

L.A. COUNTY ECONOMIC RESILIENCY TASK FORCE
“RESTAURANT & HOSPITALITY SUB-COMMITTEE”

Hospitality Working Group
Recommended Protocols

Updated 6-17-20

- I. Short-term Strategy
 - ✓ Allow Individual Travelers – Business/Leisure
 - “Employee Experience” (submitted 6-6-20)
 - “Guest Experience” (submitted 6-6-20)

- II. Mid-term Strategy
 - Plan Large Meetings
 - Allow SMALL Meetings
 - Small Meeting Protocols (attached)

- III. Long-term Strategy:
 - Allow LARGE Meetings
 - Large Meeting Protocols (attached)

Please join in thanking the approximately 20 General Managers and owners from hotels throughout Los Angeles County representing properties from the County’s diverse regions, from small and large hotels, to independents and major brands at all price points for their tireless contribution and collaboration to recommend protocols to lead recovery of the hospitality and tourism sector which has been a powerful economic driver for L.A. County.

Hospitality Working Group

Chaired by:

Javier Cano, VP and Market General Manager
JW Marriott Los Angeles LA LIVE, The Ritz Carlton Los Angeles

Employee Experience:

Co-Chair:
Vaughn Davis, General Manager
Dream Hollywood

Karen Englund, General Manager,
Renaissance Long Beach Hotel

Kathleen Gosselin, General Manager
The Avalon Hotel

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Sandy Murphy, General Manager
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Guest Experience:

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Le-Merigot - JW Marriott

Mark Beccaria, President
Ames-Warner Corporation

Peter Kwong, Owner
Best Western Plus Dragon Gate

Edward Mady, Regional Director of West Coast USA and General Manager
The Beverly Hills Hotel & Bungalows

Michael Newcombe, General Manager
Four Seasons Los Angeles

Nick Rimedio, General Manager
La Peer Hotel

Mark Sokol, Owner
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Meetings – SMALL and LARGE Meetings:

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Terri Haack, President
Terranea Resort

Niles Harris, General Manager
Intercontinental Los Angeles Downtown

Peter Humig, General Manager
Beverly Wilshire A Four Seasons Hotel

Scott Mills, General Manager
The Garland Hotel

Ken Pilgrim, Managing Director
The Westin Bonaventure Hotel and Suites

Jeff Zarrinam, President and CEO
Hollywood Hotel

L.A. COUNTY ECONOMIC RESILIENCY TASK FORCE
“RESTAURANT & HOSPITALITY SUB-COMMITTEE”

Hospitality Working Group Recommended Protocols
SMALL and LARGE MEETINGS

Updated 6-17-20

The Hospitality Working Group earlier submitted Recommended Protocols for the Short-term Strategy: Individual Traveler, which the County reviewed and considered, and on June 10 announced that Hotels in L.A. County will be able to accept individual leisure and business travelers.

The Hospitality Working Group is now submitting its Recommended Protocols for accommodating Small Meetings and planning and hosting Large Meetings.

Must Act NOW to Protect Small & Future Large Meetings in L.A. County

To mitigate loss of economic impact resulting from cancellation and loss of potential meetings, it is imperative the County establish and approve guidelines to allow meeting planners to move forward with hosting small business meetings, as this is a critical business component to hotels/motels of all sizes. Also essential to hotels and very important to Los Angeles residents and their families is the opportunity to proceed with special celebrations already planned such as weddings, quinceaneras, and family reunions.

Larger meetings and social events over 100 persons need longer lead time to plan and execute, so approved County protocols are needed now. While not permitted for a while, meeting planner and social event planners want and need to understand the expected protocols in order to proceed, thereby protecting existing and future business for hotels within L.A. County.

Mid-Term Strategy: Allow SMALL Meetings & Plan LARGE Meetings

As the County and State relax restrictions, there are L.A. County approved protocols for church attendance, as well as restaurant distance configurations that are relevant to the County's consideration of recommended protocols for safely allowing small meetings to take place.

To bring Angelenos back to work as quickly as possible, it is important for the County Public Health and County Board of Supervisors to understand the immediate need to enable hotels/motels to accommodate small meetings or gatherings up to 100 people while complying to County sanctioned physical distancing requirements. As was illustrated in the earlier submitted rationale to allow individual travelers, the hospitality sector is uniquely qualified to control small group distancing and safety protocols because they are in total control of the on-site experience.

As mentioned earlier, hotels/motels depend heavily on social gatherings that include weddings, quinceaneras, anniversary celebrations, and family reunions that are difficult and challenging for families to reschedule. Many properties have a booked calendar of these type of events for the summer, fall and winter timeframe, and most clients are willing to scale back the event size if they can preserve their special date.

STR, a leading hospitality research firm, reports the average hotel size in Los Angeles County is comparatively smaller and more spread out compared to other destinations with a total inventory of 965 hotels with an average of 92 rooms. This underscores the need to allow hotel/motel properties throughout Los Angeles County to accommodate small meeting as soon as possible, as the recovery of many L.A. County properties depend on the small meetings business.

Northstar Meetings Group recently conducted a Planner Sentiment Pulse Survey in June 2020 which showed that 60% of meetings/event planners surveyed expect to see more growth in the future for smaller meetings with attendance size of 0-40 attendees.

Corporate and small meeting planners are already being aggressively pursued by states outside California, and by counties within California that expect Los Angeles County to be slower in allowing meetings to occur.

The Hospitality Working Group has reviewed a number of respected and global industry guidelines incorporating new meeting protocols with respect to social distancing and safety and health concerns that specifically address small meetings. Sources are listed later under Resources

To illustrate the flexibility of managing physical space to maintain social distancing in meeting environments, the Hospitality Working Group has included protocols and schematics to address the following areas:

- Physical Distancing
- Personal Protective Equipment and Sanitizers
- Operation Processes
- Partnering with Meeting Planners
- Meeting Registration
- Banquet and Food/Beverage
- Small Meeting and Event Space
- Vendor Partners

Long-Term Strategy: Allow LARGE Meetings

While it is understood by the Hospitality community that Large Meetings will not take place in the very near-term, it is critical to act now to preserve future large meetings in hotels and venues in Los Angeles County. As is true with small meetings, it is even more true for large meetings that competing States and Cities are already capitalizing on Los Angeles's and California's lack of definitive protocols for future large meetings.

U.S. Travel Association, the advocacy voice for tourism nationally, recognizes the importance of business travel and specifically the contribution of the meetings market to the U.S. Its affiliate, "Meetings Mean Business", has released data showing that *"Every dollar spent on face-to-face meetings and business events generates an additional \$1.60 for the U.S. economy."*



According to industry data released by a leading and respected third party meeting planner, CVENT, meetings and events boost the global GDP by more than \$1.5 trillion and impact nearly 26 million jobs. The economic significance of the hospitality industry is undeniable.

Large meetings are essential to rebuild the hospitality industry as Group Business Hotel Revenues from hotels hosting meetings and events are proven to significantly contribute to the Los Angeles County economy as evidenced by the following data from STR, the leading hospitality research firm:

- STR reports in 2019 Group Business demand represented **5.2 million hotel room nights** actualized for Los Angeles County hotels
- STR 2019 Group Hotel Room Night Revenue **\$954 million**
- STR Estimated Group Sales Food & Beverage Spend **\$586 million**

Many competitive city and state destinations are already pursuing and assuring large meetings they will be able to move or book future dates into their destinations as early as July. (look up Arizona, Colorado, Utah...)

While not widely recognized outside the industry, associations and meeting planners that schedule large meetings do many months and even years in advance. Consequently, large

meetings that are booked in Los Angeles County in late fall have been already cancelled and last Q4 2020 and Q1 -Q3 2021 are in serious jeopardy of being cancelled and relocated to other municipalities.

Given the significant impact of large meetings upon multiple hotels and cities within Los Angeles County impacting economic impact and tax revenue, it is imperative that decisions to approve protocols for **large meetings in the future are made as soon as possible, even though the activation/effective date allowing large meetings may not be effective until later in the year.**

In addition to small meeting protocols, the meetings industry has also developed and recommended post Covid-19 protocols for Large meetings. The Hospitality Working Group has reviewed and evaluated many of those industry sources for large meetings in the post Covid-19 environment and have referenced in the Resources Section, as well as all major brand protocols.

With the goal of encouraging L.A. County Public Health to approve protocols for Large Meetings in the future, the Hospitality Working Group has proposed its own recommended protocols in line with the County's safety protocols, to accommodate, manage and control Large Meetings – when the County deems appropriate.

The attached proposed protocols and schematics address the following areas:

- Physical Distancing
- Personal Protective Equipment and Sanitizers
- Operation Processes
- Partnering with Meeting Planners
- Meeting Registration
- Banquet and Food/Beverage & Breaks
- Large Meeting and Event Space
- Vendor Partners

Resources:

- “Covid-19 Guidelines for Events and Gatherings”, published by CDC
<https://www.cdc.gov/coronavirus/2019-ncov/community/large-events/considerations-for-events-gatherings.html>
- “MeetSafe Guidelines”, published by PSAV
<https://www.pcma.org/psav-meetsafe-guidelines-offer-strategy-meeting-during-covid-19/>
- “Meetings Mean Business”, U.S. Travel Association
<https://www.meetingsmeanbusiness.com/coronavirus-resources>
- “Safe Meetings and Events”, produced by Cvent Connect
<https://www.cvent.com/en/blog/hospitality/safe-meetings-events>
- “The New Normal – Considerations for Business Events in Post-Covid 19 World”, published by Freeman
<https://s3.amazonaws.com/freeman-craft/resources/Considerations-for-Business-Gatherings-Post-Covid-19.pdf>
- “Essential Considerations for Safely Reopening Exhibitions and Events”, published by International Association of Exhibitions & Events (IAEE)
<https://www.iaee.com/wp-content/uploads/2020/03/Coronavirus-IAEE-Considerations-for-Organizers.pdf>
- “Planner Sentiment Pulse Survey”, published by Northstar Meetings Group June 2020
<https://www.northstarmetingsgroup.com/uploadedFiles/Select-Pulse-Slides-060220.pdf>
- “Your Guide to Hotel Companies’ Coronavirus Safety and Cleaning Initiatives”, Skift May 2020
<https://skift.com/2020/05/18/your-guide-to-hotel-companies-coronavirus-safety-and-cleaning-initiatives/>
- Los Angeles Tourism & Convention Board Research with STR Hotel Inventory of Los Angeles Country
<https://www.discoverlosangeles.com/Research>
<https://www.discoverlosangeles.com/sites/default/files/2020-05/Submarkets%20-%20Apr%202020.pdf>
- Sample of Re-opening State Websites
 - Governor’s Strike Force to Open **Texas** <https://open.texas.gov/>
 - **Colorado** Safer at Home <https://covid19.colorado.gov/safer-at-home>
 - Back on Track **Indiana** <https://backontrack.in.gov/>
 - **Tennessee** Pledge: Reopening Tennessee Responsibly
<https://www.tn.gov/governor/covid-19/economic-recovery.html>
 - **Florida** Safe. Smart. Step-by-Step. <https://floridahealthcovid19.gov/plan-for-floridas-recovery/>

- Major Hotel & Motel Brands – Health Safety & Cleaning Initiatives

HOTEL BRANDS - HEALTH SAFETY & CLEANING INITIATIVES (SKIFT

Company	Initiative	Guidelines
Marriott	Marriott Global Cleanliness Council	Commitment to Clean
Hilton	Hilton CleanStay	New Standard of Cleanliness
Accor	ALLSAFE	The ALLSAFE Label Framework
IHG	IHG Clean Promise	IHG Way of Clean Enhancements
Hyatt	Global Care & Cleanliness Commitment	Global Cleanliness Accreditation
Omni	Omni Safe & Clean	Stay A Part of Safety
Four Seasons	Lead With Care	Global Program Guidance
Wyndham	Count On Us	Health & Safety Protocols
Choice Hotels	Commitment to Clean	Protocols and Products
Best Western	We Care Clean	Five Key Areas
Loews Hotels	Safety & Well-Being Protocols	Service Promise and Protocols
Red Roof Inn	Red Roof RediClean	Protocols for Employees and Cleaning
Extended Stay America	STAY Confident	Stay Safe, Stay Healthy, Stay Comfortable
American Hotel & Lodging Association	Safe Stay	Safe Stay Guidelines

Hospitality Working Group

SMALL Meetings

(Maximum of 100 Guests)

New recommended practices for both employees and guests to ensure their experience is safe and friendly while following all CDC and local Health department guidance.

Physical Distancing

- Not to exceed 33% of existing capacity.
- Whenever possible, all persons should have at least 6 feet (approx. 2 meters) of empty space to the person closest to them.
- Use signage and other visuals such as floor decals to encourage and promote physical distancing among guests in areas such as buffet lines, breaks, bars and registration.
- Use signage and other visuals to indicate one-way guest traffic flows throughout event space.
- Bars and food stations should be placed to minimize lines and should maintain a safe distance of at least 6' from other set-ups.
- Exhibitions, table and/or booth placements will allow for 6' between fellow exhibitors. Exhibitors are encouraged to use a physical barrier to create distance from attendees. Hotel staff will work alongside event planners to organize attendee traffic flow to organize one-way paths down aisles.

Personal Protective Equipment & Sanitizers

- Face masks or coverings will be required of all guests, employees and outside vendors.
- All employees participating in food and beverage service must adhere to all required CDC guidelines.
- Food stations and bars to be set with employee sanitizing stations, gloves available, trash receptacles and paper towels.
- Barriers measuring 6' tall from the floor must be used in all cases to shield food items and attendants unless completely pre-packaged.
- Hand sanitizer stations, preferably touchless, for guests will be placed in high traffic areas of the event.

Operational Processes

- Cleaning, sanitizing and disinfecting procedures and protective measures will be modeled after CDC and EPA guidelines.
- All meeting room sets (ie. tables and chairs) will be cleaned and sanitized prior to each new set up as well as during scheduled breaks.
- All service equipment, common surfaces and high-touch areas will be sanitized or disinfected after each use.

- All plating equipment, including hot plates, cold plates, belts and hot boxes should be washed and sanitized before and after use.
- Strict adherence to no bare-hand protocol when setting up tables and preparing all guest touch points (e.g. glassware, roll-ups, etc.).
- All soiled linens will be replaced after each use and cleaned per CDC guidelines.
- Where practical, doors will be placed open to limit touch.
- Adjust protocols for cleaning and spacing of meeting room restrooms. Guide guest in adhering to physical distancing protocols for restroom capacities. Increase cleaning and sanitation throughout the event and after heavy break use.

Partnering with Meeting Planners

Hotels are committed to partnering with meeting planners on the execution of a successful event. New and updated practices and protocols will be suggested to ensure the safety and well-being of all guests in attendance.

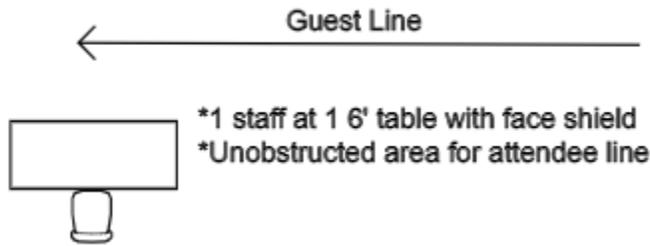
- Encourage registration in advance; send out registration packets, programs and handouts electronically.
- Encourage staggered start and break times when possible to allow for a more moderate traffic flow in and out of the event.
- Schedule longer break times so hotel employees can have time to refresh and clean meeting rooms between sessions and allow time for guests to go to their guest rooms for restroom breaks.
- Leverage technology partners for hybrid virtual meetings and overflow/satellite rooms.
- Encourage guests to keep their same seats throughout the event and over multiple days.
- Rotate presenters vs. having the guests move to different breakouts so that guests can stay in the same room over the course of the entire event.
- Cashless or contact-light transactions will be recommended, when possible.

Meeting Registration

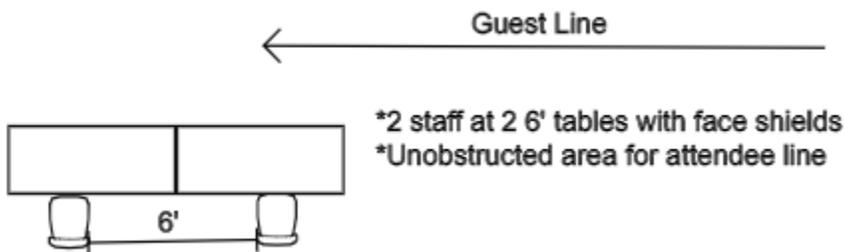
The safety of our guests and employees remain our top priority. Registration sets the tone for the meeting. The following measures should be followed at registration to ease concerns of guests arriving to the event to allow for social distancing and reduced contact.

- Registration tables to be set with a six-foot distance between tables and one chair per six-foot table.
- Encourage the use of face shields to be used by registration attendants.
- Encourage electronic registration options when possible using personal smartphones or tablets.
- Encourage limited single use materials such as name tags and other registration materials where possible.

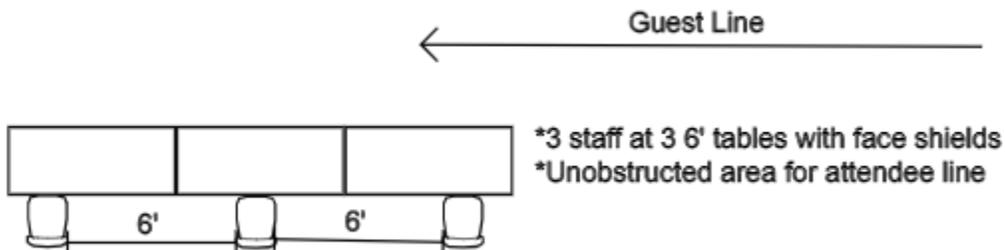
REGISTRATION – DIAGRAM 1



REGISTRATION – DIAGRAM 2



REGISTRATION – DIAGRAM 3



Banquet and Food/Beverage & Breaks

Hotels are committed to continuing to provide the same high-quality food and beverage selections and world-class service our guests and clients have come to expect. New practices and protocols will be implemented to modify and adjust our current offerings to allow for proper social distancing and reduce overall contact where possible.

Physical Distancing Protocols

- All room sets will adhere to the seating capacities and parameters outlined under the Meeting & Event Spaces section of this document.

- Where applicable barriers will be used when and where appropriate for interactions between employees and guests following the CDC and local health departments guidelines (e.g., attendant-served buffets and stations).

Guest Service Modifications

- All self-serve food and beverage items will be replaced with the following:
 - Attendant served buffets or individually plated meals
 - Attendant served receptions
 - Attendant served coffee and other break functions as appropriate
 - Single-use, individually sealed food items will be used where practical
- All cutlery will be provided via flatware roll up or, upon request, sealed individual plasticware.
- All communal fruit and garnish stations will be removed from bars.

Style of Service - Plated Meals

- Discontinue pre-setting food, beverage or condiments on tables
- Plated items to remain covered until actual guest service

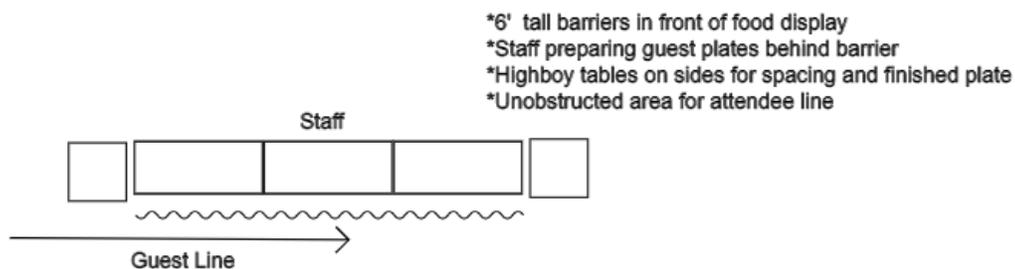
Style of Service - Boxed Meals

- See buffet and action station below for applicable service techniques for these meals - self-service is an option with this type of service as long as it is “grab and go”

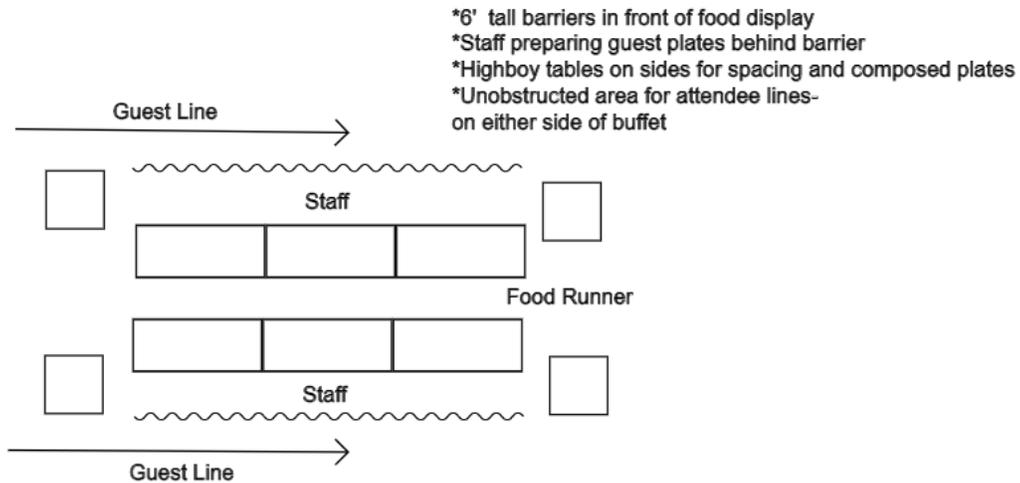
Style of Service - Buffets and Action Stations

- Unobstructed area for lines to form from at least 3' from the buffet, with appropriate space for 6' distancing between guests waiting in line
- Layouts for this style of service noted below:

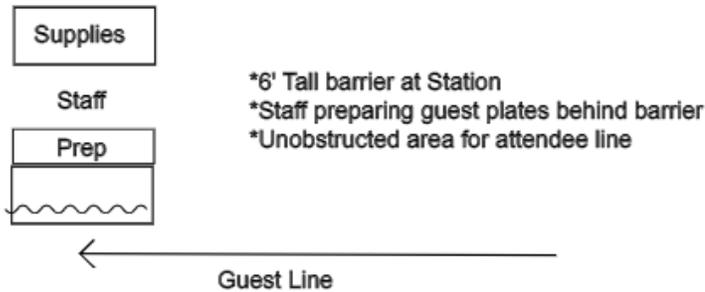
- **SINGLE-SIDED BUFFET DISPLAY WITH ATTENDANT**



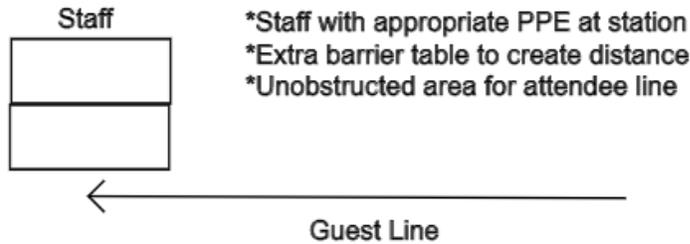
- **DOUBLE-SIDED BUFFET DISPLAY WITH ATTENDANTS**



- **ACTION STATION WITH ATTENDANT**



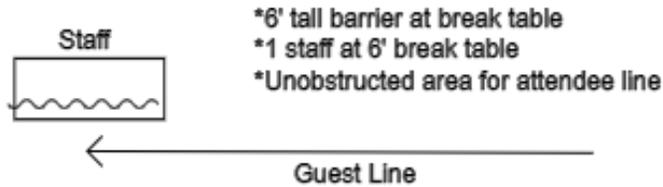
- **GRAB AND GO STATION - BOXED MEALS**



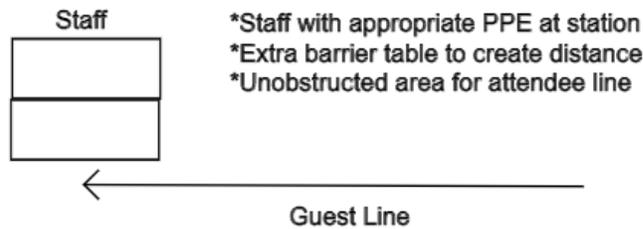
Style of Service - Breaks

- Coffee and other beverages to be served by an attendant, with individually wrapped or packaged condiments available - cold beverages can be displayed as self-service on ice, but hot beverages must be served by an attendant
- Focus on the use of individually packaged snacks and food items
- No high-risk perishable food to be displayed for more than 2 hours
- Layouts for this style of service noted below:

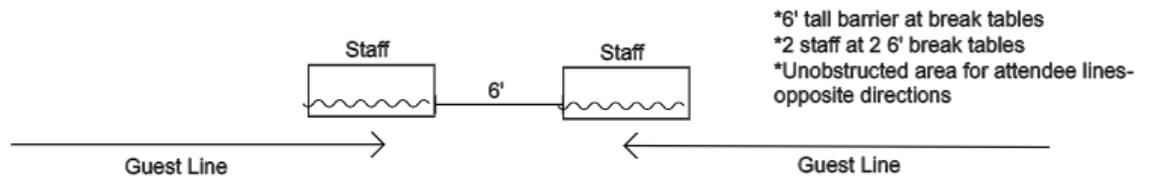
- **BREAK STATION - SINGLE POINT OF SERVICE**



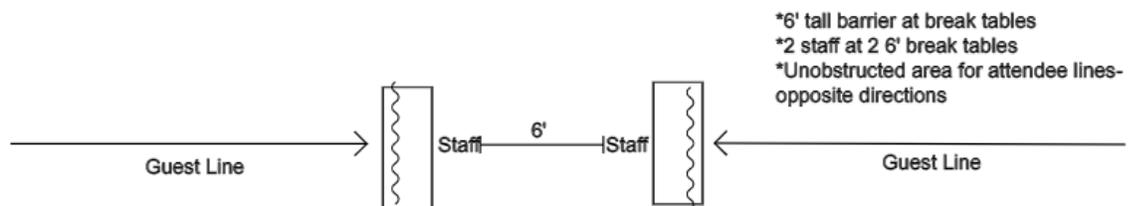
- **BREAK STATION - GRAB AND GO PRE-PACKAGED ITEMS**



- **BREAK STATION - MULTIPLE POINTS OF SERVICE**



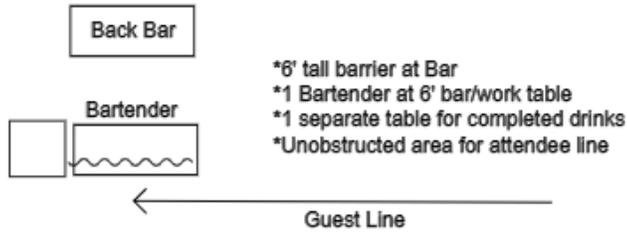
- **BREAK STATION - MULTIPLE POINTS OF SERVICE**



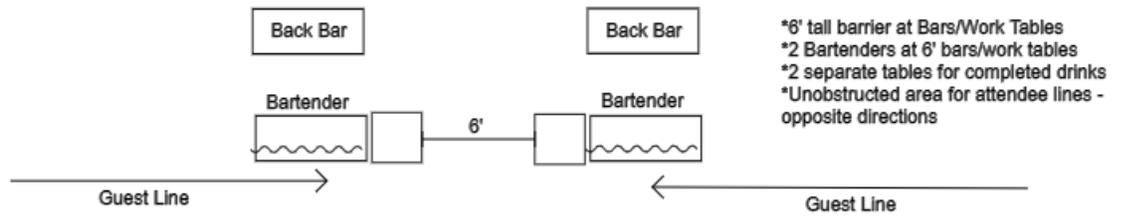
Style of Service - Bars

- All bars must have a bartender
- Prepared drinks should be placed on a separate surface from the bar and guests to pick up from there. Surface to be cleaned frequently.
- Focus on use of canned/pre-batched cocktails and bottled wines in accordance with state/local liquor laws
- Focus on bottled juice mixers instead of sliced bar fruit/garnishes
- Packaged sustainable straws and stir sticks as needed
- Layouts for this style of service noted below:

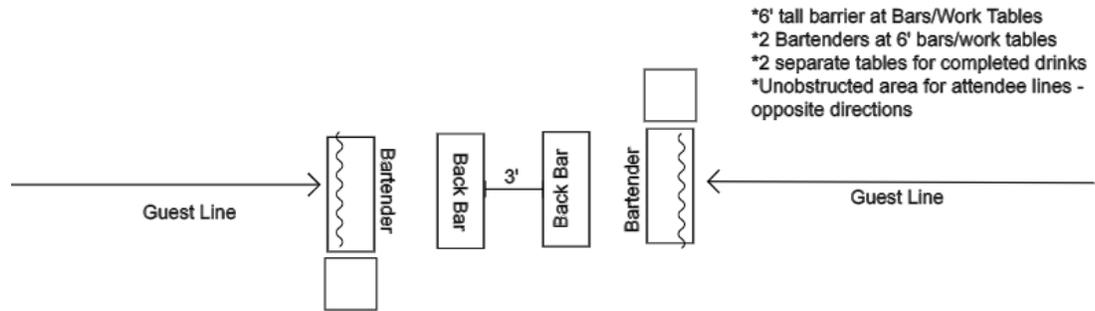
- **BAR - SINGLE POINT OF SERVICE**



- **BAR - MULTIPLE POINTS OF SERVICE**



- **BAR - MULTIPLE POINTS OF SERVICE**



Meeting and Event Space

Cleanliness initiatives within the meeting spaces will include but not limited to the following steps.

- Use linen less tables when possible.
- Replace all linens and underlays after each use.
- All cleaned and soiled linens will be transported to and from the meeting space in plastic bags, respectively. All soiled linens will be replaced after each use and cleaned per CDC guidelines.

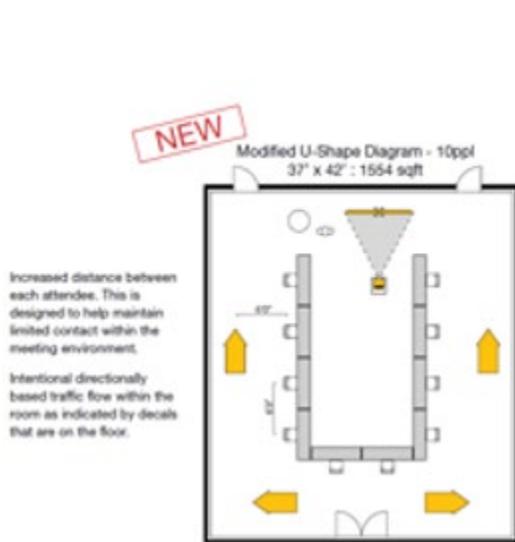
Meeting and event spaces will be modified to allow for limited touch and proper social distancing, while hotel staff and partnering vendors expand efforts to maintain a clean and safe environment.

- Hotels will provide note pads and pens upon request.
- Updated seating capacities and room sets will promote social distancing.

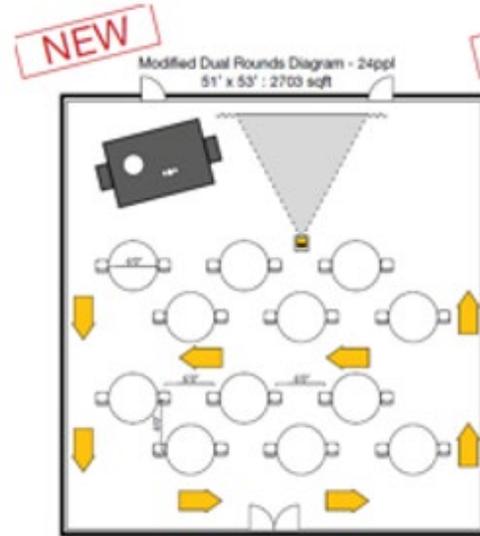
The below is a guide for planners to use at their discretion but it will always defer to local and state mandates.

(Source: PSAV)

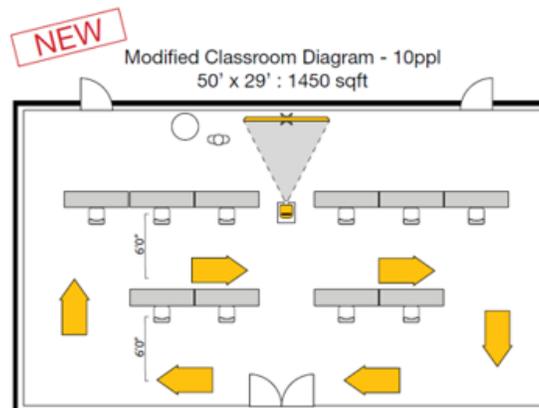
MODIFIED NEW U SHAPE



MODIFIED ROUNDS



MODIFIED CLASSROOM



- Recommend larger dance floors and work with entertainment vendors and planners to provide guidance for social distancing. The client and individual attendees are responsible for adhering to proper social distancing behaviors.
- Recommend creating and in and out one-way egresses in the meeting space, as well as traffic flows inside the room. Down aisles, cross aisles will be delineated.

Vendor Partners

Vendor Partners will provide a safe and healthful workplace for all employees, guests and business partners. Employees, guests and vendors will follow the below guidelines concerning general hygiene and disinfecting equipment between uses.

- Vendors will follow the same daily health screening requirements as employees.
- Vendors will use hand sanitizer throughout the day and after every guest interaction.
- Vendors who come in direct contact with guests will be required to wear PPE while on property.
- High-touch equipment such as microphones, clickers/slide advancers, laptop computers and podiums will be disinfected after each session and on a daily basis.
- All rented furniture or equipment will be properly sanitized after installation and prior to guest use.

Hospitality Working Group

LARGE Meetings

(100+ Guests)

New recommended practices for both employees and guests to ensure their experience is safe and friendly while following all CDC and local Health department guidance.

Physical Distancing

- Not to exceed 33% of existing capacity.
- Whenever possible, all persons should have at least 6 feet (approx. 2 meters) of empty space to the person closest to them.
- Use signage and other visuals such as floor decals to encourage and promote physical distancing among guests in areas such as buffet lines, breaks, bars and registration.
- Use signage and other visuals to indicate one way guest traffic flows throughout event space.
- Bars and food stations should be placed to minimize lines and should maintain a safe distance of at least 6' from other set-ups inside.
- Exhibitions, table and/or booth placements will allow for 6' between fellow exhibitors. Exhibitors are encouraged to use a physical barrier to create distance from attendees. Hotel staff will work alongside event planners to organize attendee traffic flow to organize one-way paths down aisles.

Personal Protective Equipment & Sanitizers

- Face masks or coverings will be required of all guests, employees and outside vendors.
- All employees participating in food and beverage service attendants must adhere to all required CDC guidelines.
- Food stations and bars to be set with employee sanitizing stations, gloves available, trash receptacles and dry paper towels.
- Barriers measuring 6' tall from the floor must be used in all cases to shield food items and attendants unless completely pre-packaged.
- Hand sanitizer stations, preferably touchless, for guests will be placed in high traffic areas of the event.

Operational Processes

- Cleaning, sanitizing and disinfecting procedures and protective measures will be modeled after CDC and EPA guidelines.
- All meeting room sets (i.e.. tables and chairs) will be cleaned and sanitized prior to each new set up.
- All service equipment, common surfaces and high-touch areas will be sanitized or disinfected prior to each new set-up.

- All plating equipment, including hot plates, cold plates, belts and hot boxes should be washed and sanitized.
- Strict adherence to no bare-hand protocol when setting up tables and preparing all guest touch points (e.g. glassware, roll-ups, etc.).
- All soiled linens will be replaced and cleaned per CDC guidelines.
- Where practical, doors will be placed open to limit touch.
- Guide guest in adhering to physical distancing protocols for restroom capacities. Increase cleaning and sanitation throughout the event and after heavy break use.

Partnering with Meeting Planners

Hotels are committed to partnering with meeting planners on the execution of a successful event. New practices and protocols will be suggested to ensure the safety and well-being of all guests in attendance.

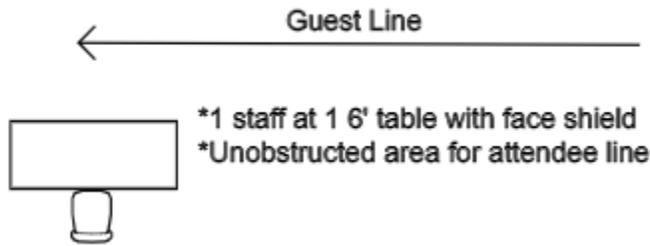
- Encourage registration in advance; send out registration packets, programs and handouts electronically.
- Encourage staggered start and break times when possible to allow for a more moderate traffic flow in and out of the event.
- Schedule longer break times so hotel employees can have time to refresh and clean meeting rooms between sessions and allow time for guests to go to their guest rooms for restroom breaks.
- Leverage technology partners for hybrid virtual meetings and overflow/satellite rooms.
- Encourage guests to keep their same seats throughout the event and over multiple days.
- Rotate presenters vs. having the guests move to different breakouts so that guests can stay in the same room over the course of the entire event.
- Cashless or contact-light transactions will be recommended, when possible.

Meeting Registration

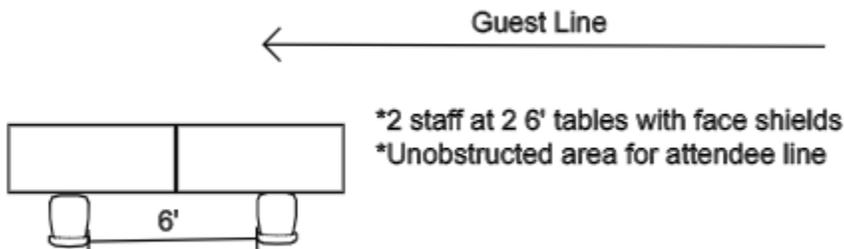
The safety of our guests and employees remain our top priority. Registration sets the tone for the meeting. The following measures should be followed at registration to ease concerns of guests arriving to the event to allow for social distancing and reduced contact.

- Registration tables to be set with a six-foot distance between tables and one chair per six-foot table.
- Encourage the use of face shields to be used by registration attendants.
- Encourage electronic registration options when possible using personal smartphones or tablets.
- Encourage limited single use materials such as name tags and other registration materials where possible.

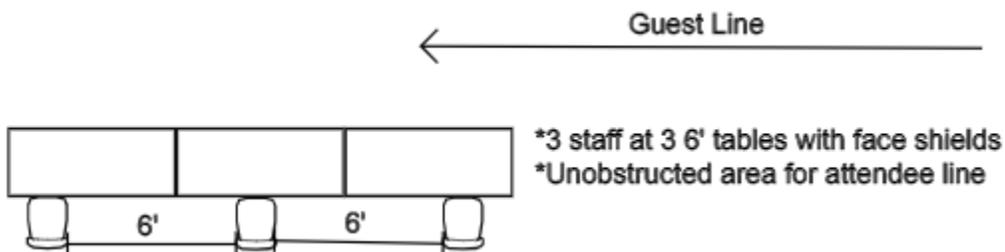
REGISTRATION – DIAGRAM 1



REGISTRATION – DIAGRAM 2



REGISTRATION – DIAGRAM 3



Banquet and Food/Beverage & Breaks

Hotels are committed to continuing to provide the same high-quality food and beverage selections and world-class service our guests and clients have come to expect. New practices and protocols will be implemented to modify and adjust our current offerings to allow for proper social distancing and reduce overall contact where possible.

Physical Distancing Protocols

- All room sets will adhere to the seating capacities and parameters outlined under the Meeting & Event Spaces section of this document.

- Where applicable barriers will be used when and where appropriate for interactions between employees and guests following the CDC and local health departments guidelines (e.g., attendant-served buffets and stations).

Guest Service Modifications

- All self-serve food and beverage items will be replaced with the following:
 - Attendant served buffets or individually plated meals
 - Attendant served receptions
 - Attendant served coffee and other break functions as appropriate
 - Single-use, individually sealed food items will be used where practical
- All cutlery will be provided via flatware roll up or, upon request, sealed individual plasticware.
- All communal fruit and garnish stations will be removed from bars.

Style of Service - Plated Meals

- Discontinue pre-setting food, beverage or condiments on tables
- Plated items to remain covered until actual guest service

Style of Service - Boxed Meals

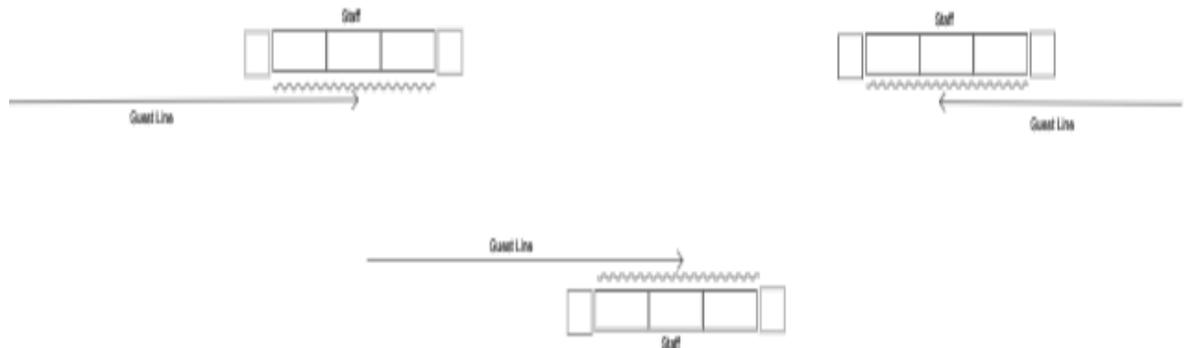
- See buffet and action station below for applicable service techniques for these meals - self-service is an option with this type of service as long as it is “grab and go”

Style of Service - Buffets and Action Stations

- Unobstructed area for lines to form from at least 3’ from the buffet, with appropriate space for 6’ distancing between guests waiting in line
- Layouts for this style of service noted below:

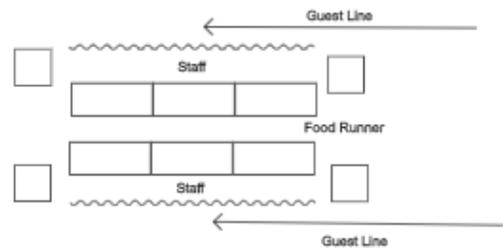
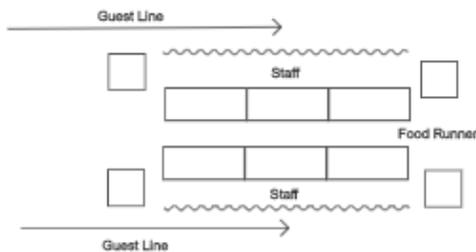
- **SINGLE-SIDED BUFFET DISPLAYS WITH ATTENDANT**

- *6’ tall barriers in front of food display
- *Staff preparing guest plates behind barrier
- *Highboy tables on sides for spacing and finished plate
- *1 line for up to 50 guests - Unobstructed area for attendee line



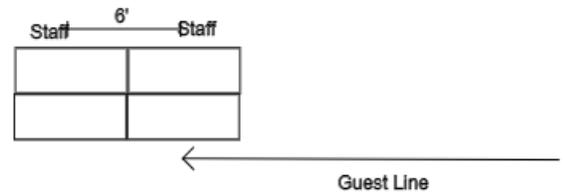
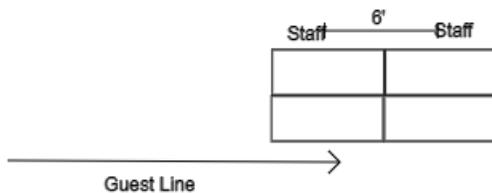
- **DOUBLE-SIDED BUFFET DISPLAYS WITH ATTENDANTS**

- *6' tall barriers in front of food display
- *Staff preparing guest plates behind barrier
- *Highboy tables on sides for spacing and composed plates
- *1 line for up to 50 guests - Unobstructed area for attendee lines- on either side of buffet



- **GRAB AND GO STATION - BOXED MEALS**

- *Staff with appropriate PPE at station
- *Extra barrier table to create distance
- *Unobstructed area for attendee lines in opposite directions



Style of Service - Breaks

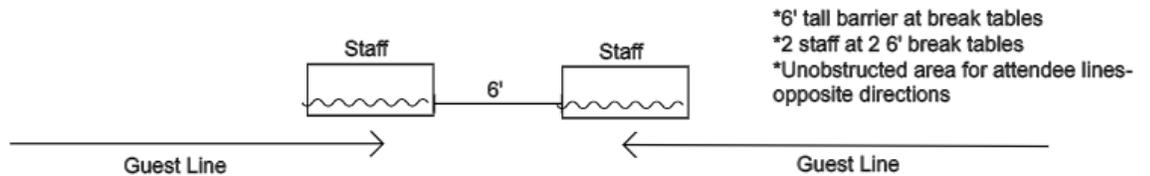
- Coffee and other beverages to be served by an attendant, with individually wrapped or packaged condiments available - cold beverages can be displayed as self-service on ice, but hot beverages must be served by an attendant
- Focus on the use of individually packaged snacks and food items
- No high-risk perishable food to be displayed for more than 2 hours
- Layouts for this style of service noted below:

- **BREAK STATION - GRAB AND GO PRE-PACKAGED ITEMS**

- *Staff with appropriate PPE at station
- *Extra barrier table to create distance
- *Unobstructed area for attendee lines in opposite directions

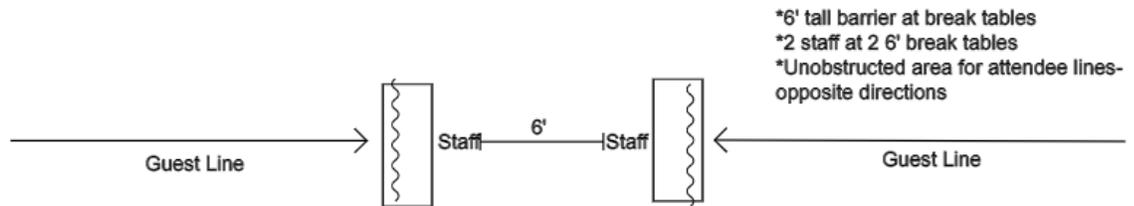


- **BREAK STATION - MULTIPLE POINTS OF SERVICE**



- *6' tall barrier at break tables
- *2 staff at 2 6' break tables
- *Unobstructed area for attendee lines- opposite directions

- **BREAK STATION - MULTIPLE POINTS OF SERVICE**

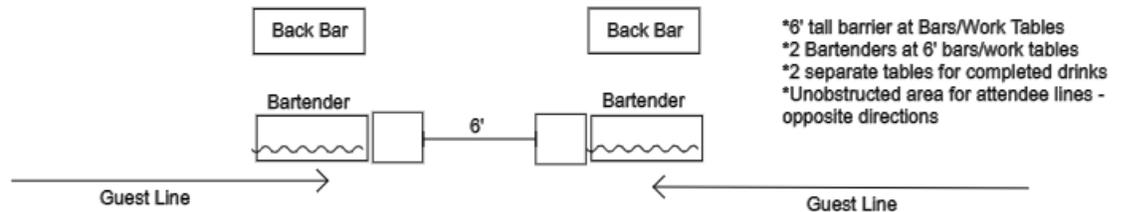


- *6' tall barrier at break tables
- *2 staff at 2 6' break tables
- *Unobstructed area for attendee lines- opposite directions

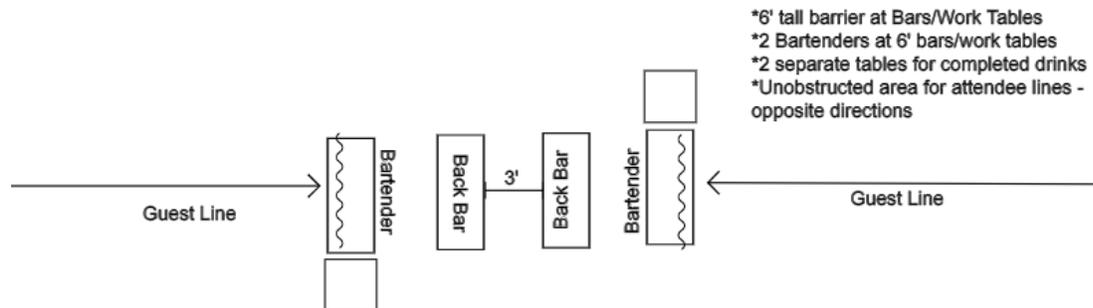
Style of Service - Bars

- All bars must have a bartender
- Prepared drinks should be placed on a separate surface from the bar and guests to pick up from there. Surface to be cleaned frequently.
- Focus on use of canned/pre-batched cocktails and bottled wines in accordance with state/local liquor laws
- Focus on bottled juice mixers instead of sliced bar fruit/garnishes
- Packaged sustainable straws and stir sticks as needed
- Layouts for this style of service noted below:

- **BAR - MULTIPLE POINTS OF SERVICE**



- **BAR - MULTIPLE POINTS OF SERVICE**



Meeting and Event Space

Cleanliness initiatives within the meeting spaces will include but not limited to the following steps.

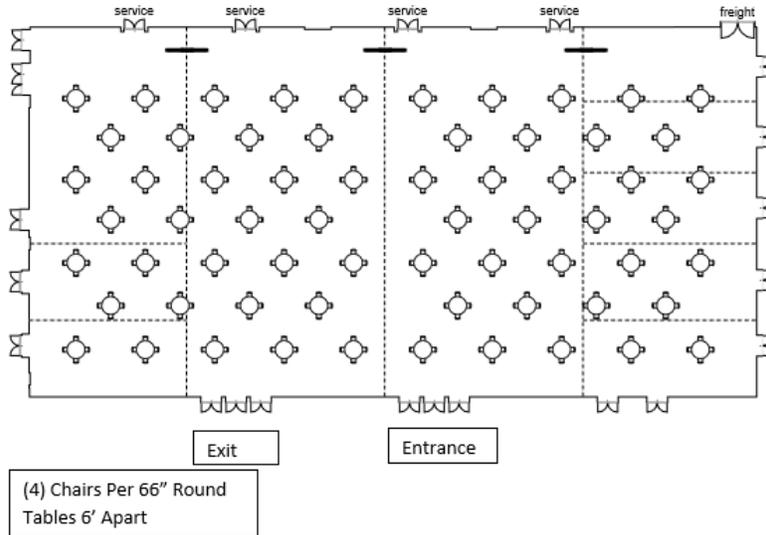
- Use linen less tables when possible.
- Replace all linens and underlays after each use.
- All cleaned and soiled linens will be transported to and from the meeting space in plastic bags, respectively. All soiled linens will be replaced after each use and cleaned per CDC guidelines.

Meeting and event spaces will be modified to allow for limited touch and proper social distancing, while hotel staff and partnering vendors expand efforts to maintain a clean and safe environment.

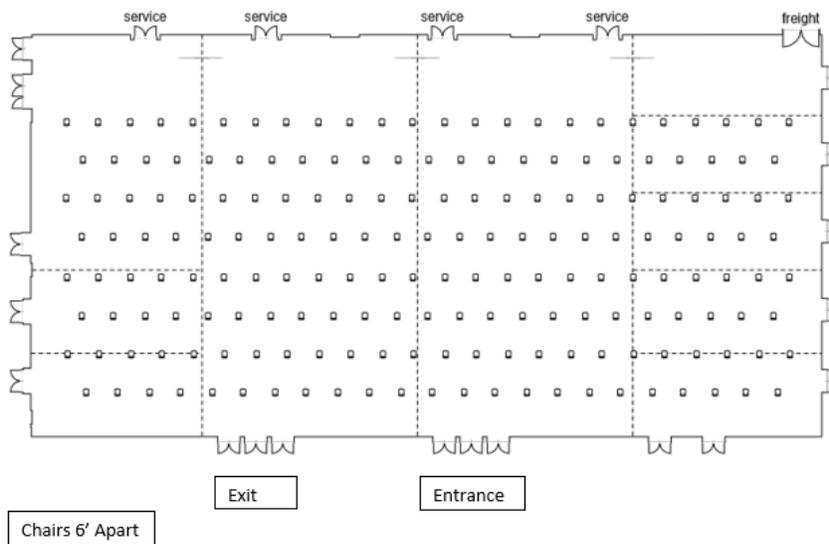
- Hotels will provide notepads and pens upon request
- Updated seating capacities and room sets will promote social distancing.

The below is a guide for planners to use at their discretion but it will always defer to local and state mandates.

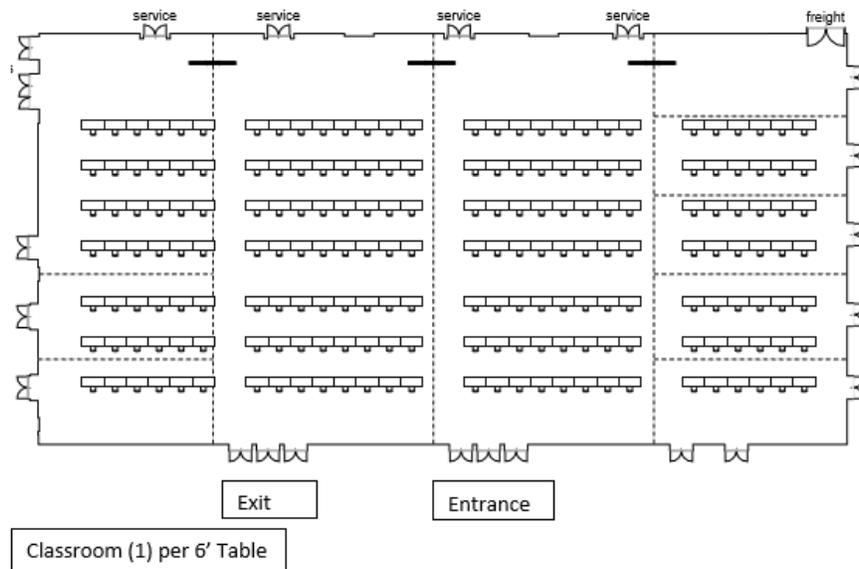
Modified Rounds



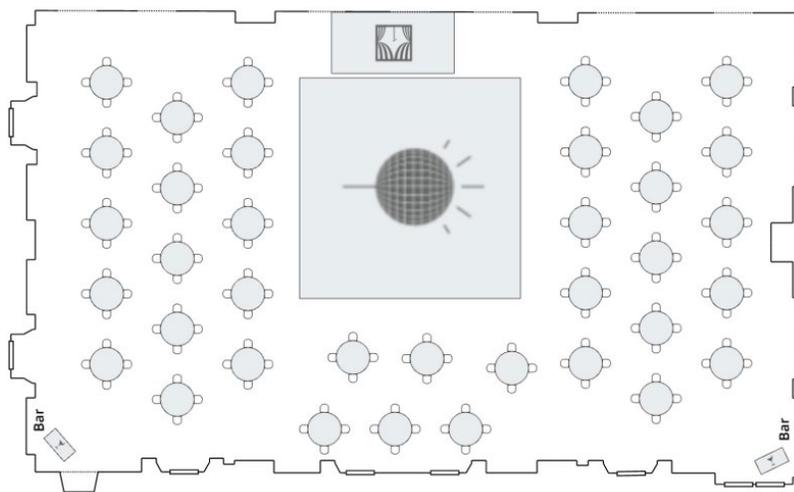
Modified Theatre



Modified Classroom



Modified Social Event



- Recommend larger dance floors and work with entertainment vendors and planners to provide guidance for social distancing. The client and individual attendees are responsible for adhering to proper social distancing behaviors.
- Decals placed on the Dance Floor to distinguish social distancing spacing
- Encourage social ceremonies, such as weddings to be set in a circular fashion

- Encourage social events to eliminate items such as programs and favors
- Pre-dinner receptions to be conducted in pre function space following social distancing guidelines.
- Recommend creating and in and out one way egresses in the meeting space, as well as traffic flows inside the room. Down aisles, cross aisles will be delineated.

Vendor Partners

Vendor Partners will provide a safe and healthful workplace for all employees, guests and business partners. Employees, guests and vendors will follow the below guidelines concerning general hygiene and disinfecting equipment between uses.

- Vendors will follow the same daily health screening requirements as employees.
- Vendors will use hand sanitizer throughout the day and after every guest interaction.
- Vendors who come in direct contact with guests will be required to wear PPE while on property.
- High-touch equipment such as microphones, clickers/slide advancers, laptop computers and podiums will be disinfected after each session and on a daily basis.
- All rented furniture or equipment will be properly sanitized after installation and prior to guest use.