



**BENCHMARK**  
A GLOBAL HOSPITALITY COMPANY

operating in the  
age of coronavirus

# introduction

BENCHMARK HAS ALWAYS PLACED A STRONG EMPHASIS ON THE HEALTH AND SAFETY OF OUR GUESTS AND ASSOCIATES. HOWEVER, DUE TO THE CORONAVIRUS PANDEMIC, THERE IS AN IMMEDIATE NEED TO RAISE OUR ALREADY DEMANDING STANDARDS WITH INNOVATIVE PROTOCOLS THAT ARE APPROPRIATE FOR OUR NEW REALITY. FOR THIS REASON, BENCHMARK'S CLEANLINESS COMMITTEE HAS DEVELOPED THIS DOCUMENT FOR YOUR REFERENCE AND PLANNING.

Our experts at the home office and in the field, along with our trusted partners in food and beverage safety, hygiene and infection prevention, have developed this playbook of hospitality cleanliness standards and behaviors.

We have evaluated new technologies and have provided a list of PPE recommendations to the field for consideration. These include electrostatic sprayers and the highest classification of disinfectants recommended by the CDC and the WHO to sanitize surfaces throughout hotels.

When guests check into our hotels, they will expect a new standard of hygiene and a heightened cleaning regimen. This plan was designed to meet the expectation of an even higher standard of cleanliness for the hotels as well as protocols for social distancing.

A great deal of official guidance is expected to be dictated at federal, state and local levels, including an immediate focus on sanitation and cleanliness. Social distancing and contactless service is our new normal for the foreseeable future. Restaurants, bars, meetings and recreation amenities will see diminished capacities, which in turn may result in scaled and creative offerings. Feeding and serving our local communities will be vital, as regaining their trust and loyalty is crucial to building back our business.

Clear, consistent communication will be key to our future success. We want our guests and our associates to know that when the time comes to travel once again, we will be ready to welcome them back to a clean and safe hotel environment. For now, we must be prepared to meet the requirements of our new reality, while at the same time remaining flexible and ensuring we are able to scale up our businesses safely and appropriately.

Please reach out to your Regional Vice Presidents of Operations with any questions or additional guidance.

**GREG CHAMPION**  
PRESIDENT & COO

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# state of the hospitality industry





# state of the hospitality industry

This guidance has been developed by taking into account key impact strategies, industry expertise and tactics already employed on the world stage. We can expect the following fundamentals as we operate in the age of coronavirus:

- A relentless focus on sanitation has become the norm. Standard operating procedures and personal protective equipment are a significant part of daily operations. As guests start to travel and dine out again, they will demand an extra measure of safety and precautions.
- Since staff members will be wearing face masks at all times, a genuine sense of welcome and hospitality cannot be delivered with a smile, so eye contact, tone of voice, and active anticipation of guest needs will be important.
- Value for price will be elevated as consumers will weigh their personal safety as prime importance. Guests will choose the hotels that actively demonstrate that commitment with more visible cleaning activities evident throughout their stay.
- Casual dining has been reinvented with curbside pickup and drive-through service at full-service restaurants evident at hotels as well as free-standing operations.
- Heightened activities centering on staff training must be implemented to educate every employee on the importance of strictly adhering to the extensive cleaning and sanitizing techniques and ensuring the new routine is rigorously maintained through active supervision.
- Food insecurity is growing, with the supply chain having been disrupted not only by demand but also by direct virus impact on production itself.
- Time constraints will return with people eventually returning to work, the office and the gym, making convenience important to consumers.
- Better labor efficiency will emerge, with operations opening with skeleton crews that may increase productivity in the future.



# hotel & resort operations



# front office & valet

The intent is to create a touchless experience for the guest upon arrival. All areas of entry and egress should be reviewed to see if they can be kept open or automated. All team members should always be in their appropriate PPE gear. At pre-shift meetings, social distancing and sanitation standards should be reviewed in addition to the guest script describing property cleanliness and safety protocols.



# arrival & valet

- Valet service should be suspended where possible.
- If valet service is being provided, employees must be equipped with PPE.
- Touchless hand sanitizing stations should be made available at entries. All guests arriving should be encouraged to use them prior to entering the hotel.
- Social distancing markings and directional signage should be clearly visible upon arriving at the hotel.
- Valet attendants should replace gloves after each car is parked. All surfaces should be disinfected and wiped down by attendant—door handles, steering wheel and car keys—after parking and retrieval.
- Baggage handling and delivery may be provided upon request. Luggage may be delivered to the guestroom but left at the door for the guest to retrieve.
- When valet parking is in operation, team members should provide approximate timing recommendations at arrival for the retrieval of cars while observing social distancing protocols.
- Luggage storage should be handled by door and bell associates only. Gloves should be worn when storing or retrieving luggage. Separate guest bags from one another when stored.



- Door, valet and bell associates should be trained on contactless check-in protocols that might be in place at certain locations. Encourage the use of contactless applications in place at hotels, such as INTELITY and Zingle.
- Welcome letters outlining safety protocols and hotel-specific information should be available at the front door for guests using mobile check-in.
- Identify a lobby leader at the management or supervisory level for each shift to monitor the flow of guest traffic from hotel door through the check-in process.

The lobby leader should monitor the adherence to all cleaning protocols in place in high-traffic areas throughout the shift.



# check in

- Ensure the appropriate protective shield is in place at the front desk, and that all associates have PPE.
- A touchless hand sanitizing station should be available at check-in areas.
- Social distancing markings and directional signage should be in place as appropriate.



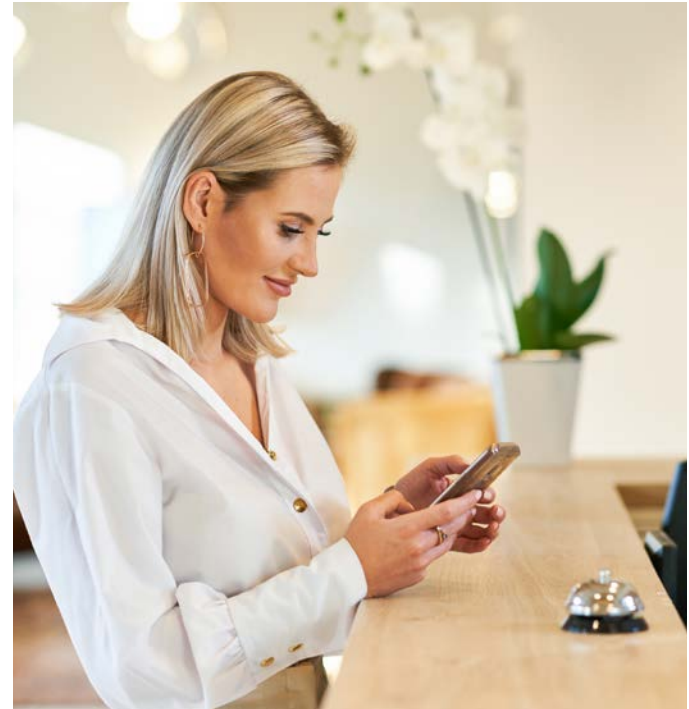
- Contactless check-in should be recommended at all times where the technology is available.
- Where possible, use every other workstation to distance associates.
- Check-in should also be accessible at the concierge desk.
- Provide each arriving guest with a hotel-specific general manager's letter outlining cleaning protocols in place, as well as all state and local requirements. Guest expectations should be outlined in detail regarding social distancing expectations at the hotel. Details on food and beverage on site and any other guest amenities available should be included, as well as all modifications to other hotel services that are necessary to ensure the safety of guests and associates.
- Health and safety care packages should be available upon request.
- Surfaces touched by arriving guests should all be wiped down after each transaction, to include desk, chair, handheld credit card terminals and pens.
- Registration cards and ID retrieval protocols should be reviewed by properties to limit interaction.





# guest requests

- In-house guest requests where guestroom access is required should be tended to while the guest is absent. All surfaces touched within guestrooms and all door handles should then be disinfected by the responding associate.
- If immediate assistance is required by an in-house guest, a room move should be offered.
- When delivering items to guestrooms, ensure the guest is in the room, then leave items at the guestroom door.
- Guests who ask for retrieval of items should be encouraged to leave items outside their doors within clear plastic bags.
- Guests who receive package delivery from UPS, FedEx or USPS while at the hotel should be encouraged to retrieve them from the front desk. All packages should be properly sanitized upon delivery to the hotel.



# check out

- If guests return to the front desk for checkout, please follow the same protocols that were outlined at check-in with regard to cleaning and sanitizing.
- Encourage a cashless environment as well as the use of email for receipt and folio delivery.
- All keys and returned items should be disinfected prior to further use.



# housekeeping

We are expanding our already high standards of housekeeping and hygiene to bring our guests a new standard in sanitation and disinfection processes and procedures.

Cleaning and sanitation of the property will play an even more important role in the current environment.

The following guidelines should be followed before staff members go to their respective floors or areas.

- Consider uniform rental for housekeeping team to ensure uniforms do not leave the property and that staff members wear clean uniforms every day.
- Ensure all staff members have had their temperature checked.
- All staff members should have the required PPE.
- Uniforms should be clean and presentable.
- Appoint a hygiene manager for the department to provide oversight, training and property inspection to ensure all protocols are being followed. This could be repurposing an existing position.
- Conduct pre-shift meetings with social distancing measures in place and reiterate COVID-19 training. Establish reporting escalation protocols as needed for any health and safety concerns.
- Ensure all staff are trained on proper use of the new chemicals and cleaning protocols before they are allowed on the floor.
- Stagger breaks so breakrooms and the cafeteria are not crowded.



# guestrooms

- Remove items that are not necessary from the guestroom, including all collateral. Please review the [Guestroom Removal Checklist](#). For critical information, provide a one-page, single-use piece of collateral. All other pertinent information can be referenced in the general manager's letter provided to all guests at check-in or uploaded to the in-room tablet, onto the guestroom TV or via QR code.
- Housekeeping services should be provided only when guests are absent from their room. Minimal service (trash/tidy) should only be provided every third day for longer stays and only when rooms are unoccupied.
- When occupancy allows, guestrooms should be cleaned 48 hours after all guest departures. Trash should be removed on departure date.
- Housekeeping personnel should be equipped with PPE at all times. Gloves should be changed between individual room cleans.
- All shared equipment used in the cleaning process should be thoroughly cleaned and disinfected at the beginning and end of each shift.
- Clean and disinfect all guest rooms in accordance with CDC guidelines. Industry-leading disinfectant solutions and recommended equipment should be used, with particular emphasis on high-touch areas.





- Housekeeping checklists should be updated to ensure the cleaning of the following:

- Door handles
- Desks and chairs
- Drape pulls
- Coffeemaker
- Refrigerator
- Ice bucket
- Hair dryer
- Nightstands
- Countertops
- Cabinetry pulls
- Telephone
- Alarm clock
- TV remote and control panels
- Thermostats
- Light switches and controls
- Toilet seat and flush handle
- Bathroom fixtures including shower handles and faucets
- Closet door luggage racks
- In-room safe display panel

- Provide extra towels, linen and pillows in clear plastic bags to ensure cleanliness.
- Clear plastic bags should be used in all trash bins and left in the closet for guest use. This will help to identify items, particularly when guests are leaving items outside their doors.
- Establish a standard of “sealing” the guestroom once all cleaning procedures have been finished. This should indicate zero entry between the disinfectant period and guest entry.
- In the event of a presumptive case of COVID-19, the guestroom should be taken out of service until the case has been confirmed. In the event of a positive case, the room should only be returned to service after undergoing a heavy sanitation protocol by a licensed third-party expert.
- For sample Skills Training Outlines for guestrooms, see the attached [Guestroom STO](#).



# public restrooms

- Place social distancing markings and directional signage as appropriate within restrooms.
- The lobby leader should monitor the flow throughout the day to ensure that overcrowding does not occur.
- The use of touchless or automated faucets, soap dispensers and hand dryers is highly encouraged.
- A practice of cleaning protocols should be adhered to every hour, with all surfaces being disinfected and sanitized.
- Affix signage to the bathroom mirrors showing CDC-approved handwashing technique.




# elevator & stairs

- Place social distancing markings and directional signage as appropriate within all elevators.
- The lobby leader should monitor the flow of traffic in the elevators and stairwells throughout each shift.
- Associates should not use guest elevators. Social distancing should be observed in back-of-house areas and marked as appropriate.
- Elevator cab usage should be limited based upon square footage.
- Touchless hand sanitizing stations should be made available at elevator entry points and at all lobby stairwell reentry points.
- Signage should be provided by each elevator lobby landing and stairwell. Use of the stairwells should be recommended.
- Guest and employee elevator call buttons and interior handles and floor buttons, as well as all stairwell door handles and banisters, should be cleaned and disinfected every hour.



# public areas

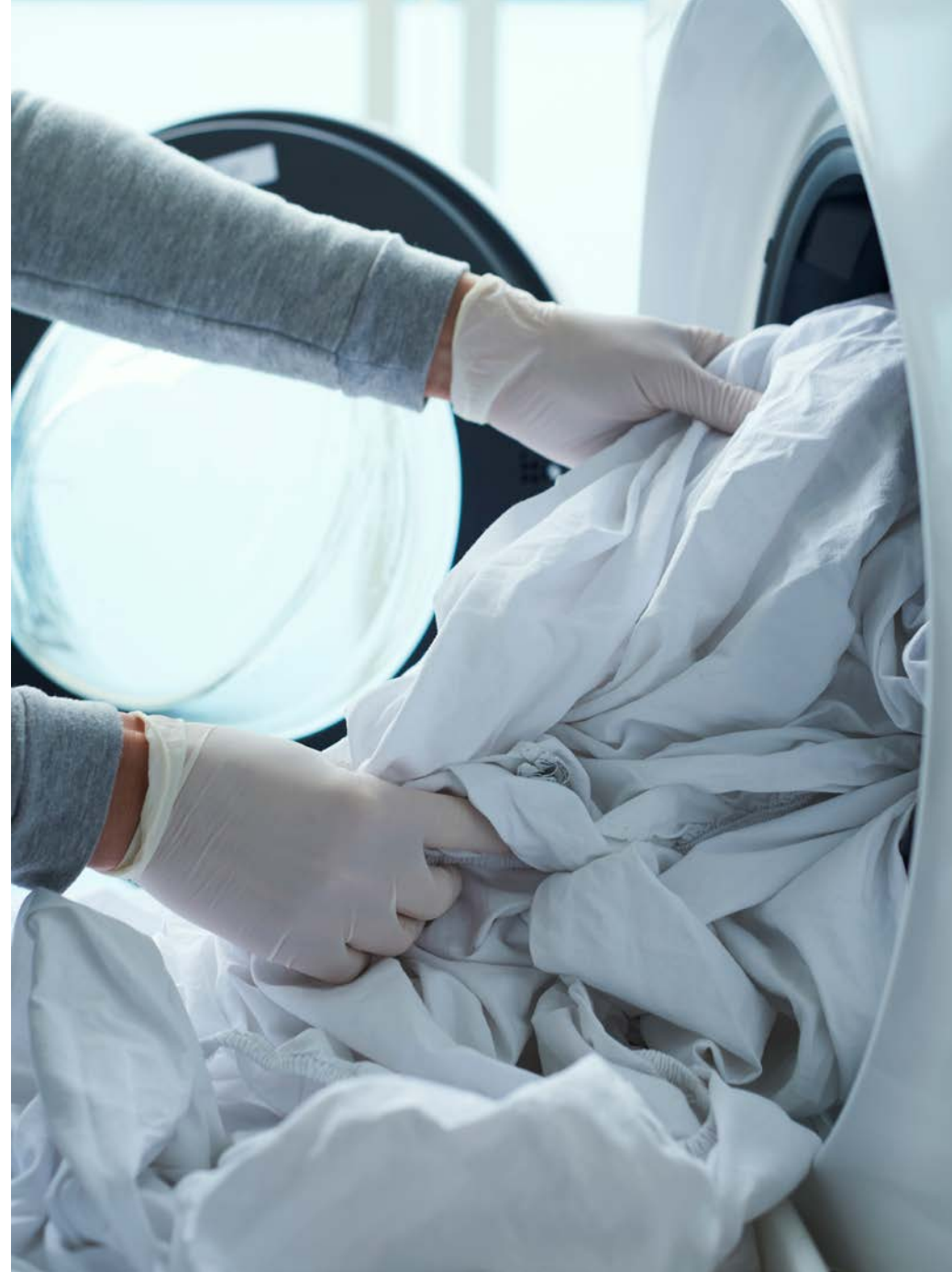
- The lobby leader should monitor all activity in the public areas consistently throughout the shift. Increasing frequency of cleaning protocols in public areas with high-touch areas is essential.
  - Cleaning and sanitation procedures of the property will be a topic of great focus for our guests in the future. It is imperative to follow standards, and for associates to be seen tending to the established protocols.
  - Checklists by shift of all cleaning protocols in public areas should be completed and provided to management upon completion of each shift.
  - Social distancing and directional signage should be provided in all areas—front door, front desk, concierge, business center, public restrooms, fitness center, gift shops, grab-and-go areas, elevator banks and stairwells.
  - Examine furniture placement in each of the above areas to ensure social distancing is followed.
  - Automatic door openers are encouraged. Review all other entries and exits to see if doors can remain open in compliance with all fire and life safety requirements.
  - Establish a rotation of disinfecting and sanitizing all surfaces every 30 minutes for the following: front door, fitness facility, front desk, and other high-traffic and property-assigned areas.
- 
- Establish a rotation of disinfecting and sanitizing all surfaces every hour for the following: public restrooms, elevator cabs, stairwells, business center, concierge area, ATMs, ice machines and other property-assigned areas.
  - All areas should be cleaned utilizing a combination of Ecolab Multisurface Peroxide Solution and EPA-registered disinfecting wipes.
  - Hand sanitizing stations and EPA-registered disinfecting wipes should be highly visible and available in public areas.
  - All shared equipment should be sanitized pre and post shift.
  - For sample Skills Training Outlines for public space, see the attached [Public Space STO](#).





# laundry

- Bag dirty linen in the guest room to eliminate excess contact while transporting to the laundry facility.
- Dedicate laundry carts as clean versus dirty linen and textiles to avoid cross-contamination.
- Wash and process all linen by the end of the day.
- Sanitize shared tools and equipment before, during and after each shift or any time the equipment is transferred to a new team member. This includes phones, radios, computers and other communication devices, payment terminals, kitchen implements, engineering tools, safety buttons, folios, cleaning equipment, keys, time clocks and all other direct-contact items used throughout the hotel.
- Disinfect washer/dryer doors, buttons and high-touch areas every hour.
- Disinfect towel folder, flat iron, pant presses and other mechanisms every hour.
- In case of an off-property laundry, all carts received that day should be sanitized before they are brought into the Housekeeping area.



# back of house

Post signage throughout employee and back-of-house areas reminding employees of the proper way to wear, handle and dispose of masks and gloves, wash hands and sneeze and to avoid touching their faces.

Follow social distancing protocols in the employee dining rooms, uniform control areas, training classrooms, shared office spaces, all employee services windows (via a teller-style window) and other high-density areas in order to ensure appropriate 6-foot distancing between employees.

Disinfect specific back-of-house focus areas as follows:

## Guestroom Floors

- Elevator banks, buttons and cabs will be disinfected every hour using an electrostatic sprayer or comparable tool.
- Linen closets will be disinfected every hour.

## Back of House

- Disinfect employee entrance doors every 30 minutes and other frequently-touched surfaces every hour.
- To minimize guest contact, remove doors and door handles or install automatic door openers, foot-hook openers, or comparable solutions.

## Offices

- The front office team will disinfect the front office daily, and the public space team will provide deep cleans weekly. Provide disinfectant wipes with the expectation that office occupants will self-clean/disinfect daily.
- The fitness team will disinfect the fitness storage daily, and the public space team will deep-clean weekly or as needed.
- The food and beverage team will maintain the back-of-house food and beverage spaces with support from the public space team as needed.

- Conference center back-of-house spaces will have sanitizer stations and disinfectant wipes available for employee use.
- Office occupants will disinfect their spaces daily with support from the public space team as needed.
- Storage closets will be maintained/disinfected by their owners.



# engineering

- Ensure all staff members have had their temperature checked.
- All staff members should have the required PPE.
- Uniforms should be clean and presentable.
- Conduct pre-shift meetings with social distancing measures in place and reiterate COVID-19 training. Establish reporting escalation protocols as needed for any health and safety concerns.
- Ensure all staff members are trained on the proper use of new chemicals and cleaning protocols before they are allowed on the floor.
- Housekeeping and engineering personnel should coordinate efforts on project work. This should be discussed at pre-shift meetings.
- Preventative maintenance should only occur in rooms that are not occupied. Maintenance should not occur in a room that has been sealed by housekeeping.
- Engineering requests for in-house guests should only be tended to when the guest is absent. The engineer is then responsible for cleaning and disinfecting areas that were touched during the room inspection.
- For requests that require immediate assistance, move the guest so work occurs independent of the room occupancy.



# recreation & pools

There is no evidence that COVID-19 can spread to people through the water used in pools or hot tubs; however, social distancing protocols will mandate a new approach to providing recreational opportunities for guests and operating pools.



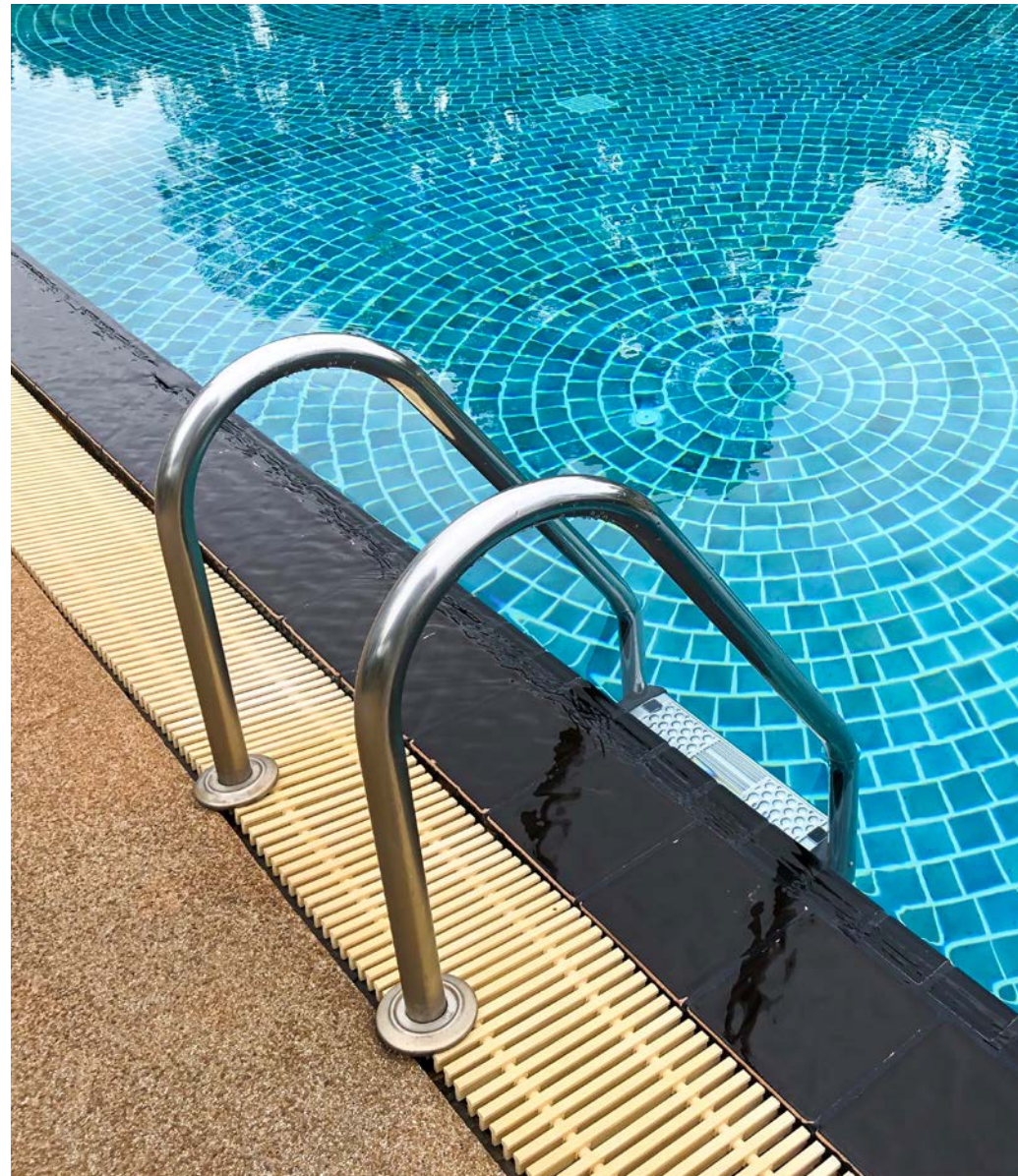


# recreation

- Indoor children's camps are suspended until further notice.
- Provide outdoor activities that allow for adequate 6-foot spacing, such as crafts, shows and family trivia.
- Prohibit basketball, volleyball and any other team activities.
- Make hand sanitizer available for guests in all areas.
- Disinfect tables and chairs hourly.
- Post signs highlighting 6-foot social distancing.

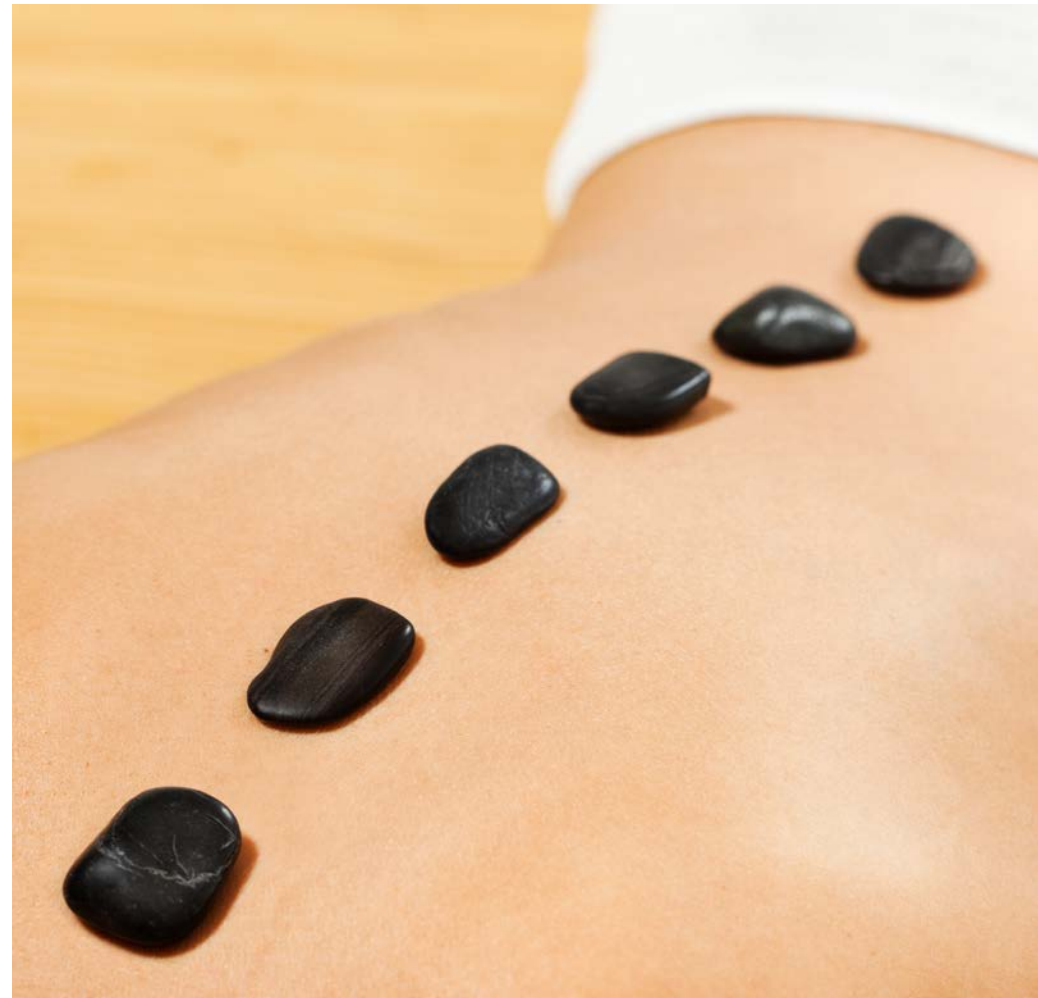
# pools

- Maintain one way in and one way out of pool areas.
- Place a plexiglass shield between the pool attendant and guests.
- All pool attendants must wear gloves.
- Rearrange the pool deck to implement social distancing.
- Hot tubs should only be opened based on local and social distancing guidelines.
- Disinfect chaise lounges and cabanas between guest usage.
- Close children's slides.
- Post signs highlighting 6-foot social distancing.



# spa & fitness

The following guidelines outline additional measures above and beyond standard protocol to inspire confidence and ensure that facilities are safe for both guests and employees.



# spa

When local authorities reopen spa services, create a new role of wellness attendant whose responsibilities center around the cleanliness of the spa and locker room areas. The wellness attendant will also assist with the guest experience, ensuring safe social distancing and that occupancy levels are within health and safety recommendations.

## Cleaning & Sanitizing Protocol

- Use EPA-approved hospital-grade disinfectant that is safe, eco-friendly and effective against COVID-19.
- Sanitize all surfaces after each use.
- Make hand sanitizer available for guests and employees in all areas.
- Use UV wand and box to sanitize treatment areas and implements.

## Physical Distancing Protocol

- Post signage in each area reminding guests of maximum occupancies and 6-foot social distancing guidelines.
- Limit halotherapy room to 1 guest at a time.
- Follow a no-touch greeting policy.

## Guest Considerations

- Email pre-arrival expectations to all guests prior to the spa visit, addressing COVID-19 measures to ensure guests and employees feel safe and protected during this period.
- Guests are required to have a temperature check prior to receiving service.
- Eliminate reusable spa menus and transition to single-use disposable copies or a digital or no-touch promotional display of available services.
- All providers must wear disposable one-use masks.
- Nail technicians and estheticians will wear face shields when performing services.





- Make disposable masks available for guests to use at their discretion.
- The wellness attendant and front desk staff will wear masks and gloves.
- Install plexiglass shields at the front desk to minimize contact between guests and staff.
- Remove water dispensers and make bottled water available upon request.
- Make prepackaged snacks available upon request.
- Remove magazines from locker rooms and tranquility lounge.
- After they have been serviced, place stickers on lockers indicating they are clean. All lockers should be pre-locked to prevent guests from changing assigned lockers or from touching contents inside lockers.
- Provide disposable and sanitized guest treatment bags.
- Provide alternative wellness options to guests with personalized in-room beauty bars.
- Post signage stating updated standards of wellness.
- Offer contactless waiver and checkout options.



# retail

When local authorities reopen retail services, adhere to the following guidelines.

## **Cleaning & Sanitizing Protocol**

- Use EPA-approved hospital-grade disinfectant that is safe, eco-friendly and effective against COVID-19.
- Make hand sanitizer available for guests and employees in all areas.
- Remove all testers displayed. Product testers should be kept behind the reception in a sealed, disinfected container in an accessible location not visible to guests.
- No returns on retail purchases.

## **Physical Distancing Protocol**

- Install plexiglass shields at retail counters to minimize contact between guests and staff.
- Front desk staff will monitor social distancing and occupancy levels.

## **Guest Considerations**

- Trying on clothing and accessories will not be permitted at this time.
- Make local delivery or curbside pickup available for all products.



# fitness center

Pending local guidelines for reopening fitness centers, provide alternative wellness options to guests including in-room and outdoor wellness programming. When local authorities reopen fitness centers, create a new role of wellness attendant whose responsibilities center around the cleanliness of the fitness center and locker room areas. The wellness attendant will also assist with the guest experience, ensuring safe social distancing and that occupancy levels are within health and safety recommendations.

## **Cleaning & Sanitizing Protocol**

- Use EPA-approved hospital-grade disinfectant that is safe, eco-friendly and effective against COVID-19.
- Sanitize all equipment and surfaces after each use.
- Place signs on equipment after cleaning indicating they have been serviced.
- Deep-clean after each peak period.
- Make hand sanitizer available for guests and employees in all areas.
- Require guest key cards to monitor access.

## **Physical Distancing Protocol**

- Consider asking guests to schedule their time to use the fitness facility to better control guest volume during peak hours.
- Space cardio and strength stations 6 feet apart to meet social distancing guidelines.
- Post signage stating updated standards of wellness and new maximum occupancies with the 6-foot rule between exercisers in effect.
- Outdoor beach yoga programming will follow the same 6-foot rule between exercisers. Local attendees must provide their own mats and towels. Registered resort guests may sign out yoga towels.

## **Guest Considerations**

- Make disposable masks available upon request.
- Remove yoga mats. Guests may sign out yoga towels.
- Remove water dispensers and provide bottled water upon request.
- Make immunity wellness beverages and snacks available for purchase in the spa boutique.
- Remove magazines and TV remotes from locker rooms and fitness center.



# golf

The overall goal for golf is to reduce as many touchpoints as possible and ensure guests are well informed of guidelines.

All procedures should be cross-referenced with local and state commerce regulations to ensure compliance. The frequency of cleaning and sanitizing should be increased in golf operations, with an emphasis on frequent contact surfaces including, but not limited to, golf check-in counters, bell desks, golf/pull carts, door handles and golf-related bathrooms. The golf operations team must ensure cleaning and sanitizing occurs as follows:

- Staff radios: Before and after each shift.
- Golf/pull carts: Before and after each round.
- Rental/loaner clubs: Before and after each round.
- Door handles: Every 30 minutes.
- Restrooms: Every 60 minutes.
- Check-in counter: Every 60 minutes.
- Offices: Make disinfectant wipes available for use by office occupants to provide self-disinfectant support, with weekly deep clean by public space team.





# arrival experience

- Discontinue valet. Bag drop will be self-service.
- Welcome attendant will guide guests to carts that have been sanitized and labeled clean.
- Space terminals at least 6 feet apart, with proper floor stickers for guest distancing.
- Display course rules at the counter, highlighting social distancing.
- Remove all merchandise from the counter.
- Encourage online payment.
- Do not leave towels, tees, scorecards or pencils in carts. Make them available by request.
- Tee times should be spaced at 15- to 20-minute intervals
- Recommend single cart rider only.
- Sanitized golf carts should be spaced at least 6 feet apart.
- Golf cart accessories are to be removed or covered with plastic. These include coolers, sand and seed, rakes and ball wash.

# range & practice facility

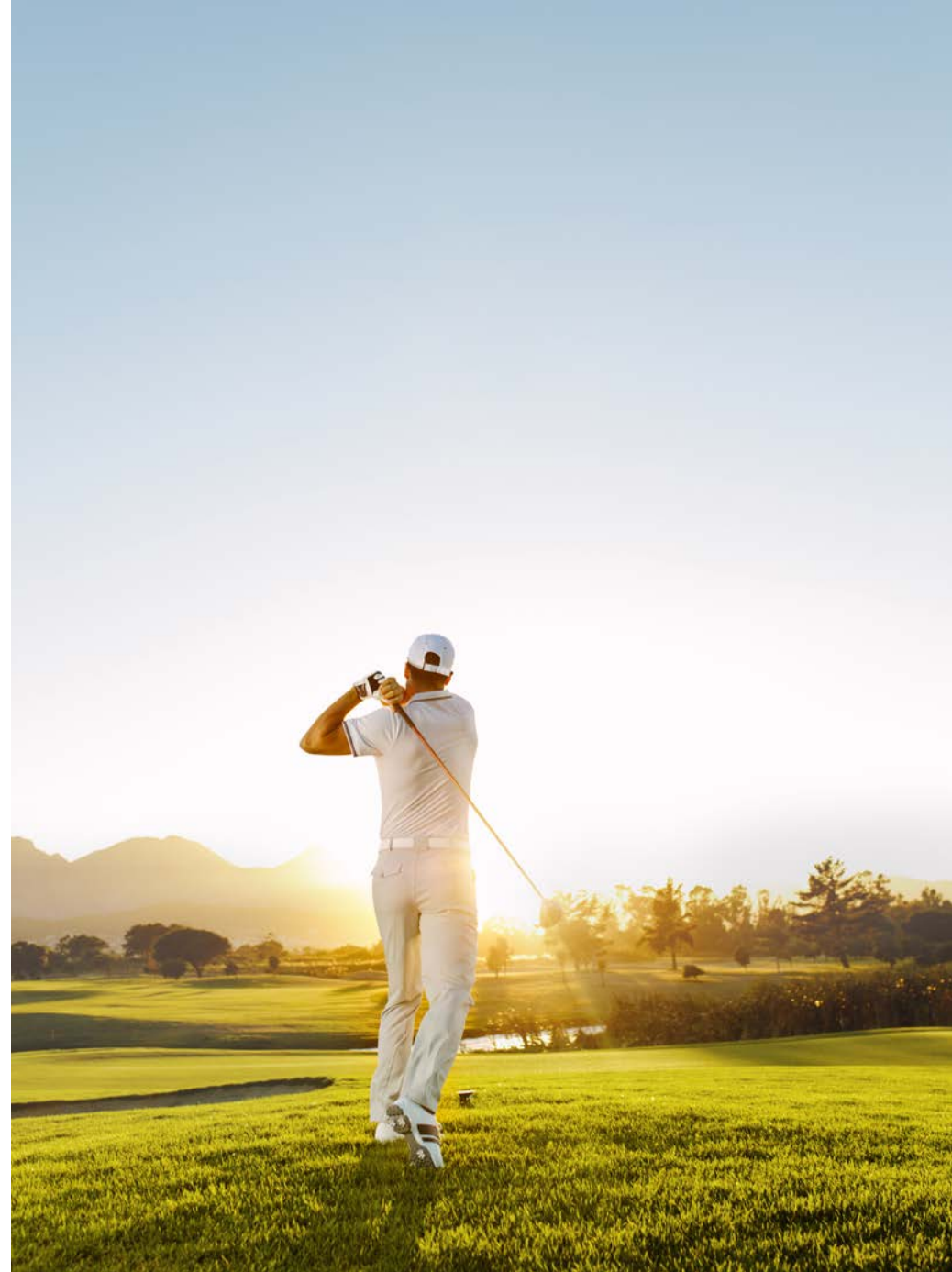
- Starters and rangers should be fully versed on the strict guidelines in place. Staff members must also actively participate in these guidelines.
- Ranger patrols should be increased to ensure people are keeping pace and maintaining proper social distancing.
- Place course rules by the range and practice areas.
- Range bays should be properly distanced. Balls should be sanitized by staff. If course has ball machines, these should not be used. Range balls should be placed on range by staff.
- Remove club cleaning, bulk tees, bag stands and training sticks, along with other high-touch points.
- Space practice facilities to promote social distancing.





# on course

- Post rules about social distancing by 1st tee and 10th tee and inside each cart.
- Notate waiting area for group next to tee off on 1st tee.
- Starters and rangers should be fully versed on the strict guidelines in place. Staff members must also actively participate in these guidelines.
- Ranger patrols should be increased to ensure people are keeping pace and maintaining proper social distancing.
- Install cup upside down or cut in pool foam noodle. There will be no touching of flag sticks.
- Remove or cover all amenity golf touchpoints including ball washer, benches, water coolers, divot mix and sand rakes.
- Remove lids from garbage cans or prop open.
- Place a sign in each restroom stating the cleaning schedule and asking golfers to let you know if the facility needs attention.



# grounds staff

- All projects should be completed at a social distance of 6 feet.
- Clean and sanitize all hard surfaces every hour with a combination of Ecolab Multisurface Peroxide Solution and EPA-registered disinfecting wipes.
- All check-in stations and starter station should have plexiglass barriers.
- Provide hand sanitizer and disinfecting wipes in the pro shop, starter area and on-course areas for guest use and comfort.
- To minimize guest contact, where possible, keep doors open or replace with automatic door openers, foot-hook openers or comparable solutions.



# guest departure

- Boldly highlight a cart drop-off area to ensure another guest will not take a used cart.
- Do not offer club wiping service.
- If guest requests clubs to be dropped by club drop, staff member must be sure to wear gloves.
- Fully sanitize and wipe down carts after each round.
- Throw away all items from cart, even if unused. Sanitize and bag lost and found items.
- After carts are cleaned, place them in the clean lot at least 6 feet apart. Place a sign on each cart indicating it has been sanitized.



# food & beverage operations



# food & beverage operations

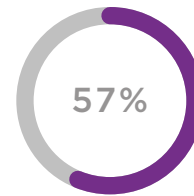
Going forward, consumers will have much higher expectations for food safety and sanitation. Outlets that meet and exceed those desires with enhanced and visible procedures and excellent communications will be rewarded with customer loyalty.



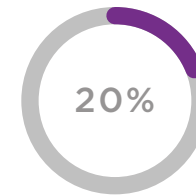
# reimagining the hospitality industry's business infrastructure

- Restaurants across the country are getting creative to keep cash flow alive, whether with gift cards or “bonds” people can purchase to use at a later date. Generating these presales has helped restaurants struggling with social distancing as a means of keeping their cash flow going. Gift cards or dining bonds will show support by helping with immediate cash flow and guaranteeing business when doors open again or full service resumes.
- There are a growing number of predictions that takeout and delivery are on the rise since guests simply cannot dine in. In January, China saw 20% growth in spending on food delivery services—a trend that is likely to follow in the U.S.
- Technology-based solutions are arising where guests can place and pay for orders using their own device—phone, tablet, laptop—from anywhere for pickup or delivery. Such systems deliver an easy-to-use browser-based ordering experience that guests can access from the safety of their own rooms or homes. The result is delighted guests and continued revenue while outlets are either closed or at diminished capacities.

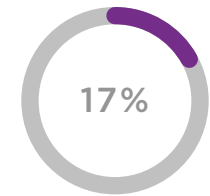
ACCORDING TO INDUSTRY EXPERTS, MOST DINERS ARE NOT OVERLY FEARFUL. ONCE STAY-AT-HOME ORDERS ARE LIFTED, PEOPLE WILL WANT TO GET OUT AND DINE IN RESTAURANTS AGAIN.



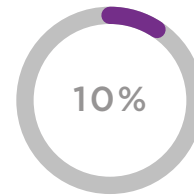
ARE MAKING NO  
CHANGE TO THEIR  
DINING BEHAVIORS



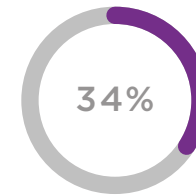
ARE AVOIDING  
RESTAURANT DINING  
COMPLETELY



ARE AVOIDING  
DINING IN FAVOR OF  
PICKUP/DELIVERY



ARE LEANING  
TOWARD ORDERING  
FOR PICKUP ONLY



ARE PLANNING TO  
PREPARE MORE  
MEALS AT HOME





# contactless service

Although contradictory to the nature of hospitality and personalized guest interaction, increased forms of contactless service will become prevalent.

- Third-party delivery services, enhanced grab-and-go offerings and self-pickup food lockers allow guests to avoid human-to-human direct contact and provide a sense of convenience.
- Room service may get a second wind, since guests may be less likely to want to dine in restaurants/bars. Room service must change to offer grab-and-go solutions, including fully curated boxed meals. Alcohol to-go offerings—where local regulations and property licenses allow—will create incremental revenues.
- Portable, prepackaged grab-and-go items can be a profitable solution to navigate the current shift in foodservice operations. Disposable packaging for to-go purposes should be elevated, considering heightened levels of expected business as well as a growing business segment.
- Mobile orders are expected to increase for fast casual restaurants, which are the highest-growing sector in the restaurant industry. Solutions will include contactless pickup with built-in sanitized dispensers or unmanned carryout stations to serve more customers and cultivate leaner operations.



# general guidelines

- Where it applies, state and/or local directives should supersede all other guidance and operational direction.
- Develop training programs that include new social distancing and sanitary procedures, as well as everyday service standards. Assume many team members will have forgotten a number of aspects of their jobs and might need to be retrained. Team members should sign a training acknowledgment that will be maintained in their human resources file.
- Utilize social media to advise guests of offerings. Make announcements when different aspects of the operation return to normal hours, offerings and capacity.
- Post signs that restrict any guest exhibiting symptoms of respiratory illness.
- Post signage encouraging guests to stay home if they feel ill, and to utilize delivery services.
- Post signage and floor markers to measure 6-foot distancing for guests waiting in line.
- Restrict guest proximity to food prep areas to decrease likelihood of contamination.
- Ensure team members wear personal protective equipment and follow CDC sanitation guidelines. Provide personal protective equipment as necessary and create a policy for mandatory usage.
- All tables, chairs and counters should be sanitized after each guest use.
- Increase the barrier between servers and guests. Ensure employees and guests maintain proper social distancing. Create lines with tape to indicate 6-foot distancing.
- Menus should be single-use and/or disposable. Digital menus or enhanced apps may be considered.
- Remove existing porous placemats and replace with linen, single-use disposable or non-porous placemats that can be machine washed and sanitized after each use.



- Rollups for place settings are recommended to reduce contact with cutlery. Napkin service should be suspended until further notice. Do not place napkins in guests' laps or refold them.
- All straws should be wrapped.
- Condiments should be served in single-use containers and either disposed of or washed after each use.
- Check presenters, votives, pens and all other reusable guest contact items should be either sanitized after each use or single-use.
- Encourage use of credit cards, room charges and mobile pay rather than cash, to limit hand-to-hand and cash transactions.
- POS terminals should be assigned to a single server where possible and sanitized between each user and before and after each shift. If multiple servers are assigned to a POS terminal, servers will sanitize their hands after each use.
- Sanitizing stations should be strategically located near all food and beverage outlets.
- Add safety verbiage to the restaurant reservation confirmation script.
- Include safety notifications within the text reservation confirmations.
- Provide guests with safety communication upon hotel booking and confirmation, and in writing upon check-in.
- Place safety signage throughout the property to ensure effective communication with guests.
- Maintain logbooks/records within each operation for specified sanitation interval inspections, similar to HACCP forms or restroom checks.





# food safety & sanitation

- 2021 is the next scheduled update to the FDA Food Code, and we expect new guidance related to sanitation. For more information on current guidelines, see [FDA Best Practices](#).
- New guidelines are expected on how to clean restrooms, tables, chairs, highchairs, waiting areas and public areas in general.
- Current sanitation guidelines in the 2017 Food Code are adequate and must be followed by both front-of-house and back-of-house team members. Facility leaders will also need to be food safety officers. Creating a hygiene manager may be beneficial, or these responsibilities should be absorbed into existing leadership positions.
- The future will be about training and enforcing standard sanitation procedures and making all accountable. Monitoring will be a big part of the ongoing food safety processes. Training programs, including on-the-spot food safety and sanitation, will be required.
- All employees will need to be trained annually in food safety practices rather than every three to five years. [ServSafe](#) certificates are required for all food and beverage employees, including leaders.
- Food safety will rank as one of the highest priorities in food facilities, along with the creation of emergency and disaster planning programs.
- The property must ensure that hygiene standards/practices are maintained, including frequent hand washing and knowledge of cross-contamination prevention. Providing hand-washing stations with adequate supplies (i.e., soap, towels) and alcohol-based hand sanitizer stations is mandatory.
- Jurisdictional standards regarding critical limits and processes will supersede local requirements if the codes/ordinances, statutes or regulations are more stringent.



# culinary operations

- Handwashing is required before, during and after the preparation of food, along with additional cleaning between each meal period.
- A hygiene or safety/sanitation manager position is recommended for each property.



- Documented cleaning checklists must be in place for all kitchens and restaurants, along with weekly documented walkthroughs for each kitchen, and submitted by culinary leaders.
- All cooks preparing food should be wearing gloves, masks, hair restraints and a clean uniform.
- Food facilities are recommended to have a [Hazard Analysis Critical Control Point \(HACCP\)](#) plan on standard sanitation procedures. Time/temperature logs must be used, and the processes outlined in the HACCP plans.
- Assess essential functions of the operation and prepare to change business practices if needed, such as identifying alternative suppliers or alternative cooking locations.
- Daily pre-shifts regarding food safety and sanitation should be consistent, along with quizzing staff members on protocols.



- Repeat violations from health departments or third-party inspection services should be met with disciplinary action.
- Storage containers should be sanitized before and after each use. Food preparation stations should be sanitized at least once per hour. Kitchens should be deep cleaned and sanitized at least once per day, and dish machine temperatures verified every shift.





# product delivery & storage

- Food must be purchased from commercial suppliers and come from approved sources.
- Encourage vendors to stress the importance of asking sick employees to stay home, and ask them to develop nonpunitive leave policies.
- Require vendors to complete a health assessment prior to entering the property. See [Employee Health Questionnaire](#) for example.
- When receiving deliveries, check temperatures and check the condition and cleanliness of the trucks.
- Create a pre-clean area for arriving product: wash sinks, stainless steel tables, containers, storage racks and dry racks.
- All food and packaged goods should be wiped down or put aside in quarantine before they're allowed in the kitchen.
- Storage area walls and floors should have surfaces that can be power washed and sanitized after each use.
- No product should be stored in cardboard anywhere in kitchens. All produce and proteins should be removed from cardboard and stored in containers after being washed and sanitized.
- Antimicrobial fruit and vegetable wash should be used to process produce. Purchase precut fruits and vegetables where applicable.
- UV lights should be installed in walk-ins and storage areas to help control bacteria.
- All cooler and freezer temperatures should be logged twice daily in all kitchens to ensure that proper temperatures are being maintained.
- Check all coolers, freezers and dry goods in all outlets, storerooms and purchasing for expiration dates.



# employee dining & break rooms



- If the hotel normally provides employee meals, continue with the practice in a safe way as this may be an important part of employees' food supply.
- Rather than allowing individuals to touch utensils and get near food being served, have a gloved and masked server plate all meals for employees. There should be no team member self-service.
- Assign staggered breaks for line employees. Limit the number of people allowed in the breakroom at any one time.
- If a refrigerator is provided for employees to bring their own food, clean it out every evening. Sanitize the refrigerator and all other areas in the breakroom daily.
- All meals and food products are to be individually portioned and wrapped where possible.
- Make bottled beverages available or utilize single-use cups and touchless automatic dispensers.
- Implement or extend breath barriers to protect attendants, product and contact surfaces.



# restaurant

- During minimal business operations, offer a limited menu to create more efficiency in food prep, and limit inventories so food does not spoil before used.
- Ensure priority seating for hotel guests first before the public. Limit outside reservations until demand can be satisfied.
- Host podiums, including all associated equipment, should be sanitized at least once per hour. Maintain a log to track sanitation with host initials. In addition to signage, greeters and managers must manage physical distancing at entries, and in waiting areas and queues. Install shields/barriers at podiums. Peak period queuing procedures should be implemented when guests are not able to be seated immediately.
- Place signage advising guests of social distancing guidelines. Note that protections are for their safety. See these [Laminated Floor Decals](#) for example.
- Eliminate all buffets, and instead offer pre-packaged options for guests with items wrapped or offered in individual containers.
- Tableside cooking and preparation are suspended until further notice.
- Parties of no more than 4 should be taken as a reservation or admitted. Discourage large parties until it is safe for groups to congregate.
- No more than 10 patrons per 500 square feet are allowed inside at once. Tables and booths should be utilized, with appropriate physical distancing between each family member or traveling party. Spread out seating so that tables are at least 6 feet apart, and disinfect all tables and chairs after each guest use. Use fewer tables and chairs in dining rooms to create more space between tables.
- Post signage to identify where to place and pick up takeout orders. Designate indoor/outdoor waiting areas, as well as parking spaces and zones with



takeout/pickup signage to increase efficiency. Implement staggered collection times and discourage patrons from entering the venue until the order is ready. Seal all to-go order containers and bags to reduce exposure. Based on increased demand for to-go orders, food and beverage packaging should be elevated in quality and branded according to the outlet.

- If using table linens or linen napkins, do not shake them out, but rather fold them up and send them directly for processing.





# bar & lounge

- Open bars and lounges with measures in place for social distancing by reducing bar stool count. For specified operations, remove bar stools and utilize standing room only with social distancing measures on the floor.
- If offering snacks, provide individual portions only and discard upon each guest's departure. Bar snacks may not be shared by the table or a group.
- During reduced operations, simplify any food offerings with a menu similar to items provided in other functioning outlets.
- Garnishes must be maintained and stored in containers that are sealed or enclosed. Use tongs or picks for service.
- Make wrapped straws and cocktail stirrers available only upon request.
- Increase single-serve options such as half bottles of wine, sealed wine by the glass, and packaged cocktails.



# grab & go

- Elevate and expand product offerings to include alcohol to meet anticipated increased demand.
- All food and beverages should be located behind the counter, with no guest self-service. Eliminate all self-serve items and instead have a gloved and masked server provide items. Do not allow guests to touch anything that other guests might then touch without first wiping it down.
- Manage the line flow to ensure coffee and food pickup areas remain appropriately distanced. Include additional options to open based on demand and length of physically distanced lines.
- Remove all self-serve condiments and make them available from attendants only. Alternatively, use prepackaged condiments.
- Use only individually wrapped utensils in sealed, sterilized bags. Offer plastic utensils in sealed to-go format.
- Place physical barriers/shields between cashier attendant and guest. Use social distancing markers on the floor.
- Utilize a no-contact basket to hold method of payment and receipt. Place signage to advise guests of the basket's purpose.



# room service

- Sanitize all equipment prior to the beginning of each shift.
- Remove printed menus from rooms and explore alternative menu options, such as QR code in room to access a PDF version of menus or post menus on an in-house television channel. Create a limited menu to minimize inventories of food items as appropriate.
- Expand offerings to include packaged items, which should run through grab-and-go operations for those properties that apply.
- Offer to serve food in disposable containers, which should be both tamper-proof and sealed.
- Give guests clear expectations of when orders will be arriving, especially during reduced operations. Should demand increase, cross-train servers from other outlets.
- Servers should wear masks and gloves whenever they are on guest floors and in elevators. Servers should be alone in elevators when delivering food. All food and beverages should be covered at all times.
- Servers will deliver trays outside the door, knock on the door, and then move a safe distance away. If the guest does not open the door, then call the guest to let them know the food has arrived.
- Set food on trolleys (plate covers remain) in the hallway and notify the guest when the trolley is outside the guest's room.



Guests will retrieve their own trolleys. Request that guests notify room service delivery when they have finished their meal and place their trolley in the hallway outside of their room.

- Advise guests when delivering orders that trays/trolleys will be picked up an hour after delivery and to leave trolleys outside doors.
- Track all room service orders, and after about an hour, either call the guest or go pick up trays. Do not leave trays in halls for too long.
- When trays and trolleys arrive back to the kitchen, treat all items as if they are infected. Sanitize after each use.
- Employees assigned to individual stations, including order takers, will sanitize their stations and all equipment at least once per hour and at each change of shift.
- Bus runners will sanitize all doors, handles and high-contact surfaces at least once per hour. Maintain logbook for accountability.
- Minibars should be locked, all loose product removed, and service suspended until further notice. Items will be available upon request. If operating minibars, only refresh them on checkouts and monitor all items with date stamps. Remove if expired.



# meetings & events



# meetings & events

The true competition during these times isn't other operators, but rather the consumer's own home. Banquet and catering events will likely begin service with small meetings before larger events return.





# meeting room set configurations

Below is an overview of guidelines for optimal spacing and safety that follow CDC standards on 25% occupancy. Your Benchmark event planner is available to consult on a case-by-case basis to help you better understand user needs and preferences, as well as state and CDC guidelines. For more detailed information, see [Benchmark's Suggested Guidelines](#).

- Theater Set/Ceremonies: Enhance spacing between chairs to 3 feet or more.
- Classroom Pods: Maximum of 4 versus 6.
- Classroom Set: 1 versus 3 per 6-foot table or 2 versus 3 per 8-foot table.
- Ovals: Maximum of 3 versus 10.
- 72-inch Rounds: Maximum of 4 versus 10.
- Crescent Ovals: Maximum of 3 versus 7.
- Team Spaces: Reduce available seats in public areas and office team rooms by 1 chair per 40 square feet.
- Receptions: Evaluate larger spaces for 25% room occupancy. Promote outdoor use and offer passed items rather than self-serve display buffets.



- Bars: Set 1 per 30 guests versus 1 per 100 guests.
- Hospitality Suites and Staff Office Spaces: Limit capacity to 25% occupancy or less than 10 people.
- Keep lines moving quickly, whether at event registration, points of service execution or retail checkout.
- Seating capacities and floor plans should be reviewed on an event-by-event basis to ensure appropriate physical distancing that follows state/county/city guidelines. Create social distancing layouts for function spaces and add this as a category to capacity charts. Recommend event attendees spread out and control mingling during mealtimes by ensuring the appropriate size venue. Adopt measures such as reducing operating capacity to allow for more spacing, placing markers on the floor where people line up, and incorporating alternating seating.
- Stagger entry and exit timing into events (i.e., entry and exit by batches of participants) and increase the number of entry and exit points into the event venue where possible.



# operating standards

Following are the enhanced sanitization standards for meeting spaces:

- Sanitize shared equipment and meeting amenities before and after each use, or ensure single use if they are not able to be sanitized.
- Replace all linens, including underlays, after each use. Transport clean and soiled linens into and out of the meeting rooms in sealed single-use plastic bags.
- Place hand sanitizer stations in multiple locations to encourage CDC-recommended hand hygiene. Make disposable wipes available so that commonly used surfaces can be wiped down before each use.
- Increase the frequency of cleaning often-touched surfaces in the common areas, such as workstations, countertops and doorknobs. Use cleaning and disinfectant products with EPA-approved chemicals rated for emerging viral pathogens.
- Thoroughly clean all hard surfaces in meeting spaces and disinfect arms of chairs and other detailed surfaces nightly.
- Assign a restroom monitor/attendant during times of frequent use.
- Clean high-touch surfaces in common areas nightly.
- Clean podiums and all IT equipment in meeting rooms between classes and after facilitator use.

- Clean classrooms during lunch and refreshment breaks by wiping all tables and hard surfaces with sanitizer solutions.
- Post signage outside of meetings and events reminding guests of appropriate physical distancing guidelines.
- Consider contactless check-in using badge scanners.
- Consider UV wands to evaluate cleanliness.



Following are the new guidelines for meeting supplies:

- Pads and pens are discouraged and should only be offered at planner discretion.
- Make disinfectant wipes available in all public areas and shared spaces, including print and facilitator areas.
- Consider offering white boards and markers. Sanitize markers and boards nightly.
- Consider offering meeting kits that are sanitized nightly and replaced weekly.
- Reduce quantities in supply closets and sanitize nightly.
- Consider offering individual hand sanitizer pumps on classroom tables.
- In addition to masks and disposable gloves, consider having CSAs wear fabric work gloves.
- Direct public space attendants to prop open restroom doors or any frequently used doors during high-volume break times.
- Consider offering a restroom attendant.
- Develop safe team-building activities by reducing shared tools and increasing spacing.
- Establish protocols for vendors setting up décor and props, staging and performing on the property.
- Party favors should be individually wrapped and include signage of company providing items.



- Set up meeting tables without linens, but if linens are used, replace after each use.
- Staff should use gloves and sanitizer when assisting with placing and collecting meeting materials and social décor items.
- Provide individually wrapped pens or sanitizer solution for guests signing registration logs or guestbooks.



# additional considerations

- For general sessions, utilize IMAG or webcast streaming of plenary speaker into individual breakout rooms.
- Provide advanced technologies and have an audio-visual team in place to take all or a portion of meeting sessions virtual.
- Consider offering as an upgrade internet bandwidth levels appropriate for large, high-quality virtual meetings, including simultaneous sessions and special features such as Q&A, polling, word clouds and heat maps.
- Provide multiple plenary sessions to minimize crowd sizes.
- Provide lunch service into multiple locations to minimize crowds.
- Redesign lunch break scheduling minimums so that no more than 30 to 50 people are in each time slot.
- Schedule group morning and afternoon breaks to reduce break station and restroom traffic by assigning times by room location.
- Roll in refreshment breaks to breakouts rather than using shared conferee kiosks.
- Space classroom usage across conference floor to spread traffic to restrooms and break stations.
- Install automatic doors or consider alternative touchless door solutions.
- Revise banquet event orders and contract language to include guest and third-party protocols and standards for distance awareness and sanitation guidelines.





# food service & buffets

- Provide bottled water in lieu of water carafes on meeting tables and water stations. Where available, touchless refillable water stations are a good alternative when used in accordance with sanitizing protocols.
- All food and beverage items are to be individually plated and served with condiments in individual PCs or sanitized individual containers. Coffee and other break items should be attended and served.
- Elevated and fully curated boxed meals are recommended, followed by plated.
- All buffet and self-serve style events should be suspended for the time being, with all food served individually portioned. However, in the event a client desires buffet-style service, the meeting/group contact must sign a release of liability.
- All food and beverage prepared for buffet offerings must be procured, prepared, held and distributed using food safety standards.
- Food prepared for a buffet must be produced by trained food handlers who are screened for potential illness before working.
- Food runners, buffet attendants and food handlers must undergo a health assessment as permitted by law.







- As opposed to large-volume hot/cold holding units (i.e., chafing dishes), food presentations will be more residential, with batch cooking and food micro-plated to avoid increased guest contact as well as product and surfaces subject to contamination.
- Fixed or stationary buffets should have breath barriers to protect guests/team members by restricting close contact between guests and service personnel.
- Traditional setups should be replaced with multiple single-sided stations. Buffets should be segregated into stations or pods to enhance guest distancing.
- Buffets should have mandatory attendants to ensure product and equipment are effectively monitored. Attendants should wear gloves, masks, hair restraints and clean uniforms, to be changed/refreshed as appropriate.
- All food (hot and cold) should be logged when placed on the buffet. When displayed, hot food must be above 57°C (135°F) and cold food below 5°C (41°F).
- [HACCP](#) log A1 must accompany all buffet items and monitoring procedures.
- Buffet utensils should be washed, rinsed and sanitized every 30 minutes, along with ongoing disinfecting of buffet areas and equipment using approved chemicals.
- Guests will not be allowed to reuse plates, utensils or cups. Flatware should be provided in a rollup.
- Hand-sanitizer stations will be placed in suitable locations near buffet area.
- To-go options should be developed for brunches (holiday or otherwise) or events of mass feedings.



# health & wellness

- Utilize temperature/health screening measures, including refusing to admit those who are unwell to events.
- Include the nutritional content of each meal being served for attendee awareness.
- Incorporate plant-based diets for groups and event catering. Vegan, gluten-free, dairy-free and vegetarian options should all be provided.
- Menus should include protein- and fiber-rich foods with low glycemic indexes, such as fish, chicken and vegetables. In addition, include foods such as legumes and avocados, as well as other examples of brain food that keep attendees feeling full, alert and focused.
- Menus should avoid heavy foods that weigh down guests, as well as snacks and foods that are high in sugar. This can help fuel creative brainstorming sessions.
- Large events should keep common allergens completely off menus, such as shellfish or nuts.
- Ensure that meeting planners and guests have access to registered dieticians and/or nutritionists.



- Develop non-alcoholic craft mocktails or low alcohol-by-volume beverages.
- For shorter-duration (several hours) and longer-duration (several days or weeks) meetings and events, meeting places should be well stocked with on-demand snacks and small bites, as well as a variety of hot and cold drinks to provide the extra energy participants will need to get through their days.
- Make snacks available throughout the entire day, not just within break periods, as meeting participants may be on different eating schedules or time zones.



# human resources



# human resources

The following return-to-work protocol has been implemented to ensure the safety and well-being of all we serve. In addition to these requirements, all properties should follow the guidance set forth by their state, local government and health officials.



# general workplace safety considerations

The Centers for Disease Controls and Prevention (CDC) released [guidance](#) to assist employers in making decisions regarding reopening during the COVID-19 pandemic. You should continue to follow the recommendations issued by state and local health departments and shelter-in-place orders when determining the most appropriate actions to take.

When reopening, the following safety actions must be in place before you open:

- Promoting healthy hygiene practices.
- Intensifying cleaning, disinfection (e.g., small static groups, no large events).
- Nonessential travel must be permitted by authorities.
- Spacing out seating (more than 6 feet) and staggering gathering times.
- Restricting use of any shared items and spaces.
- Training all staff in above safety actions.

The CDC also recommends that you only reopen after you have implemented safeguards for the ongoing monitoring of employees, including:

- Encouraging employees who are sick to stay home.
- Establishing routine, daily employee health checks.
- Monitoring absenteeism and having flexible time-off policies.
- Having an action plan if a staff member gets COVID-19. Follow the [Positive COVID-19 Employee Procedure](#).
- Creating and testing emergency communication channels for employees.
- Establishing communication with state and local health authorities.





Employees will be required to follow the CDC guidelines for preventing the spread of respiratory viruses. They include:

- Avoid close contact with people who are sick.
- Avoid touching your eyes, nose and mouth with unwashed hands.
- Wash your hands often with soap and water for at least 20 seconds. Use an alcohol-based hand sanitizer that contains at least 60% alcohol if soap and water are not available.

Stay home when you're sick. Staying home allows you to get the rest you need to get well, and also helps to reduce the spread of illnesses such as viruses. Please continue to follow the time and attendance protocols for your property. For questions, please contact your human resources representative.

Special accommodations for members of a vulnerable population:

- For purposes of this guidance, these include elderly individuals and those with serious underlying health conditions, including high blood pressure, chronic lung disease, diabetes, obesity, asthma, and those whose immune system is compromised, such as by chemotherapy for cancer and other conditions requiring such therapy.

Employees who feel unsafe to report to work but are not included in the vulnerable population

- As we enter the beginning phase of the opening process, if an employee does not have an underlying health condition they must report to work (unless they are eligible for a regulatory leave of absence). If they refuse, they will be considered to have voluntarily resigned. Please see the voluntary [Resignation Letter Template](#) to be provided to the employee.



# employee health monitoring

## Thermal Screening

All employees who report to work will be required to have a temperature screen upon arrival.

- You are required to purchase a thermal temperature device that does not expose the tester to bodily fluids.
- Please see the PPE section for the appropriate PPE for those employees conducting temperature screenings.
- Points of entry will be limited to allow the designated team member(s) the ability to conduct noninvasive temperature checks. Track that temperature checks are completed for all employees working that day. Do not record the temperature, just that you uniformly completed checks for each individual to ensure compliance.
- You should not collect medical information from an employee when taking their temperature. Instead, use a real-time thermometer and immediately inform employees in a private setting if their temperature is above 100.0°F.
- Anyone displaying a temperature over 100.0°F will be taken to a private, isolated area for a secondary temperature screening.
- Employees confirmed to have a temperature over 100.0°F will not be allowed entry to the property and will be directed to go home and contact their medical provider.

- You should complete an incident report form that states: "Employee sent home due to failure to pass temperature screening."
- Employees who have been sent home due to a temperature over 100.0°F will be required to have a release to return to work from their medical provider.
- If you are made aware of an employee testing positive, follow the [Positive COVID-19 Employee Procedure](#).

*Note: In the State of California if your location is subject to the California Consumer Privacy Act (CCPA), then you must provide employees a CCPA-compliant notice prior to or at the same time as your collection of this information.*

## Health Questionnaire

All employees that report to work will be required to answer the [Return To Work Information Form](#) when they return to work. Regular and ongoing [Employee Health Questionnaire](#) may be utilized to monitor employee health. Questionnaires must be maintained in the employee's confidential health file, separate from their employee file.



# personal protective equipment (ppe)

Appropriate PPE will be worn by all employees based on their role and responsibilities and in adherence to state or local regulations and guidance. Training on how to properly use and dispose of all PPE will be mandatory. Please see the attached [PPE List](#) for details by position.

## Masks

The CDC recommends the use of simple cloth face coverings to slow the spread of the virus, given that a significant portion of individuals with COVID-19 lack symptoms.

- Until further notice, employees who report to work will be required to wear a mask covering their nose and mouth at all times while at work, including to and from their vehicles. Masks can be removed while an employee is alone in their personal closed office but not in cubicle spaces. The company will be required to provide or reimburse the employee for the cost of the masks (if required).

## Gloves

Gloves will be provided to employees whose responsibilities require them.

## PPE For Employees Conducting Temperature Screening

To protect the individual who is taking employees' temperatures, the safest thing to do would be to assume the testers are going to be exposed potentially to someone who is infected who may cough or sneeze during their interaction. The following PPE should be provided:

- Gloves
- Gown
- Eye/face protection (i.e., goggles, face shield)
- NIOSH-certified, disposable N95 filter facepiece respirator

Source: [OSHA's website](#) provides additional guidance for healthcare employees, including recommendations on gowns, gloves, approved N95 respirators, and eye/face protection.

## Hand Sanitizer

- Hand sanitizer dispensers, touchless whenever possible, will be placed at employee entrances and contact areas such as driveways, reception areas, hotel lobbies, restaurant entrances, meeting and convention spaces, elevator landings, pools, salons and exercise areas.
- Hand sanitizer dispensers will be provided throughout the back of house in touchless dispensers for employees.



# physical distancing

Employees will be required to practice strict physical distancing while at work, including to and from their vehicles and while on break. In back-of-house areas, physical distancing protocols will be used in the employee dining rooms, uniform control areas, training classrooms, shared office spaces and other high-density areas in order to ensure appropriate distancing between employees.

You should consider adapting the physical workplace to permit social distancing, to the extent feasible, to include:

- Remain 6 feet from other people.
- Gatherings of 10 or less are permitted where strict social distancing protocols are able to be practiced. (Follow state and local government guidelines.)
- Close common areas where personnel are likely to congregate and interact, where strict social distancing protocols are unable to be practiced, or implement staggered access to those areas.
- Establish protocols regarding elevator maximum capacity.
- Reduce communal bathrooms to a maximum capacity.
- Place partitions between receptionists and others who may directly interact with the employees.

- Separate employees who work in adjacent cubicle spaces.
- Remove every other chair in break areas and lunchrooms.
- Add partitions to tables where employees congregate during breaks.
- Require employees to walk in designated one-way lanes in hallways and corridors to avoid “head-on” pedestrian traffic.
- Utilize HVAC engineering to potentially increase the number of air changes in your workplace.
- Follow food and beverage protocols outlined for employee cafeteria.
- Provide hand sanitizer stations outside each restroom and each door that is commonly touched or used.
- If possible, arrange for pick-up and drop-off delivery of packages to be done outside.

Spatial requirements vary widely based upon the location at issue. Seek guidance from your Operational VP about each particular area prior to reopening.





# covid-19 training

All employees will receive training on COVID-19 safety and sanitation protocols, with more comprehensive training for our teams with frequent guest contact, including housekeeping, food and beverage, public area department, hotel operations and security.

Training must include but not be limited to the following:

- Up-to-date COVID-19 overview
- Proper affixing and removal of personal protective equipment
- Proper handwashing technique
- Hazardous communication
- Proper sanitizing technique

# daily pre-shift & timekeeping

Employee pre-shift meetings will be conducted virtually or in areas that allow for appropriate physical distancing between employees. Larger departments will stagger employee arrival times to minimize traffic volume in back of house corridors and service elevators.

Hand sanitizer will be available at each timeclock location, and employees will be required to sanitize their hands before and after clocking in.

Our management team will ensure that constant communication and proper PPE and sanitation procedures are followed and updated per the latest expert guidance.



# back-of-house signage

Post signage throughout the property reminding employees of the following:

- Proper way to wear, handle and dispose of masks, gloves and other PPE.
- Sneeze and cough in tissue and discard.
- Avoid close contact with people who are sick.
- Avoid touching your eyes, nose and mouth with unwashed hands.
- Wash your hands often with soap and water for at least 20 seconds. Use an alcohol-based hand sanitizer that contains at least 60% alcohol if soap and water are not available.
- Stay home when you are sick. Staying home allows you to get the rest you need to get well, and also helps to reduce the spread of illnesses such as viruses.

The following posters for back-of-house areas are provided in the Resources section of this document: [How to Protect Yourself and Others](#), [Handwashing](#), [Stop the Spread of Germs](#).

# increased sanitization

## Back of House

The frequency of cleaning and sanitizing will also increase in high-traffic back-of-house areas, with an emphasis on the employee dining rooms, employee entrances, uniform control rooms, employee restrooms, loading docks, offices, kitchens, desks and training classrooms.

## Shared Equipment

Shared tools and equipment will be sanitized before, during and after each shift or any time the equipment is transferred to a new employee. This includes phones, radios, computers and other communication devices, payment terminals, kitchen implements, engineering tools, safety buttons, folios, cleaning equipment, keys, time clocks and all other direct-contact items used throughout the property. The use of shared food and beverage equipment in back-of-house office pantries (including shared coffee brewers) will be discontinued.



# covid-19 employee responsibilities

Employees are expected to monitor their own health and stay home if they do not feel well. Employees will be required to sign and adhere to the COVID-19 Company Policy, which speaks to strict adherence to the CDC requirements for preventative measures, consent to screening, the wearing of required PPE, and social distancing protocols, as well as reporting of a confirmed or suspected case of COVID-19.

## **Reporting a Confirmed or Suspected Case of COVID-19**

Employees must be given clear instructions on how to respond swiftly and report all suspected cases of COVID-19. Employees should contact a manager if they notice a coworker or guest with a cough, shortness of breath or another known symptom of COVID-19.

## **Employees or Guests Who Begin Exhibiting Signs of COVID-19 While On Property**

Employees and/or guests who are exhibiting any of the symptoms of COVID-19 while at the property are instructed to immediately notify their manager or hotel designee.

# positive & suspected case notification

If you are alerted to a positive or suspected case of COVID-19 at the property, please contact your VP of Operations and Home Office HR. Begin utilizing the [Positive COVID-19 Employee Procedure](#).

# visitors

A key aspect of keeping your employees safe is to ensure that all visitors at the site are healthy. A sample [Visitor Door Signage](#) is provided that you can display at your entrance to discourage sick visitors from entering.



# resources





# operational resources

[Alcohol To-Go »](#)

[Benchmark's Suggested Guidelines »](#)

[Hazard Analysis Critical Control Point \(HACCP\) Plan »](#)

[Avendra—Ramp-Up Handbook »](#)

[COVID-19 Operational Recommendations »](#)

[Laminated Floor Decals »](#)

[Avendra—Reopening Procedures »](#)

[Ecolab »](#)

[Property Relaunch »](#)

[Avendra—Sanitation Checklist »](#)

[FDA Best Practices »](#)

[Public Space STO »](#)

[Avendra—Supplier and Customer Delivery »](#)

[Guestroom Removal Checklist »](#)

[Scalable Outlet Operations Model »](#)

[Avendra—Supplier Initial Order Lead Time »](#)

[Guestroom STO »](#)

[ServSafe Certification »](#)

[Technology-Based Solutions »](#)



# HR resources

[COVID-19 Company Policy »](#)

[PPE List »](#)

[Employee Health  
Questionnaire »](#)

[Resignation  
Letter Template »](#)

[Handwashing »](#)

[Return to Work  
Information Form »](#)

[How to Protect Yourself  
and Others »](#)

[Stop the Spread of Germs »](#)

[Positive COVID-19  
Employee Procedure »](#)

[Visitor Door Signage »](#)

