

BEST PRACTICES

Low Occupancy / Suspension of Operations

The JLL Hotels Asset Management technical team is here to support property leaders during this challenging time. Below are best practices for low occupancy / suspension of operations.

Resourcing & Planning:

- Maintain 24/7 engineering coverage, or an appropriate plan for 24/7 coverage provided by others
- Establish a communication protocol for reduced staffing levels (HotSOS, radios, text, cell phone, etc.) that designates a MOD at all times
- Inspect the property and ensure proper operation of essential equipment a minimum of 3 times per day. Create a formal checklist detailing all areas and systems to be checked and retain daily records
- Conduct pre-shift and post-shift meetings to pass on relevant information
- Obtain contingency plans for tenants in properties with leased space and share information with neighbors as appropriate
- Document the shutdown/startup sequence of closed spaces and equipment to ensure proper startup when the spaces are returned to normal operation and maintain a list of deferred non-essential maintenance activities
- Create a ramp up plan outlining required changes in staffing levels, vendor service frequency, etc. triggered by occupancy levels and operational changes such as reopening F&B outlets
- Add items which would normally be handled by others but will not be in the short term, such as recording refrigeration temperatures, checking consumable expiration dates, etc.
- Inform vendors of changed delivery schedules or service requirements such as waste and recycling haulers, compost haulers, window washers, propane delivery, pest management etc.
- Schedule vendors during normal business hours to reduce overtime expense; proactively following up to ensure timely service

General Maintenance:

- Maintain compliance-required preventative maintenance and/or inspections, such as hood cleaning, must be completed on the required schedule; Vendors must be proactively managed to ensure timely service and avoid citations
- Verify chemicals and hazardous materials are properly closed, stored, and secured
- Compress the house by closing floors; Rotate rooms available to rent to reduce uneven wear and tear
- Perform guest room deep cleaning and preventative maintenance as staffing levels permit
- Prepare all motorized equipment for an extended period of down time
- Pour hot water down all drains (sinks, showers, floor drains) and flush toilets every 2 weeks
- Leave all battery powered equipment on chargers
- Inspect ejector pit monthly to ensure sufficient enzyme levels

Life Safety & Security:

- Ensure fire and life safety systems must remain in operation in all areas at all times
- Verify egress routes from all areas remain clear at all times, non-emergency doors must be secured to prevent unnecessary access to closed areas
- Any annual testing services, such as fire alarm testing, should be scheduled during the suspension of operations, if possible, in order to avoid disruptions when normal operations resume. Comply with impairment protocol
- If fire alarm panel monitoring was being handled by front desk/PBX, and these areas will not be staffed, then a colleague must be assigned to monitor the fire alarm panel ensuring compliance with local fire code
- Ensure personnel are trained on proper use of personal protective equipment and sanitation
- Reduce access points to the building where possible
- Ensure access to the building(s) is only available to active associates
- Inventory key control systems to ensure all keys have been returned
- Establish close contact with local health authorities
- 24/7 CCTV operations, control of access to the building (staff entrance, service entrance, main entrance, monitoring perimeter alarms, etc.), building patrols, perimeter checks, and responding to fire & life safety incidents remain operational requirements
- Adapt patrol schedule to ensure all areas are covered, including out buildings, exterior areas, roofs, etc.
- Review and update emergency response guidelines to ensure all areas and response needs will be met by the colleagues who will be on-site
- Ensure the emergency generator and UPS systems are fully operational and in automatic mode; fuel tanks should be full

HVAC:

- Maintain required outside air supply to all areas
- Adjust temperature set points to reduce heating and cooling as appropriate. Do not turn off entirely
- Work with your guest room energy management system provider to put deep setbacks in place for all unoccupied guestrooms
- Work with your building automation system service provider to adjust programming as necessary
- Schedule meeting room and ballroom ventilation to maintain air flow but save energy
- Close drapes, blinds, roller shades, etc.

Potable Water Systems:

- Potable hot water systems must continue to be operated as per the water management program and are not to be turned off; set points must remain as per the water management program
- Potable hot and cold water must be flushed weekly, at minimum, in all areas as per the water safety guidelines; create a schedule to ensure all areas are addressed

Elevators and Escalators:

- Shut down elevators where possible; keep 2 operational at minimum in any elevator bank
- Shut down all escalators

Projects:

- Identify projects that can be completed with minimal resources and low occupancy, insource work from external contractors where possible to save (e.g., sealing floors).
- Defer all non-essential capital projects unless there are advantages to completing work during the downtime.

Energy Conservation:

- Ensure all lights are turned off using wall switches or central control systems only; emergency lighting must remain in service
- Close loading dock overhead doors; keep them closed as much as possible
- Isolate energy sources (gas, water, electric, etc.) for all non-essential equipment to completely shut down the equipment; find a few examples below:
 - Power down all computers and monitors which will not be used
 - Close main gas supply to every kitchen which is being closed
 - Power off and empty all ice machines which will not be used
 - Consolidate content in all refrigerators and freezers to as few walk-in fridges and freezers as possible, powering off any fridges and freezers which will not be used; evaporators and condensers should both be powered off and doors should be left open
 - Empty and unplug guestroom refrigerators, unplug televisions
 - Power off music systems
 - Operate reduced inhouse laundry schedule, power off plant when not in use