



IACC Guide

OPERATIONS: Considered Approaches to Reopening

The following operations guide is compiled using a number of sources, including papers produced by authorities, procedures taken by public establishments and venues. IACC has sought the opinions of a number of industry colleagues evaluating the impact on conferences, meetings, training and corporate events.

This guide **is not** an IACC endorsed standard for operating venues. All 400 IACC venues located in 26 countries they operate in, will be given specific trading conditions by governmental and healthcare bodies which will vary.

The objective of this guide is to outline a number of trading scenarios, different approaches and other considerations, in which venue leadership can evaluate and decide what is appropriate.

IACC strongly recommends that any operating standards are reviewed with the appropriate regulatory bodies.

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CONTACT FREE & LIMITED CONTACT SERVICE

Given the uncertainties of imposed conditions for re-opening, venue might want to consider two scenarios; *Contact-free Service* and then *Limited Contact Service*.

Contact-free Service

In the contact free phase explanation to the customer that all communal dining spaces will be closed including break stations

Consider the timing of meal and snack services, layered into meeting schedule to accommodate adequate service for all groups.

Planners provide as much information as possible about their group's allergies, food intolerances and other special dining needs prior to arrival.

Breakfast Service - Considerations

- Market Style Continental Breakfast (majority cold food options with daily signature item) placed in the meeting before the attendees arrive.
- All food items to be individually packaged or wrapped with labels and ingredients where possible, identify allergies and dietary restriction.
- Enhanced food selection to be creative, fun, unique, focus on local and seasonal items.
- Assorted hot and cold beverages stationed in meeting rooms and replenished throughout the day.
- Place table d'hôte menu in meeting rooms with clear instructions that menu selection need to be made before the AM Break.
- Environmentally friendly single use items, wooden & corn starch cutlery, bamboo & sugar cane plates with clear recycling locations.

AM & PM Break - Considerations

Meeting attendees follow scheduled times to leave meeting room to allow F&B and conference services teams to clear room of F&B and sanitize tables and meeting space.

- AM Break items placed in meeting room/classrooms before attendees return.
- Refresh beverage items as needed
- Install upgraded coffee service (cappuccino, espresso etc.)
- Collect orders for lunch selections (AM break).
- Collect orders for dinner selections (PM break).
- Afternoon break to be light, thoughtful and creative.

Lunch Service - Considerations

Tables to be placed outside the meeting room where the food will be delivered to the room. Attendees to collect their food from the table once the service staff have left.

- Menus to be hot, fresh creative selections
- Add alternative of box lunches

Dinner Service - Considerations

For overnight guests a combination of in-room dining or grab and go pick up options. Alcohol purchase available with canned and bottle beverage only. Guests asked to dine in their rooms and avoid going to common areas (dining room, restaurants and bars will be closed).

- Menus to include local creative comfort foods
- Wider option of menu items
- Upgraded appetizers and desserts choices
- Relaxed time constraints for meal choice and delivery
- Offer late night snack limited menu

Limited Contact Service

This scenario would see a return to buffet setting but with addition protective measures in place for guests and associates. Extra steps to this service would see the following:

Breakfast, Lunch & Dinner Service - Considerations

- The return to communal dining spaces, but with limited seating to observe social distancing and still specific meal timing would need to be observed to avoid overcrowding and to allow team to clean and sanitize tables between seating.
- Clear entry and exit procedures to be observed in the dining room
- Guests to use hand sanitizer station upon entry and exiting the dining room
- Cutlery roll ups to be used over pre-set place setting
- Condiments to be provided in single use application containers only
- Bottled water placed on tables over self-serve vessels
- Tea, coffee, pop and juices served in paper cups or original containers
- Service associates to wear single use gloves and possible face masks with serving, clearing and sanitizing tables
- Buffet stations set with sneeze guards or extra sneeze guards based on space needed
- Buffet food served by F&B staff (with extra protective equipment if needed, gloves and face masks) to the guest. Guest will have no connect with service utensils and plates on buffet line. Once plate is complete with guest choices the plate will be covered and picked up at the end of the buffet area observing physical distancing.
- Guest not comfortable with using communal space offered a grab and go/ bento style boxed menu option for all meal periods and directed to alternative dining locations.
- Pre plated individual desserts and fruit available for guest pick up under the guidelines of physical distancing and ability to move around the dining space
- Additional grab and go snack options available

AM & PM Break - Considerations

- Break stations reopened but only accessed over specific times assigned to each group, observing physical distancing.
- Break areas have prepacked foods available (in house production and brought in products), no utensils will be used.
- Additional hand sanitizer, signal use gloves and disinfectant wipes available for guests to use on touch point areas of the station (coffee machine, juice dispenser, fridge handles, etc.).

Additional Discussion Topics:

- Specific uniforms for staff serving food to guests in limited contact setting phase, could include washable or disposable face masks
- Redesigning of meeting and dining spaces to accommodate social distancing requirements and limits to amount of people can occupy the same space or room at one time
- Food cost review and labour guidelines to accommodate meal schedules and potential in room dining plus additional cleaning and waste removal.
- Cleaning and sanitation schedules for all areas, specific attention on guest touch point and high traffic locations
- Increased budgets for cleaning supplies, disposable gloves, sanitizer and disinfectant wipes.
- Increased budgets for disposable service items (plates, cutlery, paper cups, etc.)

Area Protocols

Restaurants, Bars & Lounges

Cleaning & Sanitizing Protocol:

- a) Host Podiums including all associated equipment sanitized at least once per hour
- b) Service stations, service carts, beverage stations, counters, handrails and trays sanitized at least once per hour and logged by a manager.
- c) POS terminals 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.
- d) Dining tables, bar tops, stools and chairs sanitized after each use.
- e) Condiments served in single use containers (either disposable or washed after each use)
- f) Check/bill presenters, votives, pens and all other reusable guest contact items to be either sanitized after each use or single use.
- g) Menus to be single use and/or disposable.
- h) Existing porous placemats to be replaced with linen, single use disposable or non-porous placemats that can be machine washed and sanitized after each use.
- i) Sanitize trays (all types) and tray stands sanitized after each use
- j) Storage containers be sanitized before and after each use
- k) Food preparation stations be sanitized at least once per hour
- l) Kitchens be deep cleaned and sanitized at least once per day
- m) Food and beverage items being prepared to be transferred to other employees using contactless methods (leaving on expediting tables, conveyors, etc.).

Physical Distancing Protocol:

- a) Staff and managers to manage physical distancing at entries, waiting areas and queues (in addition to signage).
- b) Peak period queuing procedures to be implemented when attendees are not able to be immediately sat.
- c) Lounge seating to be removed
- d) Tables and booths to be used only with appropriate physical distancing between each group or traveling party (six feet or as otherwise advised by local authorities)
- e) Reduce bar stool count to provide appropriate physical distancing
- f) Manage the line flow at fast serve outlets to ensure coffee and food pick up areas remain appropriately distanced.
- g) Additional fast serve coffee options to open based on demand and length of physically distanced lines.
- h) Bars will be staffed to allow for appropriate distancing between employees

Guest Considerations:

- a) All self-serve condiments and utensils to be removed and available from cashiers or servers.
- b) All straws to be wrapped
- c) Napkin service be suspended until further notice (no placing in a guest's lap or refolding).
- d) Tableside cooking be suspended until further notice

- e) Bar snacks served per individual guest and not shared by the table
- f) All food and beverage items be placed on the table, counter or other surface instead of being handed directly to a guest.

Additional Employee Dining Room (EDR) Protocols:

- a) No self-serve food available (including snacks)
- b) Food to be served by EDR cooks and line attendants
- c) Single use cups for beverage (no refills)
- d) Pre-packaged plastic flatware
- e) Trays and plates to be distributed by EDR attendants
- f) Extension of EDR sneeze guards

In Room Dining (IRD)

Cleaning & Sanitizing Protocol:

- a) All equipment be sanitized prior to assigning for the shift
- b) Employees assigned to individual stations (including Sales Agents) sanitize their stations and all equipment at least once per hour and at each change of shift
- c) Bus Runners sanitize all doors, handles and high contact surfaces at least once per hour

Physical Distancing Protocol:

- a) Set food on tables in hallway and notify guest when the table is outside of the guest's room (plate covers remain) – guests retrieve their own table
- b) Request that guests notify IRD when finished with their meal and place their trolley in the hallway outside of their room.

Guest Considerations:

- a) Printed IRD menus to be removed from rooms
(Explore menu delivery options: QR Code in room to access a PDF version, scrolling on an in-house tv channel, etc.).
- b) Minibars be locked, all loose product removed, and service suspended until further notice. Items will be available upon request from IRD

Meeting Rooms

Room Layouts:

- a) Consider entry and exit points as they relate to flow of delegates. Sign appropriately.
- b) Seek meeting room layouts which meet the objectives of meetings, whilst maximising capacity in the room. [See IACC's Guide for Meeting Layouts.](#)
- b) Table linen be delivered and removed from meeting rooms in single use sealed bags
- c) Stationary removed from rooms and provided on request by conference services. Use of disposable items or those which can be sanitized.

Cleaning & Sanitizing Protocol:

- a) Carts, trolleys and equipment be sanitized at the start and end of each shift
- b) Table linen be delivered and removed from meeting rooms in single use sealed bags
- c) Stationary removed from rooms and provided on request by conference services. Use of disposable items or those which can be sanitized.
- d) Meeting rooms, all furniture and equipment sanitized daily.
- d) Should a room layout change occur, all tables and chairs to be sanitized after reset. Should conference services or AV/IT be called to support the meeting, any items touched to be sanitized before handing back to the client.

Physical Distancing Protocol:

- a) Attendees given written instructions respecting physical distancing protocols in the meeting room and social areas, including refreshment break areas.
- b) Meeting organisers outline protocols for entering/leaving rooms, congregating at breaks and meals times, at the beginning of the meeting.
- c) Attendees to remain in allocated seats, clearly signed with attendees name on a tent card. Attendee to remain in their allocated seat for duration of meeting.

Attendee Considerations:

- a) All reusable collateral to be removed from rooms; critical information to be placed on single use collateral and/or electronically posted (in coordination with IRD)
- b) Disposable collateral to be disposed and changed after each guest
- c) Newspapers and magazines provided through PressReader for attendees to access on their own devices.
- d) Writing pads to be replaced after each sitting.
- e) Attendee pens/pencils to be replaced after each sitting.
- f) Single use bottled waters only available. No water fountains or non-sealed table vassals.
- f) Specific sanitation consideration will be paid to the following meeting room areas:
 - Tables, counter tops, podiums and chairs
 - Phones, tablets and remotes
 - Thermostats
 - Cabinetry, pulls and hardware
 - Doors and doorknobs
 - AV accessories
 - Windows, mirrors and frames

- Lights and lighting controls
- Closets & hangers.

Permanent Refreshment Break Stations

Cleaning & Sanitizing Protocol:

- Tables, bar tops, stools and chairs sanitized after each use.
- Food items served in single use containers (either disposable or washed after each use)
- Printed information cards to be single use and replaced twice daily.
- Existing porous placemats to be replaced with linen, single use disposable or non-porous placemats that can be machine washed and sanitized after each use.
- Storage containers be sanitized before and after each use
- Food preparation stations be sanitized at least once per hour
- Prep/finishing kitchenette areas be deep cleaned and sanitized at least once per day
- Food and beverage items being prepared to be transferred to other employees using contactless methods (leaving on expediting tables).

Physical Distancing Protocol:

- Set break times to avoid groups using space at the same time.
 - Pre-packed food items only available.
 - Served drinks by staff member.
 - Staff and managers to manage physical distancing at entries, waiting areas and queues (in addition to signage).
- Peak period queuing procedures to be implemented when attendees are not able to be immediately sat.
 - Lounge seating removed.
 - Tables and booths to be used only with appropriate physical distancing between each group or traveling party (six feet or as otherwise advised by local authorities).
 - Reduce bar stool count to provide appropriate physical distancing.
 - Manage the line flow at stations to ensure coffee and food pick up areas remain appropriately distanced.
 - Additional fast serve coffee options to open based on demand and length of physically distanced lines.

Guest Considerations:

- All self-serve condiments and utensils to be removed and available from staff present.
- All straws to be wrapped
- Bar snacks served per individual guest and not shared by the table
- All food and beverage items be placed on the table, counter or other surface instead of being handed directly to a attendee.

Cleaning & Sanitizing Protocol:

- All shared equipment and meeting amenities be sanitized before and after each use, or be single use if not able to be sanitized.
- All linen, including underlays, be replaced after each use.

c) Clean and soiled linens be transported in sealed single use plastic bags into and out of the meeting rooms.

Physical Distancing Protocol:

- a) Buffet and self-serve style events, suspended until further notice.
- b) All food and beverage items be individually plated and served.
- c) Coffee and other break items be attended and served by a server
- d) Flatware be provided as a roll-up
- e) Condiments be served in individual PCs or sanitized individual containers
- f) Seating capacities and floor plans be reviewed on an event by event basis to ensure appropriate physical distancing that follows regulatory requirements.

Guest Considerations:

- a) Individual bottled water will be provided in lieu of water carafes on meeting tables and water stations.
- b) Develop examples of physically distanced floor plans.
- c) Create modified menus to showcase styles of service and items currently available

Conference Services

Cleaning & Sanitizing Protocol:

- a) Sanitize conference room doors, tables, chairs light switch and other equipment after each group use.
- b) Housekeeping or conference services will sanitize their respective work areas, counters, doors and equipment at least once every four hours and upon a shift change

Physical Distancing Protocol:

- a) Seating capacities and floor plans to be reviewed on an event by event basis to ensure appropriate physical distancing that follows regulatory requirements (in coordination with Catering & Banquets).
- b) Site inspections and meetings be done virtually and/or appropriately physically distanced

Guest Considerations:

- a) Provide example of physically distanced floor plans (in coordination with Catering & Banquets).
- b) Post signage outside of meeting and events reminding guests of appropriate physical distancing guidelines.

Business Services, Office Services, Lost & Found

Cleaning & Sanitation Protocol:

- a) Counters and equipment sanitized at least once per hour
- b) In-house mail vehicle/carts to be sanitized after each use
- c) Addition of a sanitization kit to each locker bank with instructions on how to properly clean the terminal screen and locker box.
- d) Sanitize internet stations and post sanitation signage for guest reference

Physical Distancing Protocol:

- a) Employees to use separate counters and have individual stations to eliminate shared equipment
- b) Maximum of ** employees at counter.
- c) Greeter at front door of Business Services, when necessary, to control physical distancing
- d) Credit card swipe moved to front counter
- e) Guest will be requested to place packages directly on the scale and then onto the conveyor
- f) Enforce physical distancing minimums with common carriers
- g) Encourage the use e-mail for all guest transactions
- h) Offer Internet Stations for printing and completing any documentation instead of at counter.

Guest Considerations:

- a) Discontinue print magazine and newspaper services throughout the property. Guests given access to PressReader on their own devices.
- b) All packages placed in sealed single-use plastic bags
- c) Guest packages delivered to the rooms to be placed outside the guest room, the delivery person to call the room and then wait the required distance away to ensure the package is retrieved.

Front of House Services & Transportation

Cleaning & Sanitizing Protocol:

- a) Sanitize high touch front services spaces and equipment including dispatch offices, bell desks, luggage storerooms, luggage belts, bell carts and drop-off/pick-up waiting areas.
- b) Offices, desks, counters, workspaces and related equipment (including iPads and radios) to be sanitized at least once every four hours or upon a new employee using the equipment
- c) Scooters, wheelchairs and other guest amenities to be sanitized after each use
- d) Baggage doors sanitized every hour

Physical Distancing Protocol:

- a) Guest laundry and dry-cleaning services available using contactless pick-up and delivery protocols.

b) Guest amenity deliveries will be consistent with In Room Dining (IRD) protocols and delivered with contactless procedures whenever possible.

Guest Considerations:

- a) Valet parking suspended
- b) Self-service ice machines be suspended and signage posted indicating ice is available through IRD.

Swimming Pool Operations

Cleaning & Sanitizing Protocol:

- a) Chaise lounge chairs be sanitized after each use
- b) Cabana guest contact surfaces be sanitized after each use
- c) Cabanas be pressure washed and sanitized each night
- d) Towel desk, entry kiosks and all other desks and counters be sanitized at least once per hour.
- e) Lifeguard stands be sanitized upon rotation.

Physical Distancing Protocol:

- a) Chaise lounge chairs set with appropriate physical distancing

Guest Considerations:

- a) No department specific requirements

Golf Operations

Cleaning & Sanitizing Protocol:

- a) Golf carts sanitized before and after each round by a designated cart 'pit crew'
- b) Loaner clubs to be sanitized before and after each round
- c) Locker rooms and foyer area sanitized at least once every four hours; guest contact areas in each sanitized after each use
- d) All employees to be provided personal size hand sanitizer and wipes to keep on them during their shifts and while on the course
- e) Employees to wash hands or sanitize hands after touching any guest equipment including clubs, bags or shoes

Physical Distancing Protocol:

- a) One player per cart unless immediate family members and/or following updates on guidance from local authorities.
- b) Addition of inserts into golf hole cups to allow easy removal of balls
- c) Increased tee time spacing to 20-minute intervals
- d) Every other bay to be utilized for warm-up area
- e) Caddies to refrain from handling guest tees, markers, scorecards, pencils and other small equipment.
- f) Sand and seed bottles removed from carts; employees will handle between rounds
- g) Remove rakes from bunkers; one rake per golf cart to only be handled by the caddie

Guest Considerations:

- a) Attendant at coffee and fruit station providing service; no self-service available
- b) Welcome packet of tees, ball markers a scorecard and pencils pre-set in carts for player use.

Public Areas

Cleaning & Sanitizing Protocol:

- a) Employees sanitize the following areas at least once per hour:
 - Guest and garage elevators/lifts
 - Credenzas
 - Escalator handrails
 - Employee dining tables and counters
- b) Employees to sanitize the following areas at least once per hour:
 - Venue entry doors
 - Exterior elevators and escalator handrails
 - Employee smoking areas
 - Exterior benches
 - Waste bins

C) All Front of House (FOH) toilets/restrooms to be sanitized at least once per hour.

Front Office

Cleaning & Sanitizing Protocol:

- a) Sanitize all guest touchpoints after each transaction including Credit Card Devices, pens and registration countertops.
- b) Room keys to be sanitized before stocking
- c) Offices, Registration Desks to be deep cleaned and sanitized upon a shift change

Physical Distancing Protocol:

- a) Staff every other workstation
- b) Lobby/
Reception Greeter to provide guidance to arriving and departing guests to ensure physical distancing measures are followed
- c) Implement peak period queueing procedures, including a Lobby Greeter, when the number of guests exceeds the lobby capacity.

Housekeeping

Cleaning & Sanitizing Protocol:

- a) Carts, trolleys and equipment be sanitized at the start and end of each shift
- b) Guest linen be delivered and removed from guest rooms in single use sealed bags
- c) Pillow protectors on the guest room beds to be changed daily
- d) All items stored on shelves in the Housekeeping locker rooms are placed in bags and not exposed to the open air when not in use
- e) Back of house restrooms be sanitized at least once every four hours
- f) House phones, in unsupervised/controlled areas, be removed.

Physical Distancing Protocol:

- a) Minimize contact with guests while cleaning guest rooms; guest room attendants offer to return at an alternate time for occupied rooms.

Guest Considerations:

- a) All reusable collateral to be removed from rooms; critical information to be placed on single use collateral and/or electronically posted (in coordination with IRD)
- b) Disposable collateral to be disposed and changed after each guest
- c) Newspapers and magazines continue to be provided through PressReader for guests to access on their own devices.
- d) Extra pillows and blankets stored in the guest room closets removed and available upon guest request
- e) All guest amenities to be packaged before being placed in room
- f) Specific sanitation consideration will be paid to the following guest room areas:
 - Desks, counter tops, tables and chairs
 - Phones, tablets and remotes
 - Thermostats
 - Cabinetry, pulls and hardware
 - Doors and doorknobs
 - Bathroom vanities and accessories
 - Bathroom fixtures and hardware
 - Windows, mirrors and frames
 - Lights and lighting controls
 - Closets, hangers and other amenities

Retail

Cleaning & Sanitizing Protocol:

- a) Cash wraps, phones, workstations, hard surfaces, handles and frequently touched surfaces to be sanitized at least once per hour and upon a shift change
- b) Sanitize carts and mag liners before and after each use
- c) Sanitize handles, knobs, cage locks, cages and stock room surfaces at least once per hour

Physical Distancing Protocol:

- a) Signage will be prominently posted at each store reminding guests of maximum occupancies and distancing guidelines.

Guest Considerations:

- a) Displays and retail assortments be limited to essential items during phase one to include sundries, toiletries, pre-packaged food and beverage.
- b) All merchandise be served/handled by a retail attendant; no self-serve available.
- c) All sales final until further notice (including phone orders)
- d) Golf Pro Shop features pre-packaged items only (including visors, hats and gloves)

Other Sources of Covid-19 Related Information

[ISSA Tip Sheet April 6, 2020](#): **Cleaning and disinfecting commercial cleaning equipment (SARS-Cov-2) used in the non-health care environment**

[GBAC \(Global Biorisk Advisory Council\)](#): Star Facility Accreditation