AGENDA
Board of Directors Meeting
Fort Worden Public Development Authority (FWPDA)
Wednesday, May 27, 2020 | 10:00 a.m. – noon
Via ZOOM

Join Zoom meeting via Internet:
https://zoom.us/j/92926953502
By phone only: +1 253 215 8782
Meeting ID: 929 2695 3502

Public Meeting Agenda

I. Call to Order/Roll Call

II. Changes to the Agenda

III. Public Comment

IV. COVID-19 Background Information
   - Gov. Inslee’s “Safe Start Washington” Plan: link
   - Gov. Inslee’s guidelines for various businesses, all listed in this link, including activity relevant to PDA:
     ➢ Construction: link
     ➢ Gyms and Yoga Studios: link
     ➢ Restaurants: link
   - Labor & Industries General Requirements and Prevention Ideas for Workplaces: link
   - Dave Robison, Public Remarks, Joint County/City/BOH Meeting (packet)
   - Jefferson County Public Health Officer/Board of Health Variance Recommendation (packet)
   - Jefferson County Summary of Phase 2 Variance Approval (packet)

V. Articles of Interest/Correspondence
   - NPR, May 23, 2020: “From Camping to Dining Out: Here's How Experts Rate the Risks of 14 Summer Activities”
   - MRSC: “Planning for the Safe Reopening of Public Buildings”
   - Naushard Cader Board Resignation Letter

VI. Consent Agenda
   A. Review and Approval of May 13, 2020 Special Board Meeting Minutes
      Action: Motion to approve the March 13, 2020 Special Board Meeting Minutes
VII. Review of April Financial Report
   A. Staff Report
   B. Board Discussion

VIII. Review Cash Position and Flow Projections
   A. Staff Report
   B. Board Discussion

IX. Staff Update on Reservations and Cancellations
   A. Staff Report
   B. Board Discussion

X. Recovery Strategy Update
   A. Staff Report
   B. Board Discussion

XI. Reopening Plan Scenarios
   A. Staff Report
   B. Board Discussion

XII. Staff Update
   • Makers Square Restart
   • Glamping Timeline
   • Legislative Conversations
   • Fort Worden Collaborative

XIII. Public Comment

XIV. Next Meetings:  June 22\textsuperscript{th} Finance & Audit Committee
                      June 24\textsuperscript{th} Board Meeting

XV. Adjourn
The Covid-19 crisis threatens the survival of the Fort Worden PDA, its ability to support its partners after the shutdown on March 25, and the viability of its business model even after the crisis has passed.

- The PDA was established during another crisis in 2011 to help save Fort Worden during the Great Recession.
- At that time, it took leadership from the City of Port Townsend, a committed board of directors, and community partners to build a unified plan, raise funds to support the PDA, and rescue Fort Worden hospitality services, essential to the operations of Centrum and many other partners.
- But this crisis is different. It poses a more urgent, existential threat.

The Fort’s long-term outlook was blurry before COVID hit.

- Even before the shutdown, the PDA’s current business model and ability to continue on a self-sustaining basis were tenuous at best. The PDA had entered into discussions with State Parks, the City, and Fort Worden partners to find solutions to a number of barriers to success:
  - Obligations as a public entity, yet trying to run a sustainable hospitality business
  - Historic guidelines and use restrictions
  - Inherited deferred capital needs and expenses of maintaining historic buildings and grounds
  - Transfer of daily maintenance responsibilities from WSP, which destabilized the business model (>500K yr)
  - Subsidized accommodations, food services, and meeting spaces for tenant partner activities
  - Artificially low partner lease rates
  - Minimum wage increases over three years
  - Overly dependent on seasonal, economically sensitive travel and tourism
  - Required revenue sharing with WSP starting in May 2021

While its current plight resembles that of the area’s hotels and restaurants, the PDA serves a unique dual purpose:

- To support Lifelong Learning programs of its partner organizations
- To preserve and improve the Fort’s historic buildings and grounds
The Fort’s business model is uncertain and at risk:

- Since May 2014, the PDA grew from 14 employees and an operating budget of little over one million dollars to a 2020 operating budget of $7.3 million with expected staffing of 175 employees during peak summer season.
- In addition, we planned to complete over $10 million in capital projects underway at the Fort this year. All of this came to a sudden standstill on March 12. We laid off 85 employees.
- There are also 15 tenant partners at Fort Worden. Centrum, Madrona, PT Marine Science Center, School of Woodworking and School of Arts and two colleges.
- Collectively, the Fort brings in over $15 million in revenues to the city and county, not including the indirect revenues from visitors. The doors of our partner organizations are closed today.

Like many businesses in Jefferson County, Fort Worden faces a difficult situation—potentially fatal, even—because of the Covid-19 crisis. The sectors of the local economy that were hardest hit are:

- Restaurants & Overnight accommodations; these are core to the PDA’s hospitality business.
- And our nonprofits; especially arts and cultural organizations that depend on school groups, small and large group gatherings, as well as large spaces for their performances and events.
- As you know, Centrum has cancelled its summer season. THING obviously will not be here this summer.

Our leadership team is exploring how we could operate simultaneously across three horizons:

1. Navigating the immediate financial situation
2. Developing a recovery and reopening strategy
3. Planning for a new normal

The PDA is trying to figure out how to survive its immediate financial crisis:

- The PDA currently lacks revenues to staff operations past July.
- As a quasi-public entity, the PDA must be self-sustaining from its hospitality services—which are closed.
- The PDA does not receive any tax support or subsidy and is not eligible for federal or state public assistance like the county or city.
- Nor is it eligible for emergency funding such as PPP or small business loans available to nonprofits and businesses.
Although staff have worked hard to reschedule rather than cancel many meetings and conferences, the PDA may be required to refund over $500,000 in nonrefundable reservation deposits and up to $266,000 in refundable reservation deposits—funds that it does not currently have.

The PDA’s first priority during closure is to preserve and protect the Fort’s historic buildings and grounds. To survive financially, the PDA has:

- Furloughed almost all its employees and keeps a skeleton crew of 10 employees.
- Canceled or postponed expenses wherever possible.
- Is pursuing grant funding and other donations.

Our recovery and reopening strategy are full of uncertainty

- It will be difficult to follow and economically operate under state DOH guidelines
- It is difficult to build a budget without knowing when we are able to reopen given the seasonality of our business.
- Our historic accommodations will need to be cleaned and sanitized at a much higher level than ever before—almost like a hospital
- Our kitchens and food service areas may be too small to provide safe distancing for our employees and/or guests
- The cost of PPE, reduced occupancies and increased staffing may not have a sustainable cost/benefit ratio
- Income from group gatherings and events will be lost entirely (until the County reaches Stage 4 of Inslee’s plan which is predicted not to happen in the foreseeable future)
- In a competitive hospitality environment in which people are not sure if a trip could make them sick, some visitors may trust a global hotel chain and their standard cleaning protocols rather than a historic property with unique accommodations

How do we figure out the timing and weigh the risk of reopening the Fort?

- We are impressed with the risk/benefit analysis the Public Health Officer used in determining his recommendations and concur with them
- The recommendations discourage out-of-county tourism for Phase 2, which is at the heart of our business model and our survival
- Our understanding is camping will be allowed in Phase 2 and Washington State Parks is considering reopening Fort Worden to campers
- We hope the City, County and Board of Health leadership will choose a path of reopening tourist facilities based on science, protecting public safety and health, and err on the side of caution
• We are committed first and foremost to the safety, health and wellbeing of our employees and community members
• We are exploring ways to survive this crisis without putting anyone on our campus at risk or potentially spreading the virus
• Our board will be discussing the health risks, the uncertainty of a second wave, and the cost/benefit of reopening timelines (at start of Phase 3 or defer to April 2021) at its next meeting

The Future is Blurry—Planning for New Normal
• Post-shutdown, it looks increasingly unlikely that demand for meeting facilities, performance venues, and travel accommodations—the basis for the PDA’s current business model—will return not to normal this year or possibly even next year.
• The future is uncertain, but it would be irresponsible to be complacent and expect to return to normalcy.
• The PDA’s mission—and that of its partners who depend on it—is too important. The future of PT’s arts and cultural scene depends on building improved, more resilient and successful approaches
• Success moving forward will require a revised business model and new agreements with our partners and stakeholders

Actions underway/planned
• We are prioritizing completion of Makers Square construction, which will provide adequate cash flow to sustain operations until we can reopen
• We are currently seeking interim funding to maintain basic services for tenant partners
• We are researching if we could safely open up limited food services sometime this summer
• We are performing a detailed cost/benefit analysis on reopening accommodations
• We are engaging in the Fort Worden Collaborative process with tenant partners to begin to reimagine and identify the new future for the Fort and how we fit in the larger city/county economic strategy
• A successful reopening of Port Townsend and Jefferson County will require additional efforts to coordinate and communicate with the community and empower leadership within public and private sectors. The PDA seeks to be a leader in those conversations.
To: Jefferson County Board of Health

As the health officer for Jefferson County duly appointed under RCW 70.05.050, I recommend that Jefferson County request a variance to implement a subset of Phase 2 modifications of the Safe Start Washington Plan.

The basis of this recommendation is that opening certain activities in Jefferson County before other neighboring counties would create a powerful and unwanted stimulus to tourism with the potential to overwhelm local facilities, impair the ability to maintain appropriate social distancing strategies, and potentially increase the transmission of pandemic coronavirus. Once neighboring counties have moved into Phase 2 implementation, this concern will be substantially reduced and full implementation of all Phase 2 modifications is recommended.

Phase 2 Variance Activities Recommended for Implementation upon Department of Health Approval:

Recreation: Outdoor recreation involving fewer than 5 people outside your household excluding all overnight camping on State and County lands.

Gatherings: Gather with no more than 5 people outside your household per week, masking encouraged if social distancing cannot be maintained. Visitors from high prevalence areas strongly discouraged. Graduation activities consistent with Phase 2 limitations, including use of Drive-In theatre facilities are specifically allowed.

Travel: Essential travel and limited non-essential travel for Phase 1 and 2 permissible activities. Out-of-area tourism strongly discouraged until Regional Phase 2 implementation.

Business/Employers: Manufacturing (non-essential repair, maritime industry, and others), additional construction phases, in-home domestic services (nannies, housecleaning, etc.), professional services/office-based business (telework strongly encouraged), pet grooming [preexisting customers], hair and nail salons/barbers [pre-existing customers], Drive-in movie theaters [take out food service]

Phase 2 Variance Activities NOT Recommended until Regional Phase 2 Implementation:

Recreation: Outdoor activity with 5 or fewer people involving overnight camping [State and County Lands]
**Business/Employers:** Restaurants with sit down service, real estate (beyond current permitted activities), retail (in-store purchases), professional services/office-based business [tourism focused]

Signed

________________________________   ________________
Thomas Locke, MD, MPH           Date
Jefferson County Health Officer
COVID-19 Jefferson County

Jefferson County in Phase 2 of "Safe Start" Reopening Plan

On May 23, Jefferson County received approval to move into Phase 2 of Governor Inslee's "Safe Start" phased approach for resuming recreational, social and business activities, subject to conditions. Every phase will still require social distancing and appropriate health precautions including the use of personal protective equipment in a number of workplaces. Use of a cloth face covering is strongly recommended. Guidance and safety criteria for reopening can be found on the "Safe Start" webpage. Camping and indoor retail sales in Jefferson County remain prohibited until additional neighboring counties also enter Phase 2. See the tables below for what’s open and what’s not.

What’s Open, What’s Closed? (in Jefferson County)

<table>
<thead>
<tr>
<th>Phase 2 OPEN as of May 23, 2020 in Jefferson County.</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Physical distancing of at least 6 feet is required when outside home.</td>
</tr>
<tr>
<td>• Use of a cloth face covering is strongly recommended.</td>
</tr>
<tr>
<td>• Requires industry-specific Guidance from Governor’s Office; business must comply with all health and safety requirements.</td>
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<tr>
<td>Notes:</td>
</tr>
<tr>
<td>✓ Recreation: All outdoor recreation involving fewer than 5 people outside your household, <strong>except</strong> camping.</td>
</tr>
<tr>
<td>✓ Gatherings: Gather with no more than 5 people outside your household per week. Graduation activities consistent with Phase 2 limitations and State guidance, including use of Drive-In theatre facilities, are specifically <strong>allowed</strong>.</td>
</tr>
<tr>
<td>✓ Travel: travel for Phase 1 and Phase 2 activities within proximity of your home.</td>
</tr>
<tr>
<td>✓ Manufacturing: All remaining manufacturing, including repair, maritime and others.</td>
</tr>
<tr>
<td>✓ Construction: New construction.</td>
</tr>
<tr>
<td>✓ In-home/Domestic Services: nannies, housecleaning, etc.</td>
</tr>
<tr>
<td>✓ Professional services/office-based businesses</td>
</tr>
<tr>
<td>✓ Pet Grooming for pre-existing customers</td>
</tr>
<tr>
<td>✓ Hair and Nail Salons/Barbers for pre-existing customers</td>
</tr>
<tr>
<td><strong>Phase 2 NOT open - Waiting for Clallam County</strong></td>
</tr>
<tr>
<td>✗ Recreation: Overnight camping with no more than 5 people outside household.</td>
</tr>
<tr>
<td><strong>Phase 2 NOT open – Waiting for both Kitsap &amp; Clallam Counties</strong></td>
</tr>
</tbody>
</table>

DELAYED ’til after Governor’s Office issues Guidance.

Telework strongly encouraged. Tourism focused professional services/office businesses **NOT** yet allowed. New customers **NOT** yet allowed.

NOT yet allowed. Waiting until Clallam enters Phase 2 also.
<table>
<thead>
<tr>
<th>Restaurants with Sit-Down Service</th>
<th>NOT yet allowed. Waiting until Kitsap &amp; Clallam enter Phase 2.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Real Estate beyond current permitted activities</td>
<td>NOT yet allowed. Waiting until Kitsap &amp; Clallam enter Phase 2.</td>
</tr>
<tr>
<td>Retail (in-store purchases)</td>
<td>NOT yet allowed. Waiting until Kitsap &amp; Clallam enter Phase 2.</td>
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</tbody>
</table>

### Phase 1 OPEN statewide as of May 13, 2020.
- Physical distancing of at least 6 feet is required when outside home.
- Use of a cloth face covering is strongly recommended.
- Business must comply with all health and safety requirements.

- **Recreation**: Some outdoor recreation (hunting, fishing, golf, boating, hiking)
- **Gatherings**: Drive in spiritual service with one household per vehicle.
- **Travel**: Essential travel
- **Manufacturing**: Essential businesses
- **Professional services/office-based businesses**: Essential businesses
- **Construction**: Existing construction that meet agreed upon criteria
- **Landscaping**.
- **Automobile Sales**
- **Retail (curb-side pick-up orders only)**
- **Car Washes**
- **Pet Walkers**

### Always has been OPEN statewide – see:

- Physical distancing of at least 6 feet is required when outside home.
- Use of a cloth face covering is strongly recommended.
- Business must comply with all health and safety requirements.

- **Essential Activities**: such as grocery shopping or medical appointments
- **Going to Work** for an essential business or business allowed to reopen
- **Picking up Take-Out from a Restaurant**
- **Going Outside for Walks or Exercise close to home**: maintain distancing of 6 feet
- **Health Care/Public Health**: see State list of essential workforce.
- **Emergency Services**: see State list of essential workforce.
- **Food & Agriculture**: see State list of essential workforce.
- **Energy**: see State list of essential workforce.
- **Water & Wastewater**: see State list of essential workforce.
- **Transportation & Logistics**: see State list of essential workforce.
- **Communications & Information Technology**: see State list of essential workforce.
- **Other Community-based Government Operations & Essential Functions**: see State list of essential workforce.
- **Critical Manufacturing**: see State list of essential workforce.
- **Hazardous Materials**: see State list of essential workforce.
Financial Services: see State list of essential workforce.
Chemical: see State list of essential workforce.
Real Estate & Mortgage: see State list of essential workforce.
Mortuary, Funeral, Embalmer, & Cemetery Services: see State list of essential workforce.
Defense Industrial Base: see State list of essential workforce.
PORT TOWNSEND — Some businesses will be opening this week in Jefferson County, although people will not be able to enjoy indoor dining or camping just yet.

Jefferson County got a fast approval from the state Department of Health on Saturday for moving into Phase 2 of Gov. Jay Inslee’s four-part economic reopening plan following COVID-19 restrictions.

Phase 2 will allow some businesses — hair and nail salons, some manufacturing, some in-home services such as housecleaning or nanny services, pet grooming, photography and new construction — to reopen.

Small parties and some sports facilities such as tennis courts also will be allowed to opened, said Dr. Tom Locke, Jefferson County Health Officer.

Clallam County could join Jefferson County in a matter of days as the county commissioners have a special meeting scheduled Wednesday to consider a recommendation from the county Board of Health.

The Clallam County Board of Health has a special meeting set at 11:30 a.m. Wednesday to discuss the Phase 2 variance, as presented by Health Officer Dr. Allison Unthank, and county commissioners will consider a possible recommendation at 1:30 p.m.

When Clallam County moves to Phase 2, that will open up camping in Jefferson County, Locke said.

And if both Clallam and Kitsap counties get approval from the state to move into Phase 2, that could allow indoor dining in Port Townsend, Locke said.
Limited indoor dining is allowed in most places that have moved to Phase 2, but Jefferson County explicitly excluded indoor dining for the moment because of fears that it would cause a crush of tourists going to Jefferson County to enjoy the local dining, Locke said.

“Port Townsend is a unique place,” he said. “We’re a restaurant-destination town.”

Locke said there’s work in progress, called the Open Streets Initiative, to allow some outdoor dining options, with some streets opening in Port Townsend for pedestrian traffic.

Locke also said that, while people are still encouraged to stay home as much as possible, shelter-in-place restrictions have been lifted for everyone except for the highest-risk residents.

Jefferson County remains at 30 positive COVID-19 cases with only two reported in the past several weeks. Both of those were old cases dating back to March, and one — a person located in Arizona — lists Jefferson County as their home address.

For a list of Phase 2 activities allowed, visit www.tinyurl.com/safestartwashington. The only change in Jefferson County is the lack of indoor dining.

Jefferson County’s weekly COVID-19 update will be at 9:45 a.m. Tuesday due to the Memorial Day holiday. The meeting of the Board of Jefferson County Commissioners can be viewed at www.tinyurl.com/jeffcomeeting.

Clallam County

If Jefferson County’s experience is any indication, it’s possible Clallam County could move to Phase 2 by the end of this week.

Undersheriff Ron Cameron said county commissioners will consider a Board of Health recommendation Wednesday and may vote whether to forward it to the state.

The state took less than 24 hours to decide on Jefferson County’s application, approving the Phase 2 variance on Saturday.
While Clallam County has had more recent cases than Jefferson County — six new cases in the past couple of weeks — Cameron said the county only has 25 total cases out of a population of 76,000 with zero deaths.

“We’re doing OK,” he said.

There will be no Clallam County COVID-19 update today because of the Memorial Day holiday. The next update will be Friday.

Sports Editor Pierre LaBossiere can be reached at plabossiere@peninsuladailynews.
The Risks - Know Them - Avoid Them

Please read this link to learn about the author and background to these posts.

It seems many people are breathing some relief, and I’m not sure why. An epidemic curve has a relatively predictable upslope and once the peak is reached, the back slope can also be predicted. We have robust data from the outbreaks in China and Italy, that shows the backside of the mortality curve declines slowly, with deaths persisting for months. Assuming we have just crested in deaths at 70k, it is possible that we lose another 70,000 people over the next 6 weeks as we come off that peak. That’s what’s going to happen with a lockdown.

As states reopen, and we give the virus more fuel, all bets are off. I understand the reasons for reopening the economy, but I’ve said before, if you don’t solve the biology, the economy won’t recover.

There are very few states that have demonstrated a sustained decline in numbers of new infections. Indeed, as of May 3rd the majority are still increasing and reopening. As a simple example of the USA trend, when you take out the data from New York and just look at the rest of the USA, daily case numbers are increasing. Bottom line: the only reason the total USA new case numbers look flat right now is because the New York City epidemic was so large and now it is being contained.

So throughout most of the country we are going to add fuel to the viral fire by reopening. It’s going to happen if I like it or not, so my goal here is to try to guide you away from situations of high risk.

Where are people getting sick?
We know most people get infected in their own home. A household member contracts the virus in the community and brings it into the house where sustained contact between household members leads to infection.

But where are people contracting the infection in the community? I regularly hear people worrying about grocery stores, bike rides, inconsiderate runners who are not wearing masks.... are these places of concern? Well, not really. Let me explain.

In order to get infected you need to get exposed to an infectious dose of the virus; based on infectious dose studies with other coronaviruses, it appears that only small doses may be needed for infection to take hold. Some experts estimate that as few as 1000 SARS-CoV2 infectious viral particles are all that will be needed (ref 1, ref 2). Please note, this still needs to be determined experimentally, but we can use that number to demonstrate how infection can occur. Infection could occur, through 1000 infectious viral particles you receive in one breath or from one eye-rub, or 100 viral particles inhaled with each breath over 10 breaths, or 10 viral particles with 100 breaths. Each of these situations can lead to an infection.

How much Virus is released into the environment?

**A Bathroom**: Bathrooms have a lot of high touch surfaces, door handles, faucets, stall doors. So fomite transfer risk in this environment can be high. We still do not know whether a person releases infectious material in feces or just fragmented virus, but we do know that toilet flushing does aerosolize many droplets. Treat public bathrooms with extra caution (surface and air), until we know more about the risk.

**A Cough**: A single cough releases about 3,000 droplets and droplets travels at 50 miles per hour. Most droplets are large, and fall quickly (gravity), but many do stay in the air and can travel across a room in a few seconds.

**A Sneeze**: A single sneeze releases about 30,000 droplets, with droplets traveling at up to 200 miles per hour. Most droplets are small and travel great distances (easily across a room).

If a person is infected, the droplets in a single cough or sneeze may contain as many as 200,000,000 (two hundred million) virus particles which can all be dispersed into the environment around them.

**A breath**: A single breath releases 50 - 5000 droplets. Most of these droplets are low velocity and fall to the ground quickly. There are even fewer droplets released through nose-breathing. Importantly, due to the lack of exhalation force with a breath, viral particles from the lower respiratory areas are not expelled.

Unlike sneezing and coughing which release huge amounts of viral material, the respiratory droplets released from breathing only contain low levels of virus. We don’t have a number for SARS-CoV2 yet, but we can use influenza as a guide. Studies have shown that a person infected with influenza can releases up to 33 infectious viral particles per minute. But I’m going to use 20 to keep the math simple.

**Remember the formula**: Successful Infection = Exposure to Virus x Time

If a person coughs or sneezes, those 200,000,000 viral particles go everywhere. Some virus hangs in the air, some falls into surfaces, most falls to the ground. So if you are face-to-face
with a person, having a conversation, and that person sneezes or coughs straight at you, it’s pretty easy to see how it is possible to inhale 1,000 virus particles and become infected.

But even if that cough or sneeze was not directed at you, some infected droplets—the smallest of small—can hang in the air for a few minutes, filling every corner of a modest sized room with infectious viral particles. All you have to do is enter that room within a few minutes of the cough/sneeze and take a few breaths and you have potentially received enough virus to establish an infection.

But with general breathing, 20 viral particles minute into the environment, even if every virus ended up in your lungs (which is very unlikely), you would need 1000 viral particles divided by 20 per minute = 50 minutes.

**Speaking** increases the release of respiratory droplets about 10 fold; ~200 virus particles per minute. Again, assuming every virus is inhaled, it would take ~5 minutes of speaking face-to-face to receive the required dose.

The exposure to virus x time formula is the basis of contact tracing. Anyone you spend greater than 10 minutes with in a face-to-face situation is potentially infected. Anyone who shares a space with you (say an office) for an extended period is potentially infected.

This is also why it is critical for people who are symptomatic to stay home. Your sneezes and your coughs expel so much virus that you can infect a whole room of people.

**What is the role of asymptomatic people in spreading the virus?**

Symptomatic people are not the only way the virus is shed. We know that at least 44% of all infections—and the majority of community-acquired transmissions—occur from people without any symptoms (asymptomatic or pre-symptomatic people). You can be shedding the virus into the environment for up to 5 days before symptoms begin.

Infectious people come in all ages, and they all shed different amounts of virus. The figure below shows that no matter your age (x-axis), you can have a little bit of virus or a lot of virus (y-axis). ([ref](#))

The amount of virus released from an infected person changes over the course of infection and it is also different from person-to-person. Viral load generally builds up to the point where the person becomes symptomatic. So just prior to symptoms showing, you are releasing the most virus into the environment. Interestingly, the data shows that just 20% of infected people are responsible for 99% of viral load that could potentially be released into the environment ([ref](#)).
So now let’s get to the crux of it. Where are the personal dangers from reopening?

When you think of outbreak clusters, what are the big ones that come to mind? Most people would say cruise ships. But you would be wrong. Ship outbreaks, while concerning, don’t land in the top 50 outbreaks to date.

Ignoring the terrible outbreaks in nursing homes, we find that the biggest outbreaks are in prisons, religious ceremonies, and workplaces, such as meat packing facilities and call centers. Any environment that is enclosed, with poor air circulation and high density of people, spells trouble.

Some of the biggest super-spreading events are:

- **Meat packing:** In meat processing plants, densely packed workers must communicate to one another amidst the deafening drum of industrial machinery and a cold-room virus-preserving environment. There are now outbreaks in 115 facilities across 23 states, 5000+ workers infected, with 20 dead. (ref)
- **Weddings, funerals, birthdays:** 10% of early spreading events
- **Business networking:** Face-to-face business networking like the Biogen Conference in Boston in late February.

As we move back to work, or go to a restaurant, let’s look at what can happen in those environments.

**Restaurants:** Some really great shoe-leather epidemiology demonstrated clearly the effect of a single asymptomatic carrier in a restaurant environment (see below). The infected person (A1) sat at a table and had dinner with 9 friends. Dinner took about 1 to 1.5 hours. During this meal, the asymptomatic carrier released low-levels of virus into the air from their breathing. Airflow (from the restaurant’s various airflow vents) was from right to left. Approximately 50% of the people at the infected person’s table became sick over the next 7 days. 75% of the people on the adjacent downwind table became infected. And even 2 of the 7 people on the upwind table were infected (believed to happen by turbulent airflow). No one at tables E or F became infected, they were out of the main airflow from the air conditioner on the right to the exhaust fan on the left of the room. (Ref)

**Workplaces:** Another great example is the outbreak in a call center (see below). A single infected employee came to work on the 11th floor of a building. That floor had 216 employees. Over the period of a week, 94 of those people became infected (43.5%; the blue chairs). 92 of those 94 people became sick (only 2 remained asymptomatic). Notice how one side of the office is primarily infected, while there are very few people infected on the other side. While exact number of people infected by respiratory droplets / respiratory exposure
versus fomite transmission (door handles, shared water coolers, elevator buttons etc.) is unknown. It serves to highlight that being in an enclosed space, sharing the same air for a prolonged period increases your chances of exposure and infection. Another 3 people on other floors of the building were infected, but the authors were not able to trace the infection to the primary cluster on the 11th floor. Interestingly, even though there were considerable interaction between workers on different floors of the building in elevators and the lobby, the outbreak was mostly limited to a single floor (ref). This highlights the importance of exposure and time in the spreading of SARS-CoV2.

Choir: The community choir in Washington State. Even though people were aware of the virus and took steps to minimize transfer; e.g. they avoided the usual handshakes and hugs hello, people also brought their own music to avoid sharing, and socially distanced themselves during practice. They even went to the lengths to tell choir members prior to practice that anyone experiencing symptoms should stay home. A single asymptomatic carrier infected most of the people in attendance. The choir sang for 2 1/2 hours, inside an enclosed rehearsal hall which was roughly the size of a volleyball court.

Singing, to a greater degree than talking, aerosolizes respiratory droplets extraordinarily well. Deep-breathing while singing facilitated those respiratory droplets getting deep into the lungs. Two and half hours of exposure ensured that people were exposed to enough virus over a long enough period of time for infection to take place. Over a period of 4 days, 45 of the 60 choir members developed symptoms, 2 died. The youngest infected was 31, but they averaged 67 years old. (corrected link)

Indoor sports: While this may be uniquely Canadian, a super spreading event occurred during a curling event in Canada. A curling event with 72 attendees became another hotspot for transmission. Curling brings contestants and teammates in close contact in a cool indoor environment, with heavy breathing for an extended period. This tournament resulted in 24 of the 72 people becoming infected. (ref)

Birthday parties / funerals: Just to see how simple infection-chains can be, this is a real story from Chicago. The name is fake. Bob was infected but didn’t know. Bob shared a takeout meal, served from common serving dishes, with 2 family members. The dinner lasted 3 hours. The next day, Bob attended a funeral, hugging family members and others in attendance to express condolences. Within 4 days, both family members who shared the meal are sick. A third family member, who hugged Bob at the funeral became sick. But Bob wasn’t done. Bob attended a birthday party with 9 other people. They hugged and shared food at the 3 hour party. Seven of those people became ill.

But Bob’s transmission chain wasn’t done. Three of the people Bob infected at the birthday went to church, where they sang, passed the tithing dish etc. Members of that church became sick. In all, Bob was directly responsible for infecting 16 people between the ages of 5 and 86. Three of those 16 died.
The spread of the virus within the household and back out into the community through funerals, birthdays, and church gatherings is believed to be responsible for the broader transmission of COVID-19 in Chicago. (ref)

Sobering right?

**Commonality of outbreaks**

The reason to highlight these different outbreaks is to show you the commonality of outbreaks of COVID-19. All these infection events were indoors, with people closely-spaced, with lots of talking, singing, or yelling. The main sources for infection are home, workplace, public transport, social gatherings, and restaurants. This accounts for 90% of all transmission events. In contrast, outbreaks spread from shopping appear to be responsible for a small percentage of traced infections. (Ref)

Importantly, of the countries performing contact tracing properly, only a single outbreak has been reported from an outdoor environment (less than 0.3% of traced infections). (ref)

**So back to the original thought of my post.**

Indoor spaces, with limited air exchange or recycled air and lots of people, are concerning from a transmission standpoint. We know that 60 people in a volleyball court-sized room (choir) results in massive infections. Same situation with the restaurant and the call center. Social distancing guidelines don’t hold in indoor spaces where you spend a lot of time, as people on the opposite side of the room were infected.

The principle is viral exposure over an extended period of time. In all these cases, people were exposed to the virus in the air for a prolonged period (hours). Even if they were 50 feet away (choir or call center), even a low dose of the virus in the air reaching them, over a sustained period, was enough to cause infection and in some cases, death.

Social distancing rules are really to protect you with brief exposures or outdoor exposures. In these situations there is not enough time to achieve the infectious viral load when you are standing 6 feet apart or where wind and the infinite outdoor space for viral dilution reduces viral load. The effects of sunlight, heat, and humidity on viral survival, all serve to minimize the risk to everyone when outside.

When assessing the risk of infection (via respiration) at the grocery store or mall, you need to consider the volume of the air space (very large), the number of people (restricted), how long people are spending in the store (workers - all day; customers - an hour). Taken together, for a person shopping: the low density, high air volume of the store, along with the restricted time you spend in the store, means that the opportunity to receive an infectious dose is low. But, for the store worker, the extended time they spend in the store provides a greater opportunity to receive the infectious dose and therefore the job becomes more risky.

Basically, as the work closures are loosened, and we start to venture out more, possibly even resuming in-office activities, you need to look at your environment and make judgments. How many people are here, how much airflow is there around me, and how long will I be in this environment. If you are in an open floorplan office, you really need to critically assess the risk (volume, people, and airflow). If you are in a job that requires face-to-face talking or even worse, yelling, you need to assess the risk.
If you are sitting in a well ventilated space, with few people, the risk is low.

If I am outside, and I walk past someone, remember it is “dose and time” needed for infection. You would have to be in their airstream for 5+ minutes for a chance of infection. While joggers may be releasing more virus due to deep breathing, remember the exposure time is also less due to their speed. Please do maintain physical distance, but the risk of infection in these scenarios are low. Here is a great article in Vox that discusses the low risk of running and cycling in detail.

While I have focused on respiratory exposure here, please don’t forget surfaces. Those infected respiratory droplets land somewhere. Wash your hands often and stop touching your face!

As we are allowed to move around our communities more freely and be in contact with more people in more places more regularly, the risks to ourselves and our family are significant. Even if you are gung-ho for reopening and resuming business as usual, do your part and wear a mask to reduce what you release into the environment. It will help everyone, including your own business.

This article was inspired by a piece written by Jonathan Kay in Quillete COVID-19 Superspreader Events in 28 Countries: Critical Patterns and Lessons

About the author

Erin S. Bromage, Ph.D., is an Associate Professor of Biology at the University of Massachusetts Dartmouth. Dr. Bromage graduated from the School of Veterinary and Biomedical Sciences James Cook University, Australia where his research focused on the epidemiology of, and immunity to, infectious disease in animals. His Post-Doctoral training was at the College of William and Mary, Virginia Institute of Marine Science in the Comparative Immunology Laboratory of late Dr. Stephen Kaattari.

Dr. Bromage’s research focuses on the evolution of the immune system, the immunological mechanisms responsible for protection from infectious disease, and the design and use of vaccines to control infectious disease in animals. He also focuses on designing diagnostic tools to detect biological and chemical threats in the environment in real-time.

Dr. Bromage joined the Faculty of the University of Massachusetts Dartmouth in 2007 where he teaches courses in Immunology and Infectious disease, including a course this semester on the Ecology of Infectious Disease which focused on the emerging SARS-CoV2 outbreak in China.
It has been around two months of quarantine for many of us. The urge to get out and enjoy the summer is real. But what's safe? We asked a panel of infectious disease and...
public health experts to rate the risk of summer activities, from backyard gatherings to a day at the pool to sharing a vacation house with another household.

One big warning: Your personal risk depends on your age and health, the prevalence of the virus in your area and the precautions you take during any of these activities. Also, many areas continue to restrict the activities described here, so check your local laws.

And there's no such thing as a zero-risk outing right now. As states begin allowing businesses and public areas to reopen, decisions about what's safe will be up to individuals. It can help to think through the risks the way the experts do.

"We can think of transmission risk with a simple phrase: time, space, people, place," explains Dr. William Miller, an epidemiologist at Ohio State University.

Here's his rule of thumb: The more time you spend and the closer in space you are to any infected people, the higher your risk. Interacting with more people raises your risk, and indoor places are riskier than outdoors.

Dr. Emily Landon, a hospital epidemiologist and infectious diseases specialist at University of Chicago Medicine, has her own shorthand: "Always choose outdoors over indoor, always choose masking over not masking and always choose more space for fewer people over a smaller space."

Our experts shared their thoughts via phone and email interviews.

**Jump to an activity:** backyard gathering; restaurant; worship service; beach or pool; outdoor party; public restroom; a friend using your bathroom; vacationing with another family; hotel; haircut; shopping mall; nightclub; camping; outdoor sports
1. A BYOB backyard gathering with one other household: low to medium risk

Meeting in a spacious outdoor area with only a small group isn't too risky. But our experts say that safety here depends on whom you invite and what their behaviors have been. "If you have a gathering with one other household that [has] followed social distancing, this would be a low-risk activity," says Dr. Judith Guzman-Cottrill, a pediatric infectious disease expert at Oregon Health & Science University.

What alters risk? To lower risk, avoid sharing food, drinks or utensils — make it a BYO-everything party. Dr. Andrew Janowski, a pediatric infectious diseases expert at Washington University in St. Louis, notes that the food itself isn't the risk but touching shared dishes or utensils could be.

Watch out for drinking, says Dr. Abraar Karan, a physician and public health researcher at Harvard Medical School, as it can make people sloppy about social distancing. It also increases the odds that people will want to use your bathroom. "Once you move into the house with others, the risk profile goes up," he says.
Some experts suggest wearing a face covering, but Landon points out that you can't realistically stay masked while eating and drinking. She suggests an alternative to a meal would be a backyard lawn tournament: That way, "the kids can play together but still with their masks on." It could be fun for the grown-ups too.

2. Eating indoors at a restaurant: medium to high risk

Indoor dining "is still amongst the riskier things you can do," Landon warns. The trouble is, says Miller, "people tend to linger in restaurants. So even if spacing is OK, the duration of exposure is longer." Also, he says, talking "appears to lead to some release of the virus."

Karan notes that one outbreak in Guangzhou, China, took place in a restaurant with no windows and poor ventilation, and the air conditioning appears to have blown droplets between tables.

What alters risk? Janowski says the risk level depends on how well the restaurant has adapted for the pandemic. Eateries should reduce and space out seating, require servers to wear masks and offer easy access to hand-washing stations.

They should also provide single-use options for condiments so you don't have to touch shared ones, says Janowski. And they should close all self-serve areas like soda fountains or buffet tables.

If you do go to a restaurant, look for outdoor seating. Landon says she would go with only members of her household, because "I don't want to have to take my mask off in the close proximity of a bunch of other people."

3. Attending a religious service indoors: high risk
Worship services involve people from different households coming together indoors for an extended time. "All of the ingredients are there for the potential for a lot of people becoming infected in the short amount of time," says Kimberly Powers, an epidemiologist at the University of North Carolina at Chapel Hill. She points to outbreaks linked to churches: In one, 35 out of 92 people who attended a service at a rural Arkansas church developed COVID-19.

Singing — whether from the pews or the choir — is high risk, several experts noted, citing a study of a choir practice in Washington state where over half of attendees became infected.

**What alters risk:** If people are appropriately socially distanced, wear masks and avoid singing, it may reduce the risk, Karan says. Also, avoid any shared worship items like hymnals, Janowski adds.

Risk goes down if places of worship adapt, Guzman-Cottrill says. "My parish began having in-person services last week," she says. The church had advance sign-ups to limit attendance to 25 people. Attendees were required to be healthy, wear face coverings and sit at least 6 feet apart.

4. **Spending the day at a popular beach or pool: low risk**

As long as you can stay socially distanced, this could be a pretty safe activity, our experts say.

The water itself is not a risk. "The sheer volume of water will dilute out the virus, making the water a highly unlikely source of infection," says Janowski.

**What alters risk?** The key question is, how close are you to others? "Can you ensure that you can stay 6 feet [or more] from anyone outside of your designated family?" asks Rebecca Katz, director of the Center for Global Health Science and Security at Georgetown University Medical Center.

Watch out for crowds at entry points and bathrooms. Maintain social distance both on land and in the water.
Landon says her biggest worry about pools and beaches is kids. At pools, "they make friends with everyone," she says. "If you want to be able to see grandma for Sunday lunch, because that's what's really important to your family, then you don't want your kids running around with other people's kids."

She says a beach is better than a pool in terms of space. Go early in the morning or late afternoon, when crowds are lower, and look for beaches that mark off spots for people to set up their areas.

5. An outdoor celebration such as a wedding with more than 10 guests: medium to high risk

Family-oriented celebrations are usually a summer tradition, but they come with a lot of risk right now. Many weddings have been postponed, with good reason.

"Outdoors reduces the risk, but as people are celebrating and drinking, it seems like they may not social distance as readily," says Karan, the Harvard physician. "These types of events end up being large crowds where people are having extended face-to-face conversations."
The larger the guest list, the greater the potential that one of them is infected, says Powers, the UNC epidemiologist.

What alters risk? The danger varies greatly depending on the size of the gathering and how closely people gather.

If you are considering hosting a celebration, make it a small one with mostly local guests. "Bringing people from other communities" is high risk, says Landon, of the University of Chicago. "If people have to travel by car, by plane, from other places, you're really asking for it."

And really think twice about inviting your relatives, particularly older family members or those with underlying conditions. People may feel pressure to attend, even though it's hazardous to their health — and even more so if you emphasize that you're going to try to make it safe, says Landon. One of the largest clusters of deaths from the virus in Chicago occurred after a funeral in which one of the attendees spread it to many of his family members.

6. Using a public restroom: low to medium risk

Restrooms have been designed to prevent disease transmission, says Landon: "There are all sorts of things that you can catch from other people's poop, and you almost never do, because they're set up with all hard surfaces that can be cleaned."

The risk depends on the number of local COVID-19 cases and how clean the bathroom is, says Janowski of Washington University, noting that a bathroom involves multiple high-touch surfaces.

There isn't yet sufficient data to know if there's risk from toilet flushes aerosolizing the virus. Landon says that other viruses, such as norovirus, can be aerosolized by flushing, but norovirus doesn't often spread that way as long as bathrooms are
cleaned. The CDC says it's "unclear whether the virus found in feces may be capable of causing COVID-19."

**What alters risk:** Miller says the main risk comes from restrooms that are small, busy and poorly ventilated — like "those restrooms in a gas station off the highway where the restroom is outside."

Choose a bathroom that looks clean and is well stocked with supplies such as paper towels, soap and toilet paper. Avoid bunching up in a line to use the toilet or staying there long, if you're within 6 feet of others. Wash your hands after you go, and use hand sanitizer on them if you need to touch any surfaces after that.

7. **Letting a friend use your bathroom: low risk**

Landon doesn't think it's a big risk: "What happens in the bathroom is going to be sucked out of the bathroom ventilation, and you can clean all the hard surfaces really easily."

Miller agrees: "You can run the fan, leave the door open after (so air flows) and clean the bathroom later. And if you use the bathroom after they do, just wash your hands."

**What alters risk?** It's possible that your friend is infected but asymptomatic, says Janowski. "It would be reasonable to decontaminate the bathroom after a friend uses it, including cleaning the high-touch surfaces of the door, toilet and sink."

8. **Going to a vacation house with another family: low risk**

Experts said that if both families have been quarantining and limiting their exposure to others, this is pretty safe. "If one family is very active or parents have higher-exposure jobs, then the risk increases," Miller says.

Landon thinks this arrangement could be a good idea, especially if the house is "in the woods where you're not going to have a lot of contact with other people," she says.
What alters risk? Landon suggests talking with the other family beforehand to make sure you share the same expectations for the precautions everyone will take in the two weeks before arrival and while you're there. Ensure that no one has signs of illness — if they do, they need to stay home. Miller recommends cleaning the major surfaces in the house on arrival. "And the more that people can reduce exposure in the days leading up to the trip, the better," he adds.

9. Staying at a hotel: low to medium risk

The consensus is that staying at a hotel is relatively low risk, especially once you're in your room. It's best to limit your time in common areas such as the lobby, gym, restaurant and elevator, where the risk of exposure is higher.

What alters risk? Bring disinfecting wipes to wipe down the TV remote control and other common surfaces. You might also want to remove the bedspread since it may not be cleaned after every guest, suggests Miller. Ask about the hotel's cleaning policies, as many have new COVID-19 protocols. "Beware of the elevators! Use the knuckle of your little or ring finger to press the buttons," says Miller.
Other suggestions: Order room service rather than eating at the restaurant, avoid the exercise room and wear a face covering in public spaces.

10. Getting a haircut: medium to high risk

A haircut involves "close contact and breathing that is extended for several minutes," Karan notes. "This is the primary mode of transmission that we know happens. And cloth masks certainly are not perfect for this."

Janowski says this is one of the highest-risk scenarios on this list, because there's no way to keep 6 feet from someone cutting your hair. "All it takes is [having] one asymptomatic but infected worker, and suddenly many customers are at high risk of infection," he says.

What alters risk? Landon believes the risk is not terribly high if both you and your haircutter wear masks and if COVID-19 is not very prevalent in your area. Look for a salon or barbershop that has (and enforces) policies to protect its employees, like wearing protective gear and sanitizing hands, she says: "By protecting their employees, they're protecting you too."

And make sure that your barber or stylist is all business, says Karan: "Stopping to chat at close distance like this is something we all love doing with our barbers normally. This is not the time for it."

11. Going shopping at a mall: risk varies

How risky this is depends on what kind of mall it is, how crowded it is and how much time you spend there, our panel agreed. "Crowds with high density lead to substantial increase in risk," says Miller. "The major mitigating factor is that people don't mingle in a single place for long."
What alters risk? Outdoor malls are preferable to indoor ones. And empty malls are better than crowded ones. Avoid the food court and go with purpose, not leisure, says Landon: "As much as you may like retail therapy, you should browse online before you go. Know what you're going to pick up or try on. Wear your mask. Go in, look at it. Make your decision and get out."

Be alert while you're there to avoid close contact. "Maintain your space," says Miller. "Try to go at off-peak hours." Bring hand sanitizer, says Guzman-Cottrill, and use it frequently, especially if you touch any shared surfaces like handrails or elevator buttons.

### 12. Going to a nightclub: high risk

There is consensus among the experts that going to a nightclub is a very high-risk activity. Crowds, ultra-close contact, singing, sweating and inhibition-loosening alcohol are a potent cocktail of risk factors. When drinking, people become less compliant with rules, Miller says, and they may breathe heavier from the dancing — "which means more virus is being shed," he says. If there's an infected person in the mix, the virus can spread easily.

"This is a very high-risk situation for an outbreak, as we saw in South Korea just recently," says Karan, referring to an outbreak tied to several nightclubs and bars. "Don't go to bars or clubs right now."

What alters risk? Nothing makes this a good idea right now. If you want to dance, have a dance party at home with the people in your intimate circle. If it's a small outdoor gathering, dancing under the stars — 6 feet apart — would be much less risky too.

### 13. Going camping: low risk
"As far as summer activities go, this is least risky from a virus perspective," says Katz, of Georgetown. You’re outdoors and isolated. Miller agrees — but he says that if you're going with a group, be sure you can trust your fellow campers. Have they been social distancing and following the guidelines? If not, they could be asymptomatic spreaders of the virus.

**What alters risk?** Of course, risks can creep in, depending on the particulars. "Are you camping in an isolated outdoor location with your family?" Katz asks — this is the lower-risk scenario. It's more dangerous if you're at a crowded campground with a shared restroom and communal picnic areas, she says. "Sleeping in tents together with others [not from your household] can certainly be a setup for transmission," adds Karan.

Bottom line: The activity itself is low risk, but the people whom you'll be in close contact with during the trip could increase the hazard.

**14. Exercising outdoors: low risk**
Unless you're playing group sports, exercising outdoors is a good way to burn off steam while staying socially distant. Our experts agree that sports such as golf and tennis are safer than contact sports such as basketball and football. "I would personally avoid contact sports until we have a better sense of transmission risk here," Karan says.

And running? "If you're not on a crowded path where people are brushing past each other, then I think that's a great form of exercise right now," says Powers.

**What alters risk?** The more people involved in the activity, the higher the risk. It's possible to spread the virus when you're in close proximity to others — even if you're asymptomatic — so it's best to wear a mask if you can't stay socially distanced.

The risk depends on the sport. A game like basketball is tricky, Landon says. "You're touching the ball and you're going to be breathing in each other's faces," so she suggests playing only with people in your household. Tennis carries a much lower risk: "You're far apart on either side. That's definite social distancing," she says.
Planning for the Safe Reopening of Public Buildings

May 14, 2020 by Steve Butler
Category: COVID-19

The coronavirus emergency has had dramatic impacts on everyone’s day-to-day life, and local government is no exception. They have had to deal with an enormous number of issues stemming from the pandemic, but it appears that most have developed workable solutions (some very different from pre-pandemic times) to continue their operations and ensure that essential government work gets done, at least for the time being.

With this temporary “new normal” work routine in place, it seems strange to think about returning to a more usual work environment. At some point in the not-too-distant future, however, you will be reopening your buildings/offices, to your staff and, in some cases, to the public. So, it may be time to start planning now for that eventuality, with “phased reopening” being an approach that many local governments will be considering.

Different Phases of Reopening

A key decision point will be when to reopen your different public buildings and facilities, both to your own employees and then to the public. It is up to each local government and public agency to decide when to reopen their facilities and who needs to physically return to work. When making those determinations, it is advisable to start slow and do it in phases. It may also be wise to contemplate using flexible work policies for those with limitations (such as high-risk health factors, childcare challenges, and transportation issues), especially for any employees who can work remotely. Of course, there are some government jobs with duties that can only be fulfilled by physically being at a given location (for example, maintenance workers and gardeners).

Many communities are contemplating a general, three-phase approach (not to be confused with the phases mentioned in Governor Inslee’s proclamations). The first phase may be where only a limited number of staff physically return to work and public meetings are still held remotely. The second phase will likely involve more staff returning to their workplaces and opening some public agency buildings/facilities to the general public in a limited capacity. The third phase envisions all public buildings and facilities (including community centers and senior centers) being open to the public. This blog post focuses on the first and second phases.
Some communities have already instituted their version of “phase one” and have “essential employees” working at their offices, albeit using the safeguards. Other local governments have a vast majority of their staff working remotely from home and are just now starting to think about the steps needed to reopen their public facilities.

**Issues to Consider When Preparing to Open**

Below are some items to consider when planning how to reopen your offices and facilities, first to your staff and then to the general public.

**Public employees**

Maintaining social distancing is a practice likely to be recommended for several months to come. In addition, public agencies should evaluate the following actions when thinking about reopening their facilities.

**How will you provide Personal Protection Equipment (PPE) for employees?** This may include the following items:

- Cloth face coverings/masks. You will also need to decide where/when you will require that employees wear them while on the job
- Hand sanitizer
- Antiseptic wipes
- Thermometers, such as infrared or temperature-based thermometers
- Gloves, especially for staff who will be handling cash, accepting applications, etc., from the public

**How will you clean and “regulate” the use of work areas?** While work areas for each location is unique, this could include the following practices:

- Establish and follow rigorous cleaning procedures for both individual workspaces and general areas (including daily and weekly protocols).
- Strongly encourage frequent and proper handwashing.
- Take steps to ensure social distancing between employees can be maintained at all times.
- Provide self-check stations with thermometers at all employee entrances (using the honor system is a pragmatic approach); put signage up to remind employees to stop and “self-check” at stations near employee entrances (having a temperature below 100.4°F is the currently recommended standard).
- Provide for a six-foot minimum distance throughout your worksites when possible. If your hallways are not wide enough, consider putting directional arrows on the floor (like many grocery stores have done) to achieve that six-foot minimum.
- Continue to promote remote meetings. Limit in-person employee meetings to five or fewer people, if possible; otherwise, have people sit at least six feet apart.
- Close or restrict the use of common areas (such as kitchens and lunch/break rooms)
- Establish staggered work shifts if employees must work closer than six feet to each other.
- Establish policies for restroom use. Decide whether you will require employees to wear masks while using these facilities and/or if you will limit the number of people using them at a given time (For the latter, one idea would be to have an “in use/not in use” message board at the entrance, which could be flipped by employees while gloved).
- Limit the number of persons using onsite elevators and require/encourage riders to wear a cloth face covering.
• Limit vehicle use to only one employee whenever possible.

While Governor Inslee’s office is likely to provide specific guidance about employee PPEs and workplace cleaning protocols in the near future, the lists above are meant to provide early information to help you think through these issues in advance.

Members of the public

When community members are allowed to enter into public agency offices and other public facilities, it is important to maintain the appropriate level of social distancing between them and your staff. Below are some steps to consider for areas where employees and the public will come in contact.

- Install plexiglass barriers/sneeze guards at counters or other space where public/staff interface frequently.
- Require or strongly encourage the public to wear masks while in a public building.
- Put tape/markings on the floor to demarcate a six-foot distance of queuing space for people waiting to use utility payment areas, permit counters, etc.
- Remove most chairs from public areas, leaving some seating designated for people with physical limitations.
- Set numerical limits on how many people can be in a public building at any given time to address social distancing requirements.
  - For people who are unable to enter when they first arrive, establish a system that has them “take a number” and be notified when they will be allowed access — perhaps by sending a text or phone message (like some sit-down restaurants do) or using a numerical display (like those used by fast food restaurants and delis).
  - Some Washington communities are considering requiring anyone who wishes to enter a public building have their temperature taken prior to being allowed entrance.
- Strongly encourage the public to continue meeting with staff remotely when possible and to make appointments to meet with staff when in-person meetings are necessary.
- Establish a restroom use policy — You can consider the same options as listed above for public employees. Because it would be difficult to ensure that the public would follow those procedures, some local governments are considering keeping restrooms closed to the public, at least during the time when access to public facilities is being limited.

Local governments operating municipal courts will also need to create accommodations that allow the courts to function during the COVID-19 pandemic. This could include implementation of special measures to help maintain the safety of visitors wanting to pay their fines, the judge, prosecuting and defense attorneys, defendants, and audience members. For employees working outdoors, it might be prudent to institute protocols similar to those issued by the governor’s office for construction workers.

How to Get Started

There are a lot of significant issues to be considered when a local government is preparing a plan to reopen its public facilities as the coronavirus emergency enters a new stage.

1. Create an in-house task force (which many of you are already convened) to talk through the multitude of issues to be addressed and develop your plan.
2. Gather information from a number of reliable sources.
3. Communicate often with your staff. Be sure to solicit ideas and be open to feedback.

4. Be flexible. There are likely to be concerns and different needs that you should be willing to consider when planning a “recovery/reopening” strategy. If you undertake an action and it doesn't work, be open to trying something else.

Conclusion

The coronavirus pandemic has caused many organizations and employees to realize that much of their work can be done remotely. This realization has raised a fundamental question: Who actually needs to be physically present to fulfill a governmental function? This may represent a major “sea change” in how the modern office work environment, both in the public and private sectors, will operate in the future. How this works itself out in the months and years ahead remains to be seen.

In the meantime, local governments should begin planning for when and how their public buildings and facilities will reopen over the next few weeks/months, in addition to dealing with the issue of who should physically be there to staff them.

Additional Resources

Here are some local resources to help guide your reopening plans.

- Washington Department of Labor & Industries (L&I)’s Coronavirus (COVID-19) Prevention: General Requirements and Prevention Ideas for Workplaces contains a detailed list of steps that employers should take to address workplace safety during the pandemic.

- This toolkit for reopening the office and getting back to work as well as the related PowerPoint presentation offers a detailed compendium of useful information. It was prepared as part of a joint project led by Madrona Venture Group, alongside the Seattle Venture Community, leading tech, retail, and aerospace companies in the Puget Sound region, and the Seattle Metropolitan and Bellevue Chambers of Commerce.

- Kittitas County’s Coronavirus (COVID-19) Response: Business Safety includes “Safety Plan Worksheet Templates” for re-opening a business based on three levels of risk, with most local government jobs falling into one of the first two risk levels.

Here are some resources from the federal government.

The U.S. Centers for Disease Control and Prevention’s (CDC) Coronavirus Disease 2019 (COVID-19) website includes the following webpages:

- Cleaning and Disinfection for Community Facilities — Offers recommendations on the cleaning and disinfection of rooms or areas occupied by those with suspected or confirmed COVID-19

- Cleaning and Disinfecting Your Facility — Offers additional cleaning/disinfections recommendations for specific surfaces and items, with some considerations for employers

- Guidance for Administrators in Parks and Recreational Facilities

The White House’s Guidelines for Opening Up America Again provides information about the three-phased reopening approach based on the advice of public health experts
I want to thank Jeff DiDonato, Division Chief, Puget Sound Regional Fire Authority; Shari Crain, Police Chief, City of Sequim; and Tracy Burrows, Executive Director, MRSC for contributing background information and ideas for this blog post.

MRSC is a private nonprofit organization serving local governments in Washington State. Eligible government agencies in Washington State may use our free, one-on-one Ask MRSC service to get answers to legal, policy, or financial questions.

About Steve Butler

Steve joined MRSC in February 2015. He has been involved in most aspects of community planning for over 30 years, both in the public and private sectors. He received a B.A. from St. Lawrence University (Canton, New York) and a M.S. in Urban and Regional Planning from the University of Wisconsin-Madison. Steve has served as president of statewide planning associations in both Washington and Maine, and was elected to the American Institute of Certified Planner's College of Fellows in 2008.

VIEW ALL POSTS BY STEVE BUTLER ▸
May 18, 2020

Norm Tonina, Chair of the Board
Fort Worden Public Development Authority
200 Battery Way, Port Townsend, WA

**Board Resignation Letter: Fort Worden Public Development Authority**

Dear Norm --

I'm deeply regretful to inform you that I will be resigning from my position as a Board Member of Fort Worden Development Authority, effective June 18, 2020.

I appreciated the warm welcome and collegial relationship from my fellow board members, the executive team, and the Washington State Parks staff. I’m grateful to have had the opportunity to contribute to the Authority’s mission. I know that the Board is committed to continuing the mission of FWPDA and making the organization an anchoring institution for the community.

I want to thank the PT city council members, mayor’s office, and the city manager and his team for their continued support in the development and preservation of FWPDA; and coordinating efforts in soliciting board talents necessary for effective governance and leadership.

I would like to note that I have had the privilege of getting to know many of the Fort Worden Partner Organizations: The Arts School, Woodworking School, Centrum, Copper Canyon Press, Rainshadow Recording, Madrona Mind/Body Institute, Friends of FW, to name a few. I thank all the Partner Organizations in the Campus for their contribution; it was joyful to interact with the partner organizations and to attend many of their high quality educational and entertainment programs. I believe that the unique value proposition the Partners bring is mission critical to the vibrancy of both the Fort Worden Campus and the Port Townsend Community.

I trust, it is appropriate to record an appreciation, for your effective leadership as our Board Chair; Cindy, the former Chair, for her board development efforts; members of the PDA board -- Todd, Jeff, Jane, Herb, Lela, Terry, and the board members of the FW Foundation -- for their unwavering commitment to the organization. I also want to thank Dave Robison and his stellar team for their spirited work and friendship; to Joan Rutkowski, for providing excellent board services.

It has been a true blessing to interact, and be inspired by the work of amazing community leaders and citizens of the PT community. I very much welcome ongoing connection and conversation; I look forward to being involved with the community.

I take this opportunity to wish well the Fort Worden Public Development Authority, Fort Worden Foundation, and the Partners Organizations as they all continue to collaborate in achieving educational, economical, and environmental goals for the Fort, Jefferson County, and for the larger Olympic Peninsula.

Thank you,
Naushard Cader, FCA
Naushard.Cader @ Post.Harvard.Edu
DRAFT Minutes
Special Board of Directors Meeting
Fort Worden Public Development Authority (FWPDA)
Wednesday, May 13, 2020 | 10 a.m.
Remote meeting per State Proclamation 20-28.2

❖ **Action:** Motion to approve the March 17, 2020 Executive Committee Meeting Minutes. **Unanimously approved by the Executive Committee**

❖ **Action:** Motion to approve the March 25, 2020 Board Meeting Minutes. **Unanimously approved by the full Board**

❖ **Action:** Motion to approve the April 16, 2020 Board Meeting Minutes. **Unanimously approved by the Finance and Audit Committee**

❖ **Action:** Motion to authorize Dave Robison and David Timmons to continue developing the PDA’s COVID-19 recovery strategy for the board’s consideration for approval. **Unanimously approved**

❖ **Action:** Motion to approve Resolution 20-07 authorizing the Executive Director to extend the contract with David Timmons through June 30, 2020 and increase the contract budget, resulting in total contracted services not to exceed $15,000. **Unanimously approved**

Public Meeting Agenda

I. **Call to Order:** 10 a.m.
The May 13 board meeting was a remote Internet- and phone-based meeting in accordance with the “Stay Home” emergency proclamation issued by Governor Jay Inslee on March 23, 2020 and subsequently extended. Access information to the meeting was published on the Fort Worden website and in a meeting notice to the media.

II. **Roll Call/Attendance**
Fort Worden PDA Board Members: Norm Tonina, Todd Hutton, Jeff Jackson, Jane Kilburn, Cindy Finnie, Gee Heckscher, Terry Umbreit, Herb Cook, Lela Hilton
Staff: Dave Robison, Diane Moody, Joan Rutkowski
Public/Staff Guests: David Timmons, Anna Forrestal, Seth Rolland, Leah Mitchell, Janine Boire, Ken Park, Owen Rowe, Katya Kirsch, Bill Drath, Rob Birman, Mary Jane Robins, Lisa Werner, Holly Rebert, Brian Hageman, Jeanie Cardon, Claudia Zysk, Julie Johnson, Renee Klein, John Marckworth, Rufina Garay, Sonya Baumstein, Cody Griffith, Natalie Maitland, Aislinn Diamanti, Matthew Bellah, David Beckman

III. **Public Comment**
PDA Chief Strategy Officer Rufina Garay thanked the board for providing for the PDA’s standby employees. Board Co-chair Norm Tonina thanked fellow board members for 100 percent participation in the effort to fund health insurance for standby employees through June.
IV. COVID-19 Background Information/Correspondence  
Tonina noted that the packet contains articles of interest and background information on recovery efforts. (The board packet is available on the PDA website.)

V. Consent Agenda  
Action: Motion to approve the March 17, 2020 Executive Committee Meeting Minutes. *Unanimously approved by the Executive Committee*

Action: Motion to approve the March 25, 2020 Board Meeting Minutes. *Unanimously approved by the full Board*

Action: Motion to approve the April 16, 2020 Board Meeting Minutes. *Unanimously approved by the Finance and Audit Committee*

VI. Review of March Financial Report  
A. Staff Report  
Chief Financial Officer Diane Moody reviewed the difference between the final March 30 financial report and the preliminary draft that was presented at the recent Finance and Audit Committee meeting. Adjustments included changes due to paperwork that came after the placement of the majority of the PDA’s employees on standby in mid-March, Moody said. The increase in reported expenses was largely due to changes to how staff are classified. Discover Pass revenue is less than reported earlier because of an adjustment to a presale, she said. The current books show YTD net revenue for March at $700,000. Moody said the deficit is largely due to cancellations in March, which was projected to be a strong month before COVID-19 affected group and leisure activity. Moody thanked partners for staying current on rent.

B. Board Discussion  
Moody responded to clarifying questions about line items. The PDA has refunded approximately $60,000 to date due to leisure and group cancellations. Given the continued delay in reopening the PDA, she also projects $75,000 in refunds in July based on that month’s business on the books. She said this will shift the advance deposit checking account position to a negative.

VII. Review Cash Position and Flow Projection  
A. Staff Report  
Moody presented the cash flow report for operations. She said the projections are based on a September opening date, which would be possible if the state moves into Phase 3 of the Governor’s reopening plan by mid-August. The PDA’s opening could instead be later than September, she added. She said that if operations don’t resume until September, the PDA will need to secure a minimum of $500,000 in grants and loans to help cover operations to that point. She noted that Makers Square activity may provide some of those funds, and that would require board action. The cash flow projections reflect a lean operations crew in place through July. Moody said the PDA has thinned expenses as much as it can, with many needs covered on an on-call basis. She thanked volunteers from the Friends of Fort Worden and Washington State Parks for helping cover the grounds maintenance needs.

Moody also presented cash flow reports for advance deposits and refunds as well as for Makers Square. Operations could be in a negative cash position ($-61,262) in July if the PDA does not open by then and projected cancellation refunds are paid out, she said. Sales and Marketing Director Cody
Griffith said most people are willing to reschedule. Moody also said that all of the in-process grants for Makers Square involve criteria that influence cash flow. If funding and reimbursements come through as expected, the cash flow projection for Makers Square is positive, she said. The PDA could resume Makers Square construction by June 1, Moody added.

B. Board Discussion
Board and staff discussion included conversation about the uncertainty around hosting large groups in the fall and the possibility of more cancellations. Griffith said reservations are largely on hold until the PDA can commit to an opening date and group size limitations or requirements are known. She noted that the PDA is now receiving more inquiries than cancellations for larger events in September through December. Moody added that much of the group revenue projected for September is for partners’ group activities, which are currently uncertain. Board co-chair Todd Hutton asked if there is contingency planning for a surge of COVID-19 in the fall that would cause a surge in cancellations. Moody said this is under development. She said the $500,000 minimum that is needed before a fall opening would also help if a fall resurgence leads to another shutdown. Robison noted that staff is still looking at what resources will be needed for each re-opening phase. Board and staff also discussed Makers Square. Moody said the project is approximately 77 percent complete, and Clark Construction anticipates needing 90 days after work resumes to complete the project.

Hutton said the Finance and Audit Committee talked about asking the full board to defer the 2019 audit process until the fall.

VIII. Staff Update on Reservations and Cancellations

A. Staff Report
Griffith provided further detail on reservations and cancellations. Depending upon the reservation type, some bookings can be cancelled with full refunds and some deposits are not refundable if the booking isn’t rescheduled. Griffith said the PDA has adopted a more generous policy for non-refundable bookings (which are at a discounted rate), allowing the reservation to move out as far as December 2021 without any fee or rate increase. Moody said the PDA sought legal review of its policy for nonrefundable bookings. She said the PDA’s counsel concluded that because the PDA is a public entity, it can’t go against its non-refundable policy and provide refunds because that would be considered a gift of public funds. The State auditor’s office also is reviewing the situation. Griffith said May bookings have been rescheduled, and the PDA will likely need to do the same for June reservations, but this is difficult because of uncertainty about a reopening date. Until this information is known, the PDA won’t have accurate revenue projections, Griffith said.

B. Discussion
Board and staff members discussed travel trends. Board Treasurer Jeff Jackson noted that around the world, leisure travel is rebounding better than business travel. Griffith said the Fort’s spaciousness is an advantage for social distancing, and the standalone buildings provide an opportunity for a small, slow, and manageable reopening for groups. Moody added that the recovery strategy includes adjustments to housekeeping and operating practices. Robison said community concerns about encouraging a return of tourism also will be considered.

IX. Economic Recovery Strategy Update

A. Staff Report
Robison and consultant David Timmons outlined the PDA’s COVID-19 recovery strategy and developing recovery plan. Robison said the pandemic threatens the survival of the PDA and its ability to support partners and shows a need to consider a new business model for after the crisis. The draft
plan’s operational assumptions include the observation that delays in getting to Phase 3 by the end of August may necessitate postponing the PDA’s re-opening until spring 2021. Nonessential travel isn’t allowed until Phase 3. Robison said a mutually beneficial recovery strategy with tenant partners, the City of Port Townsend, Washington State Parks, and community businesses will be essential. The PDA will have to secure funding to get from today’s situation to when it can reopen, he said. Timmons said that before the pandemic, the PDA was already in a weakened position due to the cost of campus maintenance. He said the path forward involves staying true to the model of the Fort serving as a community asset and getting all stakeholders focused on a common set of objectives. The three draft strategic goals are to survive the immediate financial crisis, develop a recovery strategy to reopen PDA operations, and reassess the Fort’s business model based on COVID-19 mandates and new business realities. Robison and Timmons described the proposed ways to achieve these goals. (Please see the board packet on the PDA website for the draft plan.)

B. Discussion

Board members and staff discussed the developing recovery plan. In response to emailed questions from partners, Robison shared that the PDA is having weekly conversations with State Parks leaders and with legislators. He and Timmons are researching whether the PDA is eligible for public assistance money. As a quasi-public agency, the PDA is ineligible for a lot of emergency public funding and COVID-19 funding for businesses and nonprofits, Robison said. As for services to partners, Robison said grounds and maintenance support is critical and will depend upon the PDA’s funding for operations. Hutton noted the need to distinguish between reopening for hospitality and reopening for partners to be able to regularly conduct their businesses. Board member Cindy Finnie said most hotels in town have been open because they are considered essential businesses, and this also means no reopening guidance is provided by the state. Local hoteliers and PDA staff have been researching best practices from national hotels and restaurant associations.

Board and staff also talked about the challenges of the PDA’s operating model. Board member Herb Cook said his review of the PDA’s operating financials from the last few years confirm that the PDA had a fragile but sustainable business model until the master lease required the PDA to fully assume campus maintenance responsibilities. Cook believes that requirement broke the model, and he suggested that the PDA ask State Parks to reassume the maintenance obligation as a contingency for the reopening of hospitality services. Robison noted that revenue sharing with State Parks will begin in 2021 per the lease agreement, and he said the PDA will need to advocate for the removal of this requirement because it’s not possible for the foreseeable future and perhaps not ever. Board member Jane Kilburn pointed out that State Parks and other public entities also will be facing notable revenue losses.

Board members and staff discussed how to engage the board and community in the next steps. Board member Lela Hilton suggested that the PDA reach out to the public via a newsletter or other communications with news about the positives and the challenges. She also wondered if reopening food service would be a way to keep visitors on campus, helping to address community concerns about tourism. Moody said some level of food service will be needed to support lodging. Kilburn asked how the board will be involved in the development of a new business model. Robison said that staff and funding aren’t in place for a planning process at this point in time, but there will be a community-wide effort when it can be supported. Timmons added that any planning will need to involve the full PDA board.

**Action:** Motion to authorize Dave Robison and David Timmons to continue developing the PDA’s COVID-19 recovery strategy for the board’s consideration for approval. **Unanimously approved**

X. **Contract with David Timmons and Resolution 20-07 Consideration and Approval**
A. Staff Report

Robison said he used his administrative authority to establish a contract with Timmons for assistance with the recovery effort because of his accomplishments as the former City Manager and his experience with the Federal Emergency Management Agency’s mitigation process. Timmons also helped Robison launch the PDA in 2011. Robison said he is seeking approval to extend the contract for an additional month for a total of $15,000, which is an amount that requires board approval. A $25,000 grant from the Satterberg Foundation will cover the contract, he said.

B. Board Discussion

Action: Motion to approve Resolution 20-07 authorizing the Executive Director to extend the contract with David Timmons through June 30, 2020 and increase the contract budget, resulting in total contracted services not to exceed $15,000. **Unanimously approved**

XI. Public Comment

It was noted that a Copper Canyon Press publication, Jericho Brown’s *The Tradition*, received the 2020 Pulitzer Prize in Poetry.

Via the Zoom public chat Rob Birman shared that: “Centrum has a date of July 1 to make firm decisions about fall events. We are naturally exploring online possibilities, for all the same reasons as sales is dealing with.”

Seth Rolland, a member of the Port Townsend School of Woodworking board of directors, shared comments from his perspective as a citizen. Rolland commended the PDA for keeping the Fort going through a difficult time. He said it seems there hasn’t been enough discussion about supporting the PDA’s partners. Rolland said he appreciates the PDA’s work to develop Makers Square and support new tenants with free short-term rent, and he would like to see similar enthusiasm and support for current partners, particularly through providing long-term leases. Rolland said the partners have building maintenance burdens, and it’s hard to raise money for building investments without long-term leases. He hopes the long-term lease effort can be engaged during this time.

John Marckworth, a Port Townsend School of Woodworking founder and board member, shared his appreciation for the forward thinking being developed. Marckworth said he agreed with Rolland’s comments. He noted the difficulty the PDA and other organizations are facing, but said it also presents a wonderful opportunity to work with the partners on the problems as a form of pre-investment in the future.

Birman added that the Fort Worden Collaborative is continuing and has weekly meetings scheduled for the next 12 weeks.

XII. Meeting Adjourned at 12:20 p.m.

*Board meeting materials are available at: [https://fortworden.org/category/pda-documents/](https://fortworden.org/category/pda-documents/)*
### Revenue & Expense Budget Performance

#### April 2020

<table>
<thead>
<tr>
<th></th>
<th>April 19</th>
<th>April 20</th>
<th>Budget</th>
<th>Variance</th>
<th>% of Budget</th>
</tr>
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<tbody>
<tr>
<td><strong>Ordinary Revenue/Expense</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4000 Accomodations</td>
<td>192,047.75</td>
<td>0.00</td>
<td>229,630.00</td>
<td>(229,630.00)</td>
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<td>4400 Food Sales Revenue</td>
<td>145,752.90</td>
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<td>177,371.00</td>
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<tr>
<td>4600 Other Revenues</td>
<td>57,644.44</td>
<td>27,853.87</td>
<td>74,855.08</td>
<td>(47,001.21)</td>
<td>37.2%</td>
</tr>
<tr>
<td>4900 PDA Grants/Donations</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>395,445.09</td>
<td>27,853.87</td>
<td>481,856.08</td>
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<td>5.8%</td>
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<tr>
<td><strong>Cost of Goods Sold</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5000 Food Service Cost of Goods</td>
<td>40,464.81</td>
<td>0.00</td>
<td>48,252.50</td>
<td>(48,252.50)</td>
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<tr>
<td>5008 Merchandise Cost of Goods</td>
<td>1,081.60</td>
<td>0.00</td>
<td>2,200.00</td>
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<tr>
<td>5010 Discover Passes</td>
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<td>13,750.00</td>
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<td><strong>Total COGS</strong></td>
<td>54,526.41</td>
<td>0.00</td>
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<td><strong>Gross Revenue</strong></td>
<td>340,918.68</td>
<td>27,853.87</td>
<td>417,653.58</td>
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<tr>
<td><strong>Expense</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6010 Personnel Costs</td>
<td>344,722.20</td>
<td>127,720.58</td>
<td>315,139.87</td>
<td>187,419.29</td>
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<tr>
<td>7000 Repairs &amp; Maintenance</td>
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<td>9,510.00</td>
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<td>0.0%</td>
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<td>43.5%</td>
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<tr>
<td><strong>Net Ordinary Revenue</strong></td>
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<td>-146,716.24</td>
<td>(50,375.37)</td>
<td>(96,340.87)</td>
<td>34.3%</td>
</tr>
<tr>
<td><strong>Net Revenue</strong></td>
<td>-134,114.68</td>
<td>-146,716.24</td>
<td>(50,375.37)</td>
<td>(96,340.87)</td>
<td>34.3%</td>
</tr>
</tbody>
</table>
## FORT WORDEN PDA-Hospitality Services
### Revenue & Expense Budget Performance
#### April 2020

<table>
<thead>
<tr>
<th>Ordinary Revenue/Expense</th>
<th>Jan - April 19</th>
<th>Jan - April 20</th>
<th>YTD Budget</th>
<th>Variance</th>
<th>% of Budget</th>
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<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4000 Accomodations</td>
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<td>4400 Food Sales Revenue</td>
<td>495,847.95</td>
<td>239,134.69</td>
<td>540,700.00</td>
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<td>4600 Other Revenues</td>
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<td>127,357.30</td>
<td>214,769.34</td>
<td>(87,412.04)</td>
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<td>26,000.00</td>
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<td>1,222,413.34</td>
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<td>46.1%</td>
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<tr>
<td><strong>Cost of Goods Sold</strong></td>
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<td></td>
<td></td>
<td></td>
</tr>
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<td>73,949.23</td>
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<td>5010 Discover Passes</td>
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<td><strong>Total COGS</strong></td>
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<td>210,563.54</td>
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<td>46.0%</td>
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<td><strong>Expense</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6010 Personnel Costs</td>
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<td>200,969.00</td>
<td>49,432.56</td>
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</tr>
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<td>87,164.19</td>
<td>66.9%</td>
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<td><strong>Total Expense</strong></td>
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<td>123.6%</td>
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<tr>
<td><strong>Net Ordinary Revenue</strong></td>
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<td>-846,778.80</td>
<td>-551,066.17</td>
<td>(295,712.63)</td>
<td>65.1%</td>
</tr>
<tr>
<td><strong>Net Revenue</strong></td>
<td>-569,805.56</td>
<td>-846,778.80</td>
<td>-551,066.17</td>
<td>(295,712.63)</td>
<td>65.1%</td>
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</tbody>
</table>
### ASSETS

#### Current Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Checking/Savings</td>
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</tr>
<tr>
<td>1000 Operating Accounts</td>
<td>131,043.18</td>
</tr>
<tr>
<td>1003 Advance Deposit Account</td>
<td>95,580.00</td>
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<tr>
<td>1010 Capital Fund Accounts</td>
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<tr>
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</tr>
<tr>
<td>Accounts Receivable</td>
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<tr>
<td>1100 Hospitality Services AR</td>
<td>41,636.80</td>
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<tr>
<td>1120 Partner Tenant</td>
<td>15,330.73</td>
</tr>
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<td>1140 Grants</td>
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<tr>
<td>Other Current Assets</td>
<td>215,486.62</td>
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<tr>
<td>1050 Food Service Inventories</td>
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<td>1060 Merchandise for Resale</td>
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<td>1065 Discover Passes</td>
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<tr>
<td>1200 Prepaid Expenses</td>
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<td><strong>Total Other Current Assets</strong></td>
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<tr>
<td><strong>Total Current Assets</strong></td>
<td>1,079,471.84</td>
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#### Fixed Assets

<table>
<thead>
<tr>
<th>Description</th>
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<tbody>
<tr>
<td>1300 Fixed Assets</td>
<td>268,593.36</td>
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<td><strong>Total Fixed Assets</strong></td>
<td>268,593.36</td>
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**TOTAL ASSETS**

|               | 1,348,065.20 |

### LIABILITIES & EQUITY

#### Liabilities

#### Current Liabilities

<table>
<thead>
<tr>
<th>Description</th>
<th>Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts Payable</td>
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</tr>
<tr>
<td>2000 Operating</td>
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<td>2003 Capital Fund A/P</td>
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<td>Credit Cards</td>
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<td>2010 Credit Cards &amp; House Accts</td>
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<td><strong>Total Credit Cards</strong></td>
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#### Other Current Liabilities

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>2100 Current Liabilities</td>
<td>134,665.81</td>
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<tr>
<td>2122 Public Works Retainage</td>
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<tr>
<td>2200 Advance Deposits</td>
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<tr>
<td>2220 Advance Deposits-NR</td>
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<td>2400 Notes Payables</td>
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<td><strong>Total Other Current Liabilities</strong></td>
<td>2,818,732.94</td>
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### Balance Sheet

**As of April 30, 2020**

<table>
<thead>
<tr>
<th>Accounting Category</th>
<th>Amount</th>
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<tbody>
<tr>
<td><strong>Total Current Liabilities</strong></td>
<td>4,569,683.59</td>
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<tr>
<td><strong>Long Term Liabilities</strong></td>
<td></td>
</tr>
<tr>
<td>2700 Kitsap Bonds</td>
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<td><strong>Total Long Term Liabilities</strong></td>
<td>3,500,000.00</td>
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<td><strong>Total Liabilities</strong></td>
<td>8,069,683.59</td>
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<tr>
<td><strong>Equity</strong></td>
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<tr>
<td>Opening Balance Equity</td>
<td>6,346.95</td>
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<td>Unrestricted Net Assets</td>
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<tr>
<td>Net Income</td>
<td>-2,029,991.81</td>
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<tr>
<td><strong>Total Equity</strong></td>
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<td><strong>TOTAL LIABILITIES &amp; EQUITY</strong></td>
<td>1,348,065.20</td>
</tr>
<tr>
<td>Tenant</td>
<td>Current</td>
</tr>
<tr>
<td>----------------------------</td>
<td>----------</td>
</tr>
<tr>
<td>Fort Worden Foundation</td>
<td>10,477.54</td>
</tr>
<tr>
<td>P-Coast Artillery Museum</td>
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</tr>
<tr>
<td>P-Copper Canyon</td>
<td>0.00</td>
</tr>
<tr>
<td>P-Madrona MindBody Institute</td>
<td>428.02</td>
</tr>
<tr>
<td>P-PT Marine Science Center</td>
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</tr>
<tr>
<td>P-PT School of the Arts</td>
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</tr>
<tr>
<td>P-PT School of Woodworking</td>
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<tr>
<td>P-WA State Parks Lease</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>10,905.56</strong></td>
</tr>
<tr>
<td>Client</td>
<td>Client Total</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>--------------</td>
</tr>
<tr>
<td>Bainbridge Island Lacrosse</td>
<td>$ 315.01</td>
</tr>
<tr>
<td>Swedish Medical</td>
<td>$ 41,250.94</td>
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<td>Wa Mg Foundation Board</td>
<td>$ 70.85</td>
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<tr>
<td>Report Totals</td>
<td>$ 41,636.80</td>
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<tr>
<td>% of Totals</td>
<td>100%</td>
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### Monthly Cash Flow Projection

#### Operations

<table>
<thead>
<tr>
<th></th>
<th>April</th>
<th>May</th>
<th>June</th>
<th>July</th>
<th>Aug</th>
<th>Sept</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CASH ON HAND</strong></td>
<td>191,377</td>
<td>125,377</td>
<td>73,377</td>
<td>196,377</td>
<td>65,377</td>
<td>160,377</td>
<td>1,021,400</td>
</tr>
<tr>
<td><strong>CASH RECEIPTS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lodging &amp; Services</td>
<td>50,000</td>
<td>30,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>275,000</td>
<td>355,000</td>
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<tr>
<td>Healthcare Fund &amp; Dir of Finance</td>
<td>48,400</td>
<td>42,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>90,400</td>
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<tr>
<td>Leases</td>
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<td>12,000</td>
<td>9,000</td>
<td>10,000</td>
<td>10,000</td>
<td>10,000</td>
<td>76,000</td>
</tr>
<tr>
<td>Grants or Loan Required</td>
<td></td>
<td></td>
<td>250,000</td>
<td></td>
<td>250,000</td>
<td></td>
<td>500,000</td>
</tr>
<tr>
<td><strong>TOTAL CASH RECEIPTS</strong></td>
<td>123,400</td>
<td>84,000</td>
<td>259,000</td>
<td>10,000</td>
<td>260,000</td>
<td>285,000</td>
<td>1,021,400</td>
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<td><strong>TOTAL CASH AVAILABLE</strong></td>
<td>314,777</td>
<td>209,377</td>
<td>332,377</td>
<td>206,377</td>
<td>325,377</td>
<td>445,377</td>
<td>1,062,908</td>
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<td><strong>CASH PAID OUT</strong></td>
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<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel and Payroll Expenses</td>
<td>101,000</td>
<td>48,000</td>
<td>48,000</td>
<td>48,000</td>
<td>85,000</td>
<td>95,000</td>
<td>425,000</td>
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<td>Health Care</td>
<td>43,000</td>
<td>43,000</td>
<td>43,000</td>
<td>43,000</td>
<td></td>
<td></td>
<td>172,000</td>
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<tr>
<td>General Operating</td>
<td>27,400</td>
<td>30,000</td>
<td>30,000</td>
<td>30,000</td>
<td>60,000</td>
<td>50,000</td>
<td>227,400</td>
</tr>
<tr>
<td>Utilities</td>
<td>18,000</td>
<td>15,000</td>
<td>15,000</td>
<td>20,000</td>
<td>20,000</td>
<td>20,000</td>
<td>108,000</td>
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<tr>
<td>Fund/Account Repayment</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>-</td>
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<tr>
<td><strong>Subtotal</strong></td>
<td>189,400</td>
<td>136,000</td>
<td>136,000</td>
<td>141,000</td>
<td>165,000</td>
<td>165,000</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL CASH PAID OUT</strong></td>
<td>189,400</td>
<td>136,000</td>
<td>136,000</td>
<td>141,000</td>
<td>165,000</td>
<td>165,000</td>
<td>602,400</td>
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<tr>
<td><strong>CASH POSITION</strong></td>
<td>125,377</td>
<td>73,377</td>
<td>196,377</td>
<td>65,377</td>
<td>160,377</td>
<td>280,377</td>
<td></td>
</tr>
</tbody>
</table>
## Monthly Cash Flow Projection

### Makers Square

<table>
<thead>
<tr>
<th>Date</th>
<th>Nov</th>
<th>April</th>
<th>May</th>
<th>June</th>
<th>July</th>
<th>Aug</th>
<th>Sept</th>
<th>Oct</th>
<th>Nov</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>5/22/2020</td>
<td>1,025,000</td>
<td>145,000</td>
<td>122,500</td>
<td>181,870</td>
<td>456,870</td>
<td>1,038,037</td>
<td>1,128,037</td>
<td>1,128,037</td>
<td>716,180</td>
<td></td>
</tr>
</tbody>
</table>

### 1. CASH ON HAND

|   | 1,025,000 | 145,000 | 122,500 | 181,870 | 456,870 | 1,038,037 | 1,128,037 | 1,128,037 | 716,180 |

### 2. CASH RECEIPTS

- **Private Grant**
  - 250,000
  - 500,000
  - 250,000
- **LCP (Dept of Commerce) (305) (NEW)**
  - 560,000
- **LCP-117 (308/324) (NEW)**
  - 400,000
  - 261,500
- **BFA Reimbursable Grant (305)**
  - 246,370
  - 61,000
  - 60,000
  - 1,231,900
- **HCP Reimbursable Grant (308/324)**
  - 380,000
  - 250,000
  - 630,000
- **SAT Reimbursable Grants (305)**
  - 500,000
- **State Parks Reimbursable Grant (Roofs)**
  - 77,000
- **Historic Tax Credits**
  - 409,000
  - 1,591,000
  - 2,000,000
- **Tenant for Tenant Improvements**
  - 8,552
  - 100,000
  - 100,000
  - 1,591,000
  - 2,000,000

### 3. TOTAL CASH RECEIPTS

|   | 8,552 | 427,000 | 746,370 | 1,341,000 | 1,231,500 | 509,000 | 1,841,000 | 9,534,676 |

### 4. TOTAL CASH AVAILABLE

|   | 1,033,552 | 572,000 | 868,870 | 1,522,870 | 1,688,370 | 1,547,037 | 1,128,037 | 1,128,037 | 2,557,180 |

### 5. CASH PAID OUT

- **Clark Construction**
  - 900,000
  - 400,000
  - 680,000
  - 1,000,000
  - 606,333
  - 375,000
  - 372,310
  - 108,000
  - 8,219,525
- **Administration (wage/permits/certs)**
  - 13,000
  - 4,500
  - 9,000
  - 9,000
  - 9,000
  - 9,000
  - 9,000
  - 97,500
- **Design & Engineering**
  - 20,000
  - 45,000
  - 7,000
  - 35,000
  - 35,000
  - 35,000
  - 20,000
  - 20,000
  - 20,000
  - 317,000
- **Bond Interest**
  - 22,000
  - 10,547
  - 32,547
- **Subtotal**
  - 933,000
  - 449,500
  - 687,000
  - 1,066,000
  - 650,333
  - 419,000
  - 411,857
  - 128,000
  - 20,000
  - 8,666,572
- **Loan Principal Payment**
  - 1,500,000
  - 1,500,000
- **Total Cash Paid Out**
  - 933,000
  - 449,500
  - 687,000
  - 1,066,000
  - 650,333
  - 419,000
  - 411,857
  - 128,000
  - 1,520,000
  - 10,166,572

### 7. CASH POSITION

<p>|   | 100,552 | 122,500 | 181,870 | 456,870 | 1,038,037 | 1,128,037 | 716,180 | 1,000,037 | 1,037,180 |</p>
<table>
<thead>
<tr>
<th>Month</th>
<th>Group</th>
<th>Leisure</th>
<th>Leisure NR</th>
<th>Third Party</th>
<th>Total Leisure</th>
<th>Total</th>
<th>Total Group Adv Dep</th>
<th>Total Leisure Reimbursable Deposits</th>
<th>Total Leisure Non-refundable</th>
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</thead>
<tbody>
<tr>
<td>May</td>
<td>14,388</td>
<td>3,496</td>
<td>10,786</td>
<td>0</td>
<td>14,282</td>
<td>28,670</td>
<td>6,325</td>
<td>1,993</td>
<td>12,296</td>
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<tr>
<td>June</td>
<td>20,445</td>
<td>32,935</td>
<td>5,390</td>
<td>5,365</td>
<td>43,690</td>
<td>64,135</td>
<td>0</td>
<td>16,541</td>
<td>66,475</td>
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<tr>
<td>July</td>
<td>73,995</td>
<td>41,597</td>
<td>90,715</td>
<td>14,246</td>
<td>146,558</td>
<td>220,553</td>
<td>5,306</td>
<td>15,381</td>
<td>126,864</td>
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<tr>
<td>Aug</td>
<td>154,896</td>
<td>116,021</td>
<td>123,106</td>
<td>923</td>
<td>240,050</td>
<td>394,946</td>
<td>10,271</td>
<td>38,197</td>
<td>128,376</td>
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<tr>
<td>Sept</td>
<td>104,299</td>
<td>33,005</td>
<td>85,833</td>
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<td>118,838</td>
<td>223,137</td>
<td>16,939</td>
<td>7,532</td>
<td>95,632</td>
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<tr>
<td>Oct</td>
<td>50,304</td>
<td>7,773</td>
<td>30,140</td>
<td>408</td>
<td>38,321</td>
<td>88,625</td>
<td>0</td>
<td>1,981</td>
<td>34,359</td>
</tr>
<tr>
<td>Nov</td>
<td>36,488</td>
<td>7,222</td>
<td>18,253</td>
<td>0</td>
<td>25,475</td>
<td>61,963</td>
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<td>3,070</td>
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<tr>
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<td>17,840</td>
<td>7,001</td>
<td>6,006</td>
<td>0</td>
<td>13,007</td>
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<td>6,847</td>
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<tr>
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<td>1,749</td>
<td>5,050</td>
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<td>6,799</td>
<td>9,797</td>
<td>0</td>
<td>5,757</td>
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<tr>
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<td>54,126</td>
<td>45,660</td>
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<td>0</td>
<td>45,660</td>
<td>99,786</td>
<td>5,000</td>
<td>0</td>
<td>0</td>
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<td>0</td>
<td>7,006</td>
<td>16,006</td>
<td>0</td>
<td>340</td>
<td>7,305</td>
</tr>
<tr>
<td>TOTAL</td>
<td>538,779</td>
<td>297,057</td>
<td>381,687</td>
<td>20,942</td>
<td>699,686</td>
<td>1,238,465</td>
<td>43,841</td>
<td>91,788</td>
<td>483,911</td>
</tr>
</tbody>
</table>

Cancellations/Refunds as of 5/25/20

| Cancellations/Refunds as of 5/25/20 | 9,817.00 | 62,027.00 |
Five Stages to Re-opening and Recovery – FWPDA Strategic Goals Implementation

Response Stage 1: January 1, 2020 to March 31, 2020
Pre-Recovery Stage 2: April 1, 2020 to June 30, 2020
Recovery Stage 3: July 1, 2020 to December 31, 2020
Restoration of Operations Stage 4: July 1, 2020 to March 31, 2021
Re-open Stage 5: April 1, 2021

Key Assumptions:

Stage 4: Elements of operations could return sooner if circumstances allow and run concurrently with implementation of recovery measures.

April 1, 2021 is a “no later than” goal to resume “normal” operations based upon a new normal standards and recovery measures completed.
Five Stages to Re-opening and Recovery –

Goal 1: Ensure the Fort survives the immediate financial crisis

- Response Stage 1
- Pre-Recovery Stage 2

**Stage 1:** This Stage is a review process to identify recoverable costs for work that the PDA performed before activities at the Fort were fully suspended. The expenses must be in response to the emergency that would not have otherwise been budgeted. It will require PDA staff to review all documentation in support of a request for federal assistance.

**Stage 2:** It is critical in this Stage to report out the financial status of the organization in a form that clearly communicates the financial status and viability to move ahead with the remaining stages. In addition, an analysis of restoration of operations needs to be conducted relating to the feasibility to recommend services re-open all or in part beginning July 1, 2020. As with Stage 1, a review of eligible expenditures incurred during this Stage needs to be documented for submission for reimbursement.
Five Stages to Re-opening and Recovery –

Goal 2: Develop Recovery Strategy to Reopen PDA Operations

- **Recovery Stage 3**
- **Restoration of Operations Stage 4**

**Stage 3.** This Stage is at the heart of bringing the Fort back online. A team will be assembled that will develop plans, strategies for reopening services and programs at the Fort. This will also include assessing future needs to make the Fort more resilient and prepared for future emergency situations. It is hoped that this approach will meet the needs to qualify for emergency federal assistance.

**Stage 4.** While recovery efforts are underway, the PDA must continue to explore restoring operations that will be influenced by recovery measures. This Stage will relate to planning and preparation to bringing back hospitality (lodging/food) services, capital activities, partner support, property maintenance.
A closer look at Stage 3 – Recovery Stage

Strategic Goal 1
Objective 1

Action Item A. Develop a financial status report that summarizes the PDA’s financial position to date using a program budget model. A program budget is a budget designed for a specific activity or program.

Action Item B. Using the program budget developed in Action Item A, develop an operating budget with a start date of April 1, 2020 to staff a skeleton crew to protect the Fort’s assets and maintain minimum operations through the remainder of this year.

Action Item C. Secure financing to restart construction and complete the Makers Square project as soon as possible.

Action Item D. Create interim operating/staffing plan to support Partners’ operations prior to moving into COVID-19 Phase 3 or Phase 4.

Action Item E. Develop a Public Relations Strategy.

• Team resources should draw on current staff as much as possible.
  • Reclassify job functions to insure eligibility.

• Some overlap with Stages 1, 2, 4.

• Conduct comprehensive risk assessment of campus assets.
  • Scan any identified COVID related weaknesses for opportunities for supplemental investments.
  • Prioritize capital investments based upon future mitigation benefits to become more resilient assets.

• Develop mitigations measures for Stage 4 – 5 actions.
  • Policy and training manuals
  • Establish best practices
  • Develop sustainable economic business model for Stage 5 implementation.
A closer look at Stage 4 – Restoration of Operations Stage

Strategic Goal 2
Objective 2

Action Item A. Develop a Recovery Strategy.
Action Item B. Hire a Capital Project Manager to oversee and plan the completion of the capital projects—Makers Square, Glamping, WSP infrastructure projects as well as Action Item C & D below.
Action Item C. Complete the Red Cross/Jefferson County “Stand By” agreement.
Action Item D. Complete an inventory of possible capital projects that could be eligible for recovery/mitigation funds.
Action Item E. Prepare applications for State and Federal Recovery aid based upon allowed eligible expenses necessary to ramp up services to comply with health guidelines.
Action Item F. Steps to recovery should include an evaluation of reintroducing the hospitality and food services when state mandates allow.

- Create a team to coordinate work through the many issues presented by re-opening.
  - This should be representative of organization to be comprehensive.

- Develop interim steps with Recovery Team to adopt policies and plans to allow for selective re-opening as of July 1, 2020.
  - Continue to evaluate bringing other services back when feasible.
  - Feasibility should consider all aspects of cost(s)/benefit(s) including liability risk exposure.
  - Adopt a revise budget for the remainder of the fiscal year.

- Continue to finalize all capital projects (Makers Square, Glamping energy efficiency improvements).

- Coordinate re-opening with all partners facilities as they re-open.

- Coordinate re-opening with Recovery Director

- Develop a financial implementation plan that will be sustainable and seek a source of working capital for additional mitigation projects.
Goal 3: Reassess Fort’s Business Model to address COVID-19 mandates

- Re-open Stage 5

Stage 5: This is the goal: a re-opened resilient campus filled with activities free of threats of any economic treats and COVID like exposures.

A secondary goal for Stage 5 is having as many of the recovery mitigation measures in place protecting staff, partners, and guest. This date is recommended as it aligns with the seasonal nature of services entering spring and summer demands.
A closer look at Stage 5 – Re-open Stage

Strategic Goal 3
Objective 3
Action Item A. Conduct a series of retreats/workshops to identify and examine choices and options to make the PDA business model more resilient and sustainable.
Action Item B. Adopt the best combinations of options and begin to implement actions to put them in place.
Action Item C. Research and consider changes to the organizational structure to conduct this process.
Action Item D. Prepare a comprehensive Public Relations and Communication Strategy.

- Operational Mitigation Measures Implemented
  - Continuous improvement plan is included

- Capital investment strategy has been adopted
  - Include future additional disaster preparedness mitigation measures

- Economic sustainable business model has been identified and adopted
  - Sustainable long-term partner leases are in place
  - Income source(s) to address deferred facility and infrastructure maintenance is obtainable and sustainable

- Modifications to any authority models to support long-term sustainability and resiliency are identified and implemented.
Hospitality Services Operations Reopen Plan Outline-DRAFT

1. **Assessment**
   **Timeline: April-June 2020**

   - **Revenue & Costs**
     Assumptions for opening prior to reaching Stage 4 of Safe start Washington Plan
     1. PDA will need to secure funds (grants or other sources than earned revenues) in order to open prior to Stage 4 to cover the additional costs for PPE and disinfectants.
     2. PDA will need to adjust its day to day operations management plan to ensure all are safe and healthy and make sure the operation adheres to government Covid-19 management mandates.
     3. Lodging will remain at less than 50% occupancy, with Dorms and Lofts off-line and only one side of duplexes rented at a time. All single unit cottages will be available. There will be a 3 day wait period between each reservation of a unit, unless the PDA can secure ultraviolet light industrial cleaning equipment.
     4. Commons to remain close. Check in will take place in House 15 (Sales/Reservation Office),
     5. Meeting room rentals will be set to adhere to social distancing and government guidelines. Expected use will be for small business meetings.
     6. Outdoor space rental will be set to adhere to social distancing and the government guidelines.
     7. Restaurant services will have limited menus, mostly to-go, and potentially outdoor seating at Taps and Canteen.
     8. If we provide catering services it will need to be provided picnic style in to-go containers.
     9. New PPE and Stay Safe equipment will be required.
     10. New policies and job descriptions will need to be written,
     11. All staff will need to be trained on the basics of Covid-19, new cleaning and disinfecting practices, and use of new processes and equipment.
     12. Disinfecting requirements will increase labor costs.
     13. Marketing and Communication costs are based on determined reopen date. The later the reopen date for hospitality services the higher the marketing and communications costs.

   - **Facilities**
     1. Air circulation, sanitizing and cleaning options need to be assessed for each building.
     2. Additional modifications will be made. For example install of handleless faucets.
     3. Test water for Legionella bacteria

   - **Services.**
     1. Determine what additional equipment and supplies need to be purchased. Such as, wash stations, hand sanitizing stations, extra linens, commercial grade cleaning
programs, barriers and signage that direct people for social distancing, credit card swipers that reduce the need for passing paper and cards back and forth.

2. Determine how best to provide services and limit use of access to multi buildings, without eroding the guest experience.

4. **Reopening**

**Timeline: 8 to 12 weeks**

All the following activities will need to be completed before the PDA can reopen prior to Stage 4.

**Update Job Descriptions**

All job descriptions for returning employees should be updated to include any new role or duties, whether that position is eligible for remote work, and what positions that job is required or eligible for cross-training

**Procedures, Protocols and Policies**

Several new procedures, protocols and policies must be written

**Operations**

- Public Area Cleaning & Sanitization
  - More frequent, during business hours and visible
- Accommodation Cleaning, Sanitization, and Access Protocols
  - Sealing protocol, limit access when occupied, wait times between use
- Venue Cleaning, Sanitization, and Access Protocols
  - Sealing protocol, wait times between use
- Office Cleaning & Sanitization
  - More frequent
- Social Distancing & Safe Meeting Protocol
  - Required 6-foot distance protocols, safe meeting protocol for in-person meetings and safety officer assigned for each in-person meeting (can be org-wide safety officer; recommend we have departmental, list person assigned on each meeting agenda)
- Teamwork – how many per team, timing of work done
- Equipment – sharing sanitization policy may not go far enough, may need more sets of tools
- Vehicle use modifications for social distancing
- Reconfigure any shared office space to adhere to social distancing

**HR-Employee**

- Updated Sick Leave Policy
- Increase sick leave allowed
- Match requirements for high-risk employees as defined by state
- Establish COVID19-specific quarantine policy and return-to-work protocol
- Identify when remote work may be substituted for taking sick leave (such as when contact has taken place but no symptoms)

  - Self-Health Reporting and Handwashing Policy
    - Self-certification of health and temperature at start of shift
    - Handwashing required for starting shifts, breaks, and bathroom breaks

  - Remote Work Policy (position-dependent)
    - Equipment tracking, VPN protocol, business hour expectations
    - Approved tools for remote work and meeting attendance; file saving requirements

  - Uniform Policy
    - Reusable masks issued to all employees (expected to be required by state for FOH staff in restaurants, many hotels requiring for all customer-facing plus anyone working in teams, safest plan for full compliance is making everyone wear them when not working alone)

Covid Health & Safety Management

- Day to day procedures
- Tracking-Guest Log for restaurants
- Covid outbreak management protocol

Training

All returning staff must go through safety and health trainings before starting back to their regular position. There will be general basic training that addresses responsibilities for all employees then department specific trainings.

General Trainings

- Employee Safety & Health
- Guest Safety & Health
- New Equipment
  - Social Distancing
  - Handwashing
  - Facilities and Surface Sanitization
- Public Spaces (Indoor and Outdoor)
Department Specific

- Lodging/Accommodations
- Restaurants
- Meeting Spaces (Indoor & Outdoor)
- Maintenance & Grounds
- Administration

Install Necessary Physical Changes to Buildings and Work Spaces

- Barriers erected where physical distancing is not possible (i.e. plastic barriers at registers)
- Contact-free, check-in and room access (House 15 or in-room)
- Signage and floor markings wherever people gather/wait
- Restaurant seating rearranged — six feet between all tables and areas where people wait
- “Strategic subtracting” of items that guest touch in accommodations, like credit card swipers that require sharing of paper and pens.
- Replace kitchen items/or reduce quantities in houses with items that can be commercially washed or are disposable.
- Sanitizer provided for employees and visitors
- Determine whether ventilation or other physical changes (i.e. surface materials) can be made to make the property safer, which may result in an expanded list of work to do.

5. Day-to-Day Operations Required Changes

Services

Stagger Work Schedules

- Lodging/Accommodations
- Restaurants
- Maintenance & Grounds
- Housekeeping

Safety & Health

Social Distancing Practices

- Lodging/Accommodations
- Restaurants
- In-Door Public Spaces
- Outdoor Public Spaces
- In-Door Meeting Spaces
- Outdoor Meeting Spaces
Attachments:

- Communication & Marketing Strategy
- Employee Safety & Health Checklists
- Employee Self-Screening Log
- Covid Tracking Log
- House Cleaning Checklist
- COVID 19 Fact Sheet for Workplace
Fort Worden PDA Decision-making Timeline
(most dates are approximate and subject to change)

May 27: Move ahead with reopening and recovery strategy
May 27: Public Health Officer issues mask directive for all public spaces in County
June 1: Makers Square construction begins remobilization
June 1-Aug 1 Prepare detailed Reopening Plan (with Phase 3 reopen date)
  • Staffing Plan (distinguish between recovery and ops teams)
  • Procurement process for PPE, hand washing stations, signage, equipment
  • Disinfection and social distancing protocols
  • Food Service options
  • Staff training
  • PR and marketing plan
June 8: Complete Cost/Benefit Assessment and Cash Flow Plan
June 8: Begin phased rehiring of staff
June 15: Submit funding request to FEMA for Response Stage 1
June 18: Finance and Audit Committee
June 22: Begin ordering necessary supplies
June 24: PDA Board Meeting
  • Board reviews Draft Reopening Plan and decides on moving forward with Phase 3 reopening date
  • Board reviews and decides on Glamping restart for July
  • Board reviews and decides on opening limited food services
June 30: Submit funding request to FEMA for Response Stage 2
July 22: Board Meeting to review and decide on Reopening Plan
  • Assessment of Governor’s directives and operational requirements
  • Board assessment of risk and cost/benefit
  • Decision to reopen in Phase 3 or wait until April 2021

Pending Decision: WSP reopens camping at Fort Worden (in conjunction with State-wide Phase 3)