

January 7, 2021
Regular City Council Meeting

**Continued Review and Discussion of City Council Direction for the Make Up of the
Resume Our Cruise Economy – Mayor Sivertsen**

December 17, 2020

public asking why the rates go up every year. He felt the data would be good to have alongside the ordinances.

Councilmember Gage said she would like a report clarifying the difference between the property tax mill rate adjustment and the increase in property values. She said this is something that confuses people.

Councilmember Zenge questioned if the request from staff for a ten year report would need the consensus of the Council.

Manager Amylon stated he would be able to provide that information without too much work.

Main motion on Resolution No. 20-2797, as amended, passed with Kiffer, Gage, Flora and Zenge voting yea; Bergeron, Bradberry and Gass voting nay.

NEW BUSINESS

Ongoing Review and Discussion of Cruise Related Issues – Councilmember Bergeron

Councilmember Flora updated the Council on the recent meeting of the Resource/Bubble Committee. He stated the discussion today was regarding the topic of when can we get back in the tourism business. He said things are still up in the air in regards to when and how cruise will begin. He said about a week ago he forwarded a letter from Mr. Slagle speaking to that topic, and that we could possibly be better served as a community if we waited for the availability of the vaccine or would it be more holistic to involve everyone.

EOC Incident Commander Hoage added that one of the subcommittees had their first meeting yesterday, and involved businesses comprised of retail, restaurants and tourism. He felt the meeting went very well with lots of good input, noting they will begin working on some projects and provide the Council with the committee's feedback.

Councilmember Zenge questioned the make-up of the main committee, and felt it was not all inclusive. She stated there is no one on that committee representing our largest sales tax base or the Borough. She questioned how one gets appointed to this committee.

Mayor Sivertsen said he would reach out to the Ketchikan Visitors Bureau with the questions and suggestions asked by Councilmembers tonight.

Councilmember Flora stated that Mr. Parks was part of the work group for destination planning as is Mr. Carson and Ms. Peters. He stated he would provide the Council a list of all the participants in the work groups.

Councilmember Gass echoed concerns made by Councilmember Zenge. He said some of these folks that have reached out him should be considered as part of the main committee because they are essential resources. He felt if we can't appoint them to the KVB committee, we should start working on a City's Tourism Committee.



FROM: Patti Mackey
President/CEO
DATE: December 29, 2020

TO: Mayor Bob Sivertsen
City Council Members
C: Karl Amylon, City Manager
KVB Board of Directors & Advisors
RESOURCE Committee members
SUBJECT: Overview of the RESOURCE Committee

During the 12/17/20 City Council meeting, several council members asked questions or commented on the RESOURCE Committee's activities. I viewed the meeting online and was contacted by Mayor Sivertsen the day after the meeting.

I am providing some basic information about the committee and how it is structured and will be available at the Council's 1/07/21 meeting to answer any additional questions you may have.

As you already know the RESOURCE committee was set up by the KVB to address the concerns around the potential "bubble" that may be established by the cruise industry during the start up phase of the lines return to cruising in the U.S. and how the bubble could be expanded. As indicated by the minutes of the Council's 10-15-20 meeting (pages 6-7 attached), during your ongoing review and discussion of cruise related activities, the mayor suggested he and Councilmember Flora reach out to the KVB and see what it would take to put a committee together. The mayor contacted me the following day and a meeting to discuss the subject was scheduled at the KVB office for October 20.

Also, on October 16, I received an invitation from a group of Ketchikan tourism representatives, to attend a meeting for a group they were forming. The Safeguard Ketchikan Community Taskforce had planned to meet on 10/21 and was formed with the intent of "bringing people to the table who have a business, whether they are tour related or not, who want to ensure a safe return to operations in the next year." The intention for the group's first meeting was to come up with a mission statement, and an agenda for what they envisioned as a "larger meeting to include businesspeople and local officials." I responded that same day and informed them of the City's request to discuss a committee with similar goals, and that I would recommend to the mayor that this group serve as a workgroup to take on the business protocols.

During the October 20 meeting, we discussed utilizing a steering committee model with representatives from stakeholder groups (KVB and Chamber directors, City Ports and EOC representatives, City Council, and public members) with workgroups designated and representing individuals with expertise appropriate to each workgroup. We discussed that the current documents available for review and guidance were the Healthy Sail

Panel Recommendations and CLIA's (Cruise Line International Association) Mandatory Core Elements to support a return to cruising in the Americas. The workgroups recommended were based on those used by the Healthy Sail Panel and include:

- Health- Screening and Exposure reduction
- Environment-Port Operations and controls
- Response and Contingency Planning in the event of COVID incident
- Community/Destination practices and protocols

Council was advised of the formation of the steering committee by Mayor Sivertsen during your special council meeting on 10/21/20 (attached).

The steering committee members include:

City of Ketchikan representatives

Mark Flora, Ketchikan City Council

Abner Hoage, Chief Ketchikan Fire Department; Incident Commander - Emergency Operations Center

Mark Hilson, Acting Ports & Harbors Director, Public Works Director

Anne Margaret Shuham, Clinical Bio-ethicist and Palliative Care Manager – PeaceHealth Ketchikan /City downtown resident appointee

Community/Industry representatives

Michelle O'Brien, Executive Director - Ketchikan Chamber of Commerce

Rick Erickson, Vice President - Cruise Line Agencies of Alaska

Renee Schofield, CEO - TSS Inc.

Patti Mackey, President/CEO – Ketchikan Visitors Bureau

To date, one of the workgroups has been formed, the Community/Destination practices and protocols group. As noted earlier, the nucleus of this workgroup includes the individuals involved in the Safeguard Ketchikan task force and several additional members to increase business representation and participation. The following individuals have agreed to serve on the workgroup:

Christa Hagan	Tour Operator, Ground Transportation, Scheduled Flights/Flightseeing
Chris Parks	Major Retail
Jaimie Palmer	Tour Operator, Water Tours, & Retail
Sauna Lee	Port Operations, Tour Operator, Bars & Walking Tours
Craig Carson	Major Retail
Tim Lewis	Hotels, Bars & Restaurants
Kari Erickson	Tour Operator, Ground Transportation, Cruise Line
Lorrie Eastham	Tour Operator, Ground Transportation
Russell Thomas	Fishing Lodge, Tour Operator, Food Service
Susan Peters	Retail- Gallery
Eric Lunde	Tour Company- Independent
Mary Wanzer	Downtown Business operator
Chuck Slagle	Tour Operator, Restaurant (Available 0700 to 1400 M-F)
Katie Montgomery	Ship's Agent
Terry Chandler	Small business operator, tour sales

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Jai Mahtani
Rob Scheer

Downtown retail
Downtown attraction

During an organizational meeting on December 16, 2020 the group elected Christa Hagan as chair, Chris Parks as co-chair. The workgroup has a meeting planned for the week of January 4. This workgroup already has 17 confirmed members, 2 additional invitees that have not responded and several requests from other businesspeople to serve. Any additional participants to the workgroup will be considered at their next meeting as the steering committee felt it was important to allow them to determine the size of group and whether they felt there was adequate representation.

Just as this initial workgroup was created to represent a broad spectrum of the downtown business community and tour operators, the other workgroups will also rely on participants who bring the expertise and knowledge appropriate to the subject matter and would include representatives from the fields of healthcare, port/ship operations, emergency personnel/first responders, and others.

The steering committee's activities to date have been documented in meeting notes, which are published to a Facebook group page- Ready, Set, Go, once they have been reviewed. The Facebook group is open to anyone interested in participating.

After formation, and subsequent meetings, the steering committee determined that the best course of action at this time and until more information is available is to address the Healthy Sail Panel recommendations that apply to ports, communities, and tour operators. There are 74 recommendations in the document; and 9 of them were deemed to have a direct relationship to destination planning and should be addressed by the workgroups. These items were presented to the CDPP workgroup at their organizational meeting with a request that they provide further review and comment.

The steering committee still intends to host a public meeting once the workgroups have had the opportunity to review and comment on the recommendations identified in the HSP.

During the 1/7/21 meeting, these 9 items will be reviewed for your information and comment. The steering committee will meet earlier that day, which will be the first meeting since 12/17/20 due to the holidays. I hope this information is of use to you in reviewing the activities to date of the RESOURCE committee, and addressing concerns voiced at your last meeting as to participation.

October 15, 2020

a peer educator which will include one to two high school students to assist W.I.S.H. prevention staff in facilitating healthy relationships lessons in the high school and the community.

Mayor Sivertsen thanked W.I.S.H. for all they do for our community.

**Ongoing Review and Discussion of Cruise Related Issues –
Councilmember Bergeron**

Councilmember Bergeron said we have a unique opportunity to be part of that cruise ship bubble. He stated there needs to be a committee formed to include downtown merchants to figure out how it can be done. He indicated if we don't make our best effort to become part of that bubble, then we are remiss in our duties to everyone in Ketchikan and our current economy.

Mayor Sivertsen said he would review the issue, and see what can be done to set up a forum in regards to plan and work with this issue.

Councilmember Flora said as a member of the Port & Harbors Board this was a topic of discussion at their last meeting regarding the bubble. He indicated he sent an email to staff about forming the type of committee that Councilmember Bergeron mentioned. He informed the boards consensus was the bubble needs to be as big as possible geographically within Ketchikan, with as many participants within it. He said the board suggested the formation of a committee to begin immediately, and include the EOC Incident Commander Hoage, Ketchikan Visitors Bureau, Cruise Industry staff representation, and a non-tourism representation.

Councilmember Kiffer indicated that Canada is currently closed to cruise until the end of October and stated they may not reopen their borders until they feel the United States gets their act together.

Councilmember Bradberry felt the Ketchikan Visitors Bureau (KVB) is the best place to start as they have a tourism and best management practice currently in place, and they started this discussion months ago. She encouraged staff and Council to reach out to them to see where they are at with this issue. She indicated we need to get the industry to the table, as they and the Center for Disease Control (CDC) will ultimately decide what the bubble will look like. She thought the best plan was to go directly to the sources to see what their expectations are, and open a conversation with them.

Councilmember Flora agreed with comments made by Councilmembers Kiffer and Bradberry. He said the Port and Harbors Board is well aware that there are influences outside of community control such as CDC, Seattle, Vancouver and Canada that could potentially eliminate a cruise season for 2021. He indicated we still should try as we have heard a lot lately about Cruise Lines International Association's (CLIA) willingness to have a conversation with us, and felt we should extend this invitation. He indicated CLIA has to protect their business interest and the health and safety of their passengers and crew, so the conversation has to be done collaboratively.

Councilmember Gass felt the Council was on the right track, but under the scenario of the bubble we need to look at how we get our locals in that bubble.

Mayor Sivertsen said CLIA has indicated they would like to engage the community to explain where we are at today, and the next cruise season. He suggested Councilmember Flora and himself reach out to the KVB to see what it would take to put a refined committee together, and no objections were heard.

October 15, 2020

Mayor Sivertsen informed that Canada is now in the second wave of the pandemic, and they are concerned on how they will respond and what things will look like moving forward. He didn't feel at this time Canada had any intention of adjusting their boarder restrictions.

**Ongoing Review and Discussion of State of Alaska COVID-19
Health Mandates –Councilmember Bergeron**

Mayor Sivertsen asked EOC Incident Commander Hoage to explain the protocols the schools have in place in the case of a positive COVID student.

EOC Incident Commander Hoage explained the different levels of safety measures implemented at the various schools in regards to how they were set up to handle cases of COVID-19. He said generally speaking they have taken action to minimize the number of times the students interact with each other in order to have less students per class. He said in the case of a positive student it would minimize the number of students that would need to be quarantined for seven to fourteen days.

Councilmember Bergeron questioned if the EOC has given thought to how they would handle the homeless population as they could potentially bog down our health care system.

In answer to Councilmember Bergeron, EOC Incident Commander Hoage stated they have had discussions regarding this topic, and they work in conjunction with the First City Homeless Shelter. He said they have designed locations for isolation, and they have reached out to Juneau to gather information on what lessons they have learned from their outbreak. He stated from that we will meet locally and continue to work on planning and implementing solutions.

**Ordinance No. 20-1920 – Declaring an Emergency Due to the
Continuing COVID-19 Pandemic; Extending Emergency
Ordinance No. 20-1907 until March 1, 2021**

Copies of Ordinance No. 20-1920 were available for all persons present.

Moved by Kiffer, seconded by Zenge the City Council approve Ordinance No. 20-1920 declaring an emergency due to the continuing COVID-19 pandemic; extending Emergency Ordinance No. 20-1907 until March 1, 2021; and establishing an effective date.

Motion passed with Bergeron, Gage, Kiffer, Bradberry, Gass, Zenge and Flora voting yea.

**Budget Transfer – Settlement Agreement Between the City of
Ketchikan, Ketchikan Youth Initiative and Residential Youth
Care to Transfer Ownership of 632 Park Avenue to the City**

Moved by Kiffer, seconded by Gage the City Council approve a budget transfer of \$271,000 from the Community Facilities Development Fund to the 2020 Public Health Department's Overnight Warming Center Capital Account and authorize staff to negotiate a settlement agreement between the City of Ketchikan, Ketchikan Youth Initiative (KYI) and Residential Youth Care, Inc. (RYC) providing for renovation of 632 Park Avenue to serve as an overnight warming center (\$119,354); payment of outstanding KYI Contractor claims (\$76,646); payment to RYC for Ketchikan youth programming activities (\$75,000); and transfer of the property back to the City as detailed in the city manager's report dated October 8, 2020, said agreement to be submitted to the City Council for formal consideration and approval.

Councilmember Bradberry questioned the length of time the outstanding balances were to the contractors.

MANAGER'S REPORTS

Responses to Questions Received from the Public – Continued Review of Proposals Received for Contract No. 19-36, Redevelopment of the Port of Ketchikan Berths I, II, III and IV and Other Infrastructure Within the City of Ketchikan, and the Option of the City Continuing to Operate the Port as a Municipal Department

This agenda item was moved to the beginning of the Work Session.

MAYOR AND COUNCIL COMMENTS

Councilmember Zenge said we are a divided Council on this issue, and indicated we can pull together and work together for the future. She stated she would like to know more about Port Authorities and will be reaching out to the Managers and City Attorney's offices. She thanked everyone for their hard work. She said she spent a lot of time thinking about which proposal would be best for the community, but believes it is best managed by the City. She informed we have the people in the community to help put this together and hiring a Port Authority would be the best way to do this.

Councilmember Gass echoed Councilmember Zenge's comments. He stated there are a lot of hard feelings on this subject and we can all agree to disagree and still remain civil. He felt they made the right decision tonight but he is always willing to listen and is excited to see what the future brings.

Councilmember Kiffer said for the first meeting in December he would like a discussion on a Port Authority.

Councilmember Bergeron thanked staff and the participants on the RFP for their hard work. He said everyone at the table has learned a lot from this experience. He stated everyone is in survival mode and we all need to come together, cruise industry, local business, the City, and work together to survive. He informed we as a community are facing some hard times but we will continue to keep the community in our prayers and do our best moving forward.

Councilmember Bradberry thanked everyone involved in the RFP process. She said she has been on the Council for a week and a half but her research started months ago and right up until tonight's meeting to make sure she was making the best decision for the community. She thanked the community members for reaching out and appreciates all of the different views and encouraged everyone to continue to reach out. She stated as we move into a new budget and the new standards for our Port, she understands that there will be tough decisions ahead and will do her best to find new avenues and creative ways to keep as many people as possible and the City moving forward.

Councilmember Flora said at the last Port and Harbors Advisory Board meeting there was a lot of discussion regarding tourism and "the bubble" model proposed by the cruise industry. He informed he met with the Mayor and Patti Mackey with the Ketchikan Visitor's Bureau (KVB) to discuss this issue. He stated the KVB is forming a committee to address concerns and to work with the industry regarding the proposed "the bubble" model. He said this committee would include representatives from KVB, City elected official, Chamber of Commerce, EOC, Port Director, TSS, Inc., Survey Point Holdings and one member of the public not involved in the tourism business.

October 21, 2020

Mayor Sivertsen said he would like to appoint Councilmember Flora to that committee since he has been spearheading it and has the Port & Harbors interest and will represent the Council.

Councilmember Flora said at the first meeting in November he would like to invite the Chamber of Commerce to present on the topic of remote work and look at opportunities that may be available within our community.

ADJOURNMENT

As there was no further business, the Council adjourned at 9:15 p.m.

Robert Sivertsen, Mayor

ATTEST:

Kim Stanker, MMC
City Clerk

As such, we are unable to suggest specific parameters (*e.g.*, local incidence of SARS-CoV-2) that would indicate that it is “safe enough” to begin sailing again. There is no moment when we will definitively know we have reached that threshold. Instead, we would like to reiterate our confidence in the ability of the proposed preboard testing strategy, in conjunction with onboard risk-mitigation measures and controls, to maintain a healthy “bubble” within which cruises can operate. It is our firm belief that evaluation of a cruise operator’s ability to identify cases prior to boarding through testing and individual health screening, and the implementation of appropriate safety protocols and protective measures on board, will be a more instructive measure of whether sailing can safely resume than metrics regarding the status of the pandemic. Therefore, the Panel believes that ultimately, the thoroughness of a cruise operator’s testing plan and implementation of onboard mitigation measures should be the driving factor in creating a safe environment for cruising.

I. Recommendations Summary

Because the COVID-19 pandemic is ever-changing and the future is unpredictable, the Panel’s recommendations reflect the current state and science of the COVID-19 pandemic. The Panel acknowledges that SARS-CoV-2 will likely continue to spread, at variable levels, for some period of time. While we can’t predict exactly how or when control measures like a vaccine or advances in treatment will reduce risk, common sense tells us that certain measures will need to continue to be in place to address SARS-CoV-2 and other infectious diseases, while other measures that we are recommending to cruise operators may be modified over time.

Because, as noted above, societal prevalence rates are an imperfect indicator of risk, we are unable to point to specific parameters that would determine at which point those control measures could be modified from the criteria that we have outlined here. However, the Panel felt comfortable with suggesting which recommendations may be able to be modified over time, even without specifically defining the threshold of when we have reached a “new normal” of this pandemic where it remains a public health concern but does not pose the same threat as it does today. The following chart summarizes our recommendations and indicates which of them can be scaled down, modified, or discontinued over time (M) and which should continue to be implemented to address SARS-CoV-2 and other infectious diseases (K).

#	Recommendations Modify (M): Recommendations that can be scaled down, modified, or discontinued over time Keep (K): Recommendations that should continue to be implemented to address SARS-CoV-2 and other infectious diseases	M	K
	Testing		
1	All crew should be tested for SARS-CoV-2 between 5 days and 24 hours prior to leaving their home location to join the ship and receive a negative result, quarantine for seven days on board the ship upon arrival, and take a test at the end of that seven-day period and receive a negative result, before beginning their duties. Additionally, if feasible based on cost and available technology, cruise operators should consider administering an additional test and requiring a negative result shortly prior to boarding.	X	

2	Cruise operators should implement a crew surveillance program, including periodic testing for SARS-CoV-2, to provide a reasonable level of assurance that the virus is not circulating among crew.	X	
3	Other employees and ancillary staff (e.g., luggage porters and transportation providers) should undergo daily symptom screening but do not need to be regularly tested like crew or guests.		X
4	All guests joining a ship, regardless of method of travel to the ship, should be tested for SARS-CoV-2 between 5 days and 24 hours before boarding and receive a negative result that is shared with the cruise operator, before coming on board.	X	
Health Screening			
5	At embarkation, all guests and crew boarding the ship should undergo health screening to identify any symptoms consistent with COVID-19 (or other infectious diseases) and any contact with individuals suspected or confirmed to have a SARS-CoV-2 infection prior to the cruise.		X
6	All individuals should have their temperature taken via contactless device as part of the boarding process.	X	
7	Any individual who discloses symptoms of possible SARS-CoV-2 infection or close contact with an individual with suspected infection, or who displays a temperature of 100.4 degrees or above, should undergo secondary screening by medical personnel to determine whether they may board the ship or whether they will be denied boarding.		X
Denial of Boarding			
8	Cruise operators should not allow an individual to sail if they do not affirmatively state their willingness to comply with current safety and public health protocols.		X
9	Individuals who have received a positive SARS-CoV-2 test or who have in the last 14 days been in close contact with an individual with <u>confirmed</u> infection should not be permitted to board the ship.		X
Policy on Guests at Increased Risk of Severe Illness			
10	Cruise operators should rely on CDC guidelines to determine who is at an increased risk of severe illness and who may be at an increased risk of severe illness.		X
11	Cruise operators should recommend that guests who are or may be at increased risk of severe illness consult with their health care provider before traveling.		X
Guest Information & Education			
12	In addition to the information typically communicated at booking, guests should be provided sufficient information on SARS-CoV-2 to assess their individual risk, to fully understand the safety precautions being taken by the cruise line to address SARS-CoV-2, and to agree to comply with the necessary safety protocols while traveling.		X
Onboard Symptom Tracking and Monitoring			
13	Cruise operators should conduct once-daily temperature checks for guests and crew on board.	X	
14	Cruise operators should employ routine symptom screening methodologies to help ensure that potential SARS-CoV-2 infections are identified as quickly as possible.		X

15	Cruise operators should ensure education efforts are in place to help guests understand the importance of reporting symptoms and potential repercussions of failure to report symptoms.		X
Personal Protective Equipment (PPE) Usage			
16	To prevent the spread of SARS-CoV-2, cruise operators should require guests and crew to wear cloth face coverings/face masks in accordance with CDC recommendations.	X	
17	Crew members with prolonged contact (<i>i.e.</i> , contact that may result in exposure by CDC's definition) with guests on board the ship should be required to utilize complementary PPE, in addition to wearing a face mask/face covering.	X	
Capacity Restrictions			
18	When returning to sailing, cruise operators should adjust guest and crew load factors in a manner that allows for appropriate physical distancing on board in accordance with applicable guidance, taking into consideration the size and design of each ship.	X	
General Distancing Guidelines			
19	Cruise operators' facilities on board the ship, at terminals, and at cruise line-owned and operated destinations should be modified to promote and facilitate physical distancing in accordance with the CDC recommendation of a distance of at least six feet.	X	
20	Abundant signage and floor markers should be utilized to communicate physical distancing requirements in the terminal, at cruise line-owned destinations, and on board the ship, with a particular emphasis on high-traffic areas (<i>e.g.</i> , gangways, elevators, ship common areas).	X	
Terminal, Boarding, Debarkation Controls			
21	Cruise operators should utilize processes and protocols for touchless check-in and speedier boarding to reduce contact and potential congestion in the terminal.		X
Sanitation			
22	Cruise operators should educate guests in advance of travel about the sanitation measures that are being used preboard, on board, and at private, cruise line-owned and operated destinations.		X
23	Enhanced sanitation protocols should be employed to protect against the risk of SARS-CoV-2 transmission via inanimate surfaces or objects, with attention to both high- and low-touch areas of the ship, terminal, and cruise line-owned and operated destinations.		X
24	Cruise operators should ensure that all disinfectants used for cleaning and disinfection are on the EPA's List N: Disinfectants for Use Against SARS-CoV-2 or national equivalent for terminals located outside the U.S., which must also comply with local government regulations.		X
Hand Hygiene			
25	Cruise operators should follow CDC recommendations regarding the use of hand sanitizers and hand washing with soap and water to craft their recommendations for guests.		X
26	Cruise operators should ensure that hand sanitizer stations, wipes, or hand washing stations are conveniently placed around the ship for guests' and crew members' usage.		X

27	Cruise operators should ensure that crew members are thoroughly trained on all aspects of infection control with emphasis on proper hand hygiene techniques.		X
28	In addition to providing hand sanitizer and hand washing stations on board, cruise operators should encourage hand washing or use of hand sanitizer before and after guests participate in recreational activities.		X
Ventilation, HVAC, Filtration Controls			
29	Transmission of SARS-CoV-2 through the air is sufficiently likely that airborne exposure to the virus should be controlled for.		X
30	Cruise operators should use a variety of indoor air management strategies aimed at reducing occupant exposure to infectious droplets/aerosols.		X
31	All cruise operators should upgrade the HVAC systems on their ships to, ideally, MERV 13 filters to minimize pathogen dispersal from infected guests and crew.		X
32	Cruise operators' indoor air management strategies should be optimized given the constraints of ship age and ventilation type.		X
33	When considering air management strategies, cruise operators should have a primary focus on reducing exposures in the core set of areas where guests and crew would be most vulnerable to droplet/airborne exposure to virus.		X
Medical Personnel			
34	As a part of augmenting onboard medical capacity to ensure preparedness for potential COVID-19 cases, cruise operators should increase their existing ratios of medical personnel to guests and crew.	X	
35	Cruise operators should ensure redundancy and back-up for onboard medical personnel.		X
36	Cruise operators should ensure there is sufficient onboard medical leadership on all ships, including the designation of a crew member with responsibility for infectious disease prevention and response who will inform and oversee execution of components of the response to an outbreak. Cruise operators should also ensure they have a doctor on board with intensivist training to manage the medical care of severely ill patients.		X
Onboard Clinic Design & Operations			
37	Cruise operators should increase the capacity in their onboard medical facilities to treat patients who may become critically ill from SARS-CoV-2 infection or other unrelated illnesses.	X	
38	Cruise operators should amplify the varieties and amount of equipment in the onboard medical facilities, including the ability to test for SARS-CoV-2 infection on board.		X
39	Cruise ship facilities should be arranged to accommodate care for patients presenting with suspected infectious disease separately from care for those presenting with non-infectious diseases.		X
40	Rather than a patient having an in-person appointment at the medical facility to receive a diagnosis or care, medical appointments should be scheduled virtually/remotely and/or medical staff members should hold appointments in the patient's stateroom when possible.		X
Treatment Plan			

41	A cruise line's medical treatment plan should be responsive to the current understanding of COVID-19 and optimal treatment protocols, as well as to the specific clinical needs of each patient.		X
42	Cruise operators should have established relationships with onshore medical institutions that can provide telemedicine consultations in the event of a more serious COVID-19 case.		X
Contact Tracing			
43	Cruise operators should use CDC guidance as a general guide regarding exposure (< 6 feet for ≥ 15 minutes), pending updates based on emerging scientific evidence.	X	
44	Cruise operators should define high-, medium-, and low-risk exposures such that recommendations for each exposure level can be efficiently operationalized.		X
45	Cruise operators should employ a variety of contact tracing methodologies to ensure that all potential SARS-CoV-2 infections are identified as quickly as possible.		X
46	Cruise operators should collect metrics on the effectiveness of contact tracing.		X
47	Cruise operators should be transparent in their communication with guests about what information is being collected and how it will be used for contact tracing.		X
Isolation/Quarantine			
48	Cruise operators should designate certain cabins on the ship as isolation and quarantine spaces.		X
49	Cruise operators should provide guidelines for the determination of whether, when, and where an individual should be isolated or quarantined based on their exposure risk, symptoms, etc.		X
Debarkation Scenarios			
50	Cruise operators should have a thorough mobilization response plan in place prior to sailing to address the various scenarios that may require individuals with confirmed SARS-CoV-2 infection (guests or crew), and their close contacts, to debark from the ship.		X
51	Cruise operators should define the criteria for small-, moderate-, and large-scale debarkation scenarios in advance of cruising, including a clear decision-making process to guide thinking about when the threshold has been met for each risk level.		X
52	Cruise operators should establish offsite incident management with designated medical professionals' advice to respond rapidly and to aid in decision-making.		X
53	In any debarkation scenario, individuals with confirmed SARS-CoV-2 infection, close contacts, and persons under investigation should be kept separate from any healthy individuals (<i>i.e.</i> , those not identified through contact tracing or those who have tested negative).		X
54	Cruise operators should establish a communications plan, and assign a communications lead in advance, to share timely, relevant information with crew and guests on board the ship in the event of a SARS-CoV-2 infection during or after the cruise. Additionally, cruise operators should have systems in place to coordinate information about SARS-CoV-2 infections to relevant health authorities.		X
Destination & Itinerary Planning			

55	There are two essential prerequisites that need to be satisfied in order for a ship to sail to a given port: 1) Approval from the local government to visit a port. 2) Agreement to allow safe passage to SARS-CoV-2-infected individuals and their close contacts to debark and travel home.		X
56	Cruise operators should rely primarily on three key parameters when determining whether to travel to a given port: 1) Current burden of SARS CoV-2 as defined by testing rate, positivity rate, and death rate. 2) Local testing capacity. 3) Local/regional/national implementation of SARS CoV-2 mitigation protocols.		X
57	In the startup phase, cruises itineraries should be as simple as possible, utilizing private, cruise line-owned and operated destinations or ports where there can be tight control of the onshore experience.	X	
58	Cruise operators should initially return to service with shorter length trips.	X	
Guest Excursions			
59	During the initial return to sailing, cruise operators should only allow guests debarking from a ship at a destination port to participate in cruise line-sponsored or verified excursions as a way of limiting potential exposures in the destinations they visit.	X	
60	Cruise operators should establish expectations of the vendors at the destinations they visit to ensure that they are taking recommended steps to reduce the transmission of SARS-CoV-2.		X
61	Cruise operators should incorporate verification of compliance with SARS-CoV-2 protocols into their routine ongoing monitoring guidelines for excursion vendors.		X
62	Cruise operators should ensure that guests are thoroughly informed about potential exposure risks and how to minimize their risk of contracting SARS-CoV-2 at the planned destination.		X
63	Cruise operators should offer indoor excursions only if physical distancing, use of masks, and other recommended protective measures can be implemented.	X	
Prevention (Crew)			
64	Cruise operators should manage the population density of crew areas of the ship.	X	
65	Cruise operators should provide opportunities for crew to debark from the ship at destinations while maintaining reasonable limitations on their movement to reduce risk of exposure to SARS-CoV-2.	X	
66	Crew should be placed in single-occupancy crew cabins whenever possible to minimize extended periods of close contact with other crew members.	X	
67	Cruise operators should limit crew members' close contact with guests over extended periods of time wherever possible. When distancing isn't possible, crew should be provided with additional PPE appropriate to their job type.	X	
68	Cruise operators should include crew in the surveillance, contact tracing, quarantine, isolation, and debarkation protocols that will be employed in the event that a SARS-CoV-2 infection is discovered on board.		X
Training & Culture			

69	Crew should be provided with regular training on protocols to reduce transmission of SARS-CoV-2 and empowered to take action to ensure these protocols are followed by guests and fellow crew members.		X
70	Cruise operators should reinforce a culture of honesty and collective responsibility among crew for following protocols and creating a safer environment.		X
Validation of Implementation			
71	Cruise operators should have measures and metrics in place to perform continual self-assessment of compliance with all updated health and safety protocols as well as methods for third-party verification of compliance.		X
72	Cruise operators should perform an “after-action review” following a cruise on which a SARS-CoV-2 infection was detected to assess gaps and make improvements prior to the next trip.		X
The Path Forward			
73	In their return to sailing, cruise operators should use a phased approach to demonstrate that protocols can be successfully implemented on board their ships before returning to full operations with guests on board.	X	
74	Cruise operators should implement a formal process to review health and safety experiences related to COVID-19 on cruises to enhance best practices and shared learnings for continuous improvement.		X

Recommendations

I. Health: Testing, Screening & Exposure Reduction

Key to preventing an outbreak on board a ship will be developing and implementing several layers of protection—beginning before crew and guests arrive to the ship, continuing through the time when they are on board, and lasting until they eventually debark. The best way to prevent an outbreak on board is through robust testing prior to embarkation, supported by preboard education and health screening for guests and crew. If diligently followed, these steps will greatly reduce the likelihood of the introduction of SARS-CoV-2 on cruise ships. Once individuals are on board, a variety of measures can be employed to identify SARS-CoV-2 infections and reduce the risk of person-to-person transmission. Each measure alone is insufficient, but a multi-layered approach, with careful planning and implementation, is much more likely to reduce the risk that the virus will spread among passengers and crew.

i. Assessing the Health Status of Guests and Crew

Prior to boarding, cruise operators should provide the necessary educational information for all crew members and guests to understand the risks inherent in cruise travel during the ongoing pandemic and to guide their decision-making about their own individual health risk factors, risk tolerance, and comfort with cruising. Additionally, guests and crew should understand prior to booking their trip, and be reminded about prior to boarding, the measures that cruise operators will take to protect them, as well as their individual obligations to follow relevant protocols and to seek medical attention if they are ill.