

Hotel Best Practice: Hotel closure or evacuation due to COVID-19

Purpose & Requirements

To provide the operating processes and procedures to follow in the event a property needs to be evacuated and closed due to Coronavirus (COVID-19)

Emergency Response Team

- Follow advice and actions as outlined by local health and government officials.
- Refer to the following protocols:
 - Employee becomes ill at work and or believes they have been exposed to (Coronavirus COVID-19)
 - Employee tests positive for Coronavirus (COVID-19)
 - Guest becomes ill and or believes they have been exposed to Coronavirus COVID-19)
- Discuss property closure with VPO and Ownership. Determine the closure date.
- Schedule daily update briefing during the evacuation and closure.
- Account for all personnel and guest after property evacuation is complete.
- Dismiss all non-essential personnel after property evacuation is complete.
- Manage all aspects of property shutdown. Lock the property Front Doors.
- Schedule daily Security briefings past closure.
- Determine the engagement of outside cleaners.

Division Protocols

Dept: Human Resources Primary: Human Resources Director & Human Resources Coordinator

- Contact HO HR and set up communication protocol.
- Pull PTO reports
- Union properties should inform the Union rep about the closure.
- Develop FAQ for staff in conjunction with the Sales team. Ensure alignment in messaging
- Verify there is contact info for all employees
- Communicate the script developed with HO HR to all employees via shift line ups, email and other media.
- Clean the office and remove all trash.
- Ensure all staff is accounted for after the closure.
- Set up VM message on the HR phone utilizing the script developed with HO HR.
- Set up VM message on the HR phone utilizing the script developed with HO HR.
- Create a communication group to continuously update the staff during the closure and date of return (when that is established).

Dept: Guest Services Primary: Front Office Manager & Front Office Supervisor

- Staff the front desk with ample personnel to affect an orderly check out of guests.
- Implement notification procedures for employees and guests on public area bulletins including elevators. To ensure an orderly evacuation, contact guests and inform them of their checkout times. Make sure to collect room keys or change key codes so that guest cannot return to their rooms.
- Determine if any guests require transportation. If there are:
 - Arrange for enough vehicles to evacuate guests.
 - If necessary, secure all excess baggage in predetermined locations and give guests a receipt for their baggage left behind, and take luggage to an upper floor.
- At the time of checkout, provide guests with directions, maps, and transportation.
- Telephone auto-attendant recording changed to advise guests of operation's closure and giving telephone number to contact at a central location – location to be determined.
- After all guest transactions have been posted and Maestro and Phone systems are ready for shutdown, send an email to the IT Director to notify HO IT that the property is ready for assistance in shutting down the property's equipment.
- Secure all equipment such as Bell carts and lock all Guest Services area.

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OWNER
ADVISORY
GROUP

Hotel Advisory & Asset Management Services

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Dept: Sales & Reservations Primary: Director of Sales & Marketing & Director of Revenue Management

- Implement communication procedures to communicate to all future guests that have reservations arriving during the closure.
- Create a script and ask each Sales Manager to reach out to their group contacts regarding the closure. Any group that falls within the closure period and at least two weeks beyond that.
- Follow emergency PR protocol for communication with media (if needed).
- Communicate with HO to set up appropriate messaging on the website and phone voicemails.
- Communicate with HO to setup appropriate messaging on the Electronic platforms.
- Change all availability to zero in the PMS and all distribution channels.
- Inform OTA's and Wholesalers of the hotel closure.
- Develop FAQ for remote reservation calls.
- Call and cancel all Catering functions such as a weddings etc.
- Address on hold message on the main hotel number.
- Create closure notices for the property.
- Create a script for staff answering phones and security personnel manning the building.
- Contact IT to set up reservations and call forwarding for the sales line.
- Contact IT to power down all devices and to set up remote access.
- Clean the office area and remove all trash.
- Turn off lighting, adjust HVAC and secure the office.

Dept: Housekeeping Primary: Dir of House Keeping & Dir of Rooms

- Physically check each room to make sure everyone has evacuated, and no personal belongings have been left behind.
- Shut down all vacant rooms.
 - All lanai furniture brought in.
 - Verify all windows and doors are tightly closed and locked.
 - Place towels in sliding glass door tracks.
 - Close all blinds, drapes, shutters.
 - All garbage and food thrown down the trash chute (including in refrigerator).
 - Dishwasher started.
 - All lights out.
 - If applicable, place all door mats inside units.
- Park a fully stocked maid cart in a vacant room or storage room on each or every other floor of the building. This will help staff to resume cleaning operations after the crisis if the elevators are out, eliminating the need to carry heavy supplies up the stairs.
- Inventory all supplies and linen. Power down all equipment and lighting.
- Secure all Housekeeping areas.
- In case of an inhouse Laundry, ensure all dirty linens are washed, then power down all equipment and secure the laundry facility.

Dept: Recreation Primary: Recreation Manager

- Secure any outside equipment or bring it inside for storage.
- Clean the area and remove all trash.
- Contact IT to power down any devices and applications.
- Turn off all lighting, adjust HVAC temp and secure the area.



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Dept: **Food & Beverage** Primary: **Director of Food & Beverage and Executive Chef**

- Inventory and secure all non-perishables. Lock all storage areas.
- Clean all areas and utensils.
- Secure any and all outside equipment or bring them indoors.
- Turn off all lighting, adjust HVAC temp and secure all Restaurants and Meeting spaces.
- Coordinate with IT Dir to shut down all devices and applications.
- Effectively communicate the plan of action to all division team members in coordination with property leadership.
- Ensure menus/offerings as well as hours of operations visible by the public are updated as appropriate.
- Examine upcoming events and proactively communicate to guests in coordination with catering and conference services teams.
- Evaluate all par levels on dry goods and disposables.
- Pay attention to expiration dates on perishable items. Discard perishables first; save frozen goods and items w/ a longer shelf-life.
- Aim for zero food waste – take items that are not served to first responders or to emergency personnel. Consider providing products may go unused or risk of loss to a local food bank or similar venue which supports the local community.
- Stop current and future orders in process. Inform distributors/suppliers and third-party contractors of closure and anticipated date of re-opening. In preparation for re-opening communicate when full services may be available again. Be realistic and assess the resources you have available and on hand.
- In coordination with property Engineering teams, ensure all gas used for cooking is shut off, devices/equipment requiring electricity are unplugged.
- In coordination with property Security teams, secure all refrigerators, freezers, dry storage, office and any other area which may contain assets of innate value.
- Complete an exhaustive inventory are taken on food, beverages, disposable products and paper goods. Know how many days on hand inventory you have so you can proactively manage supply as appropriate.
- Ensure inventory is taken on chemicals to clean and ensure food safety.
- Process all service-related equipment (i.e. utensils, plates, glassware, etc.) and secure.
- Remove any/all garbage from kitchens/production areas, outlets and event spaces.

Dept: **Administration** Primary: **Director of Finance**

- Clean the office area and remove all trash.
- Account for and remove any pertinent files.
- Contact IT to power down any devices and to ensure remote access is set up for working remotely.
- Turn off all lighting, adjust HVAC temp and secure the area.
- Coordinate/determine owner expectations of accounting during closure and Notify regional accounting
- IT will need to verify systems with DOF including VPN or other access abilities for all transactional systems remaining.
- Coordination payroll process.
- Coordinate mail process.
- Notify critical vendors.
- Place Services on hold that will not be required.
- Coordinate check runs for AP.
- Process Guest Refunds.
- Collect, Audit, and Deposit House Banks.
- Coordinate collection process for remaining Accounts Receivables.
- Place recordings in Accounting for vendor and guest communication about closure.
- Document Closing Inventory Counts and lost product to be written off.
- Insurance Claim – communicate and coordinate process for interruption of business or other required insurance claims.
- Place recordings in Accounting for vendor and guest communication about closure.

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Dept: Information Technology Primary: Director of IT

- Contact HO IT (VP of IT) for guidance.
- Ensure IT Director has physical keys for
 - Access into the building
 - Access into MDF's or IDF's in the event the electronic key system has an issue
- If property has generator, please test and put a load on it.
- All server rooms (MDF) and closets with networking equipment (IDF's) must continue to have power and all equipment (Firewall, network switches, servers and any workstations) in these locations must stay powered on.
- All workstations need remain on but logged out.
- All credit card devices need to remain on.
- All timeclocks need to remain on.
- Devices that can be powered off:
 - Monitors on workstations.
 - Printers.
 - Copiers.

Ensure remote connectivity to the property.

- IT personnel:
 - Ensure you can remotely reboot any servers using ILO.
 - Test any back-up circuits.
- Staff with laptops:
 - Ensure their VPN access works
 - This can be tested on property by having users connect to the guest Wi-Fi and have the laptop user test VPN connectivity.
 - Test applications to be used via VPN.
- Staff without laptops (if approved by manager):
 - No VPN access from no property computers or laptops:
 - These users can remote control their property workstations from a personal computer or laptop with a remote-control product called Kaseya:
 - Property workstation must be powered on.
 - IT director will submit a ticket requesting Kaseya access.
 - User must have a cell phone (Required for multifactor authentication – MFA).
 - User must have some sort of internet connectivity (high speed would provide the best experience). Don't use your cell phone as this can get very expensive.
 - IT Director will need to provide a phone number to the users in case they need support (not HO help desk number) systems.

Even though the property is closed night audit still needs to occur daily so make sure this can be done remotely.

- Phone System:
 - Discuss with GM or DOF on direction for forwarding calls (if required).
 - On-site reservations:
 - Ensure all agents are logged out. This will automatically route all reservation calls to the next group (Home office or third party).
- Report back to Corporate IT (VP of IT) that the following is completed.



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Dept: Maintenance Primary: Director of Facilities & Engineering

- Make sure all utility shutdown is complete and all non-essential staff have left the property. An orderly shutdown is important to avoid confusion and property damage. As long there are people in the building, it is inevitable that utility shutdown will affect other operations at the property. For this reason, it is essential that all personnel know the planned time of day for each system shutdown. Obtain the specific instructions for shutting down facility systems from the Emergency Binder located in the Emergency Operations Center.
- Shutdown and unplug power of phone and intercom systems per vendor instructions as located in the Emergency binder and posted on wall in phone room. Verify that all remaining personnel have a working two – way radio in their possession.
- Double check to verify shutdown of all minor equipment. When electric, gas and water service returns, all equipment that was left on before shutdown will come on. A large load all at once can trip circuit breakers. Water faucets left on can cause a flood.
- Park and lock off elevator to avoid possible flood damages. Shut off power to elevator. Park elevators on first elevated floor of all buildings
- Shut main gas and water valves and tag. Disconnection / shut down should occur at pre-designated time of day so that any remaining occupants will be prepared. An announcement over the two-way radio will usually identify anyone that still requires these utilities to be live. When turning off the water, be sure that fire-fighting water is left on. The domestic water piping is separate from the fire mains at some properties. Check to see how the property is plumbed. Don't leave faucets open as contaminated water may enter the water supply.
- Evacuate non-essential personnel after facility shutdown is completed.
- Should the circumstances allow, and the property decide to keep a skeleton crew on property at all times, then there is no need to shut off the utilities.

Dept: Security Primary: Director of Security & Director of Operations

- Divide the property into zones and assign each zone to Manager or Security personnel.
- Ask the abovementioned to inspect the following:
 - All outside equipment is secure or brought in.
 - All equipment is turned off.
 - All windows and egress are secure.
 - All lights are turned off.
 - HVAC is adjusted to right temp.
 - All entry doors are secure.
 - Advise Dir of Security/ DOO of any concerns.
- Place closure signs on all outside doors and entry areas.
- DOO and Dir of Security to walk the property perimeter for a final check.
- Lock the property front doors and post the closure signs.
- During Closure, plan for following protocol:
 - Schedule Security & Maintenance staff to patrol the property and man key entry and exit points of the building.
 - Ensure Team Leader/ Supervisor has keys to access the property in case of an emergency.
 - Create and share script with Security team in case any questions are asked.
 - Create a log to record any visitors.
- Conduct a daily shift meeting (remotely if needed)