjustments will we need to make to amenity offerings in the face of COVID-19?

Thoughts from the Huddle:

- Is retail (shirts, hats, etc). creating more risk for customers and staff? More handling.
- Photo offerings usually are not at the forefront of operators' minds but guest personal cameras and cell phones are a touchpoint that operators should plan for with the topics in this discussion (equipment, training).

Marketing

- How do we message the risks effectively so people feel confident participating?
- How do we sell things like gift cards and season passes and when should that messaging start?

Thoughts from the Huddle:

- Overcoming reluctance to expose family to non-essential activities like ours.
- Not to be the Debbie Downer in the room, who is going to be willing go on an adventure experience, dressed in PPE with the chance of still be infected?
- I think one thing to consider is how do you use your experience to tap into a social cause related to COVID-19. This could look like donating a tour to first

- responders for every 10 tours booked, for example. This may motivate people to book an experience with you OR buy a gift card for a future season.
- To the second leg of the stool. Hate to say it but Lobbying and Advertising about our commitment to safety. Perceived risk shouldn't be actual risk. When going to the store is risky, we risk becoming inconsequential.
 - Creating confidence with your guests will start on your website. So having your COVID-19 cancellation policy and what you're doing to keep guests and staff staff right on your homepage, for example, will be helpful for people. I thought this company was doing a good job: <https://www.campeasy.com/>
 - One thing that's interesting is that while traffic to tour and activity websites has dropped 50+%, there is STILL some traffic which means that people are still spending time planning their post-COVID-19 vacations and staycations. This traffic is super valuable, and if you have a retargeting pixel (Facebook, Google, etc) you'll be able to show content about your activity to the people who are planning now when you re-open
 - The clients that are coming to our parks when we open will not be the ones with the most "fear" around the virus. They may be more difficult to deal with because they may disregard the safety protocol. This could make the staff even more fearful to work.
 - In terms of your COVID19 messaging on your website, I think the four points that will be really important to make are:
 - We're open
 - Booking in advance is risk-free. Here's why (COVID cancellation policy)
 - Here's what we're doing to help during the crisis/after the crisis
 - Here's how we're protecting our staff and guests
 - We're not going anywhere/we're not going to close (so there's no risk in booking a tour)
 - Nice starter list of operational re-design protocols. Let's start with something like that.
 - much of that motivation is also going to be participating in an activity as opposed to doing nothing. Being part of a team as opposed to "checking out."
 - What are you thinking about pre-selling season passes and advertise them? We are a new Tree Top Adventure Park in Sacramento and we had only been open since 8 weeks. We want to keep the guests interested, but don't want to offend anyone during this sensitive time.
 - too early to presell.. you will be giving the wrong impression. look at content marketing instead
 - anyone that has purchased a season pass for this season we are extending to next season as well.

- One thing that's important to do if you haven't is putting a FB and Google tracking pixel on your website to remarket to people who are researching now— because people are researching now.
- Stating COVID hazard and promoting COVID protocols.
- Reporting that temperature will be taken before and after the program.
- 100%refund to anyone who develops a fever before or upon arrival.
- Should booking confirm COVID hazard?
- Asks people to cancel if they are not feeling well or have a temp? (See legal)
- Reporting that temperature will be taken by infrared before and after the program. Program has the right to refuse service if temp is detected.
- 100%refund to anyone who develops a fever before or upon arrival.

Legal/Waivers/Insurance

Legal/Waivers

- What kind of liability do operators have considering COVID-19?
- Should waivers be updated with language to reflect COVID-19?

Thoughts from the Huddle:

- Also, what about liability of bringing folks on property that may be spreading illness (asymptomatic or not)?
- Waiver form updated to include asymptomatic participants
- Should we revise our guest waivers to include covid? How about Staff -- Should we/can we waiver up our staff on Covid?
- Legal aspects of releases/disclaimers - laws on this are likely to vary somewhat state to state. If operators have existing relationships with liability counsel, might be smart to pick their brains. If not, your insurance company/underwriters can probably provide guidance regarding what you can do in your jurisdiction.
- Release includes contracting or spreading COVID 19 as a potential hazard.
 - Agrees to hold-harmless should they contract COVID or give it to someone else.
 - Reporting that temperature will be taken by infrared before and after the program. Program has the right to refuse service if temp is refused.
 - If feeling sick client has the duty to cancel.
 - Client has duty to inform that someone in their immediate circle has been diagnosed or suspected COVID, or that they work in a high risk setting.
 - Client agrees to strictly follow all rules and protocols.

Insurance

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- What kind of insurance coverage will need to be carried moving forward?

Thoughts from the Huddle:

- Are there any insurance companies that are providing "business interruption" in case we can open and have to close again for 1 month ?
- Will insurance companies cover our programs knowing COVID is a risk?
- Liability - negligence for putting participants in closer proximity than 6'. Waiver mentions close proximity.

Other

Thoughts from the Huddle:

- Financial safeguards - driving business while absorbing additional costs of sanitation programs
- The first parks/attractions to reopen will be living labs with respect to customer and staff perceptions and reactions. I hope we can all create ways share the learning from the front lines so that we can all benefit from the knowledge of what's working and what's not working.
- If guests aren't allowed to sweat I'll be out of business

Resources

- CDC Guidelines: <https://www.cdc.gov/coronavirus/2019-ncov/downloads/community-mitigation-strategy.pdf>
- OSHA Guidelines: <https://www.osha.gov/Publications/OSHA3990.pdf>
- ACCT Framework: <https://www.acctinfo.org/page/covid-reopen>
- Manufacturer Recommendations: <https://adventureparkinsider.com/covid-19-manufacturer-resources/>