



# Ever Strong

*Our attention to detail  
is your peace of mind.*



Version 6.0

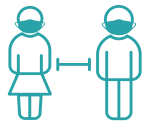




# OUR COMMITMENT TO WELL-BEING

Southern Management Companies (Southern) has a long and proud history of caring for its guests and team members. Our business is about people, and our meticulous approach to providing high-caliber service is one of our biggest strengths. Throughout the current coronavirus (COVID-19) pandemic, Southern has expanded our commitment to safety and well-being by thoughtfully creating a company-wide program, called **Ever Strong**. The **Ever Strong** program provides structured guidance and enhanced best practices to assist us in navigating our strategy for the “new normal.”

The Hotel Division’s **Ever Strong** program encompasses important enhancements we’ve made in our operations and changes to services in response to the pandemic. Our multipronged approach is built on four key pillars to meet the new health and safety challenges:



**PHYSICAL DISTANCING  
AND FACE COVERINGS**



**CLEANLINESS**



**ACTIVE  
MONITORING**



**RAPID  
RESPONSE**





# PHYSICAL DISTANCING AND FACE COVERINGS

Southern is making a conscious effort to encourage physical distancing, currently at least six feet at all times, and has mandated the use of face coverings throughout its hotel properties. These practices are proven to be effective ways to reduce the spread of illnesses and are some of the proactive measures we are taking to provide a safer environment for guests and team members. All team members and guests are required to wear face coverings in all common areas of the properties. Team members will wear face coverings in all areas of the properties. Disposable face coverings will be provided for guests, if needed.

**Queues**—Any area where guests or team members queue are clearly marked for appropriate physical distancing. This includes, but is not limited to, check-in, check-out, elevator lobbies and dining establishments.

**Front Desk and Concierge**—Team members will utilize every other workstation whenever possible, to ensure appropriate distancing. Plexiglas partitions have been installed to provide an additional layer of protection for both guests and team members.

**Face Coverings**—Southern's hotels will continue to adhere to guidance from local and federal public health experts, including following the American Hotel and Lodging Association's "Safe Stay" program, regarding the use of face coverings. All Southern team members must wear face coverings in all common spaces (both front and back-of-house) and any time they may come into contact with others. Face coverings are also required for all guests and visitors in common spaces throughout Southern's hotel properties.

**Elevators**—Signage is posted limiting the number of occupants allowed in each elevator.

**Furniture**—Arrangements have been altered in all areas to respect appropriate distancing.

**Restrooms**—Facilities are equipped with signage/messaging to encourage appropriate distancing.

**Housekeeping**—Housekeeping services will only be performed when guests are not in the room. In order to minimize interaction, team members will call rooms prior to knocking, to confirm guests are not present. Guests will not receive daily service for trash and towels unless requested. If requested, clean towels will be bagged when delivered to rooms and soiled towels and linens will be bagged in the guest room to minimize contact.

**Back-of-House**—Physical distancing protocols are in place in team member dining areas, locker rooms, shared office spaces, and other common areas.

**Retail Spaces**—In coordination with our retail partners and tenants, guest occupancy is limited to allow for appropriate distancing at our owned and leased retail spaces.

**Executive Lounge** (where applicable)—Usage and availability may not coincide with hotel opening. Furniture has been adjusted to accommodate physical distancing and limit capacity. Only single-use and to-go items will be provided.

# CLEANLINESS

Southern prides itself on exemplary attention to detail. Proactively ensuring proper sanitation throughout our properties to prevent the spread of germs and viruses is no exception. The Hotel Division uses cleaning products and protocols which meet the Environmental Protection Agency (EPA) guidelines and are proven to be effective against viruses, bacteria and other airborne and bloodborne pathogens. Southern has implemented industry-leading cleaning and sanitizing protocols with particular attention paid to high-touch items and locations.

Southern is working with its vendors, distribution partners and suppliers to ensure an uninterrupted supply of approved cleaning products and the necessary personal protective equipment (PPE). Here are some specific measures being taken to protect guests and team members.

## PUBLIC AREAS



**Cleaning Regimen**—The frequency of cleaning and sanitizing has been increased in all public spaces with special emphasis on high-traffic, frequently contacted surfaces. These include, but are not limited to; front desk check-in counters, bell desks and carts, luggage storerooms, elevators and elevator buttons, door handles, handrails, drop-off/pick-up waiting areas, public restrooms, room keys, business center, ATMs, parking validation machines, escalator and stair handrails, dining surfaces and seating areas.



**Signage**—Signage is posted throughout the property reminding guests and team members to practice physical distancing, good hygiene (including proper hand washing and shielding coughs/sneezes), and appropriate use of PPE.



**Hand Sanitizer**—Hand sanitizer dispensers, touchless whenever possible, are highly visible and placed at select guest and team member entrances and contact areas such as the front desk, hotel lobbies, restaurant entrances and other key touchpoints throughout the property.



### Front-of-House Services

- Wheelchairs and other guest amenities are sanitized before and after each use.
- Bell cart carpets are covered with a cleanable, non-porous or disposable surface.
- Vending machines are being sanitized with greater frequency.



### Luggage, Dry Cleaning and Package Handling

- All guests must place and retrieve stored luggage in secure storage area.
- Dry cleaning will be available for guest pick-up at the front desk.
- All guest packages will be available for guest pick-up at the front desk, in single-use plastic bags or wrapped.



# CLEANLINESS

## GUEST ROOMS

### Cleaning and Sanitizing Protocol

- Enhanced high-touch deep cleaning is performed on door and furniture handles, televisions and remotes, nightstands, telephones, light switches, temperature and other control panels, alarm clocks, safes, toilet seats and handles, vanities, fixtures, water faucet handles, accessories, windows, mirrors, and frames.
- Carts and equipment are sanitized at the start and end of each shift.
- Guest linens are delivered and removed from guest rooms in single-use bags.
- Pillow protectors on the guest room beds are sanitized when completing full service.
- Guest rooms will remain vacant for 24 hours after check-out before service is provided, whenever possible.

### Guest Considerations

- All reusable collateral is removed from guest rooms. Critical information is now placed on single-use collateral and/or electronically posted.
- Disposable collateral is removed and replaced after each guest.
- Extra pillows, blankets and robes have been removed from guest room closets, but are available upon request from the front desk.

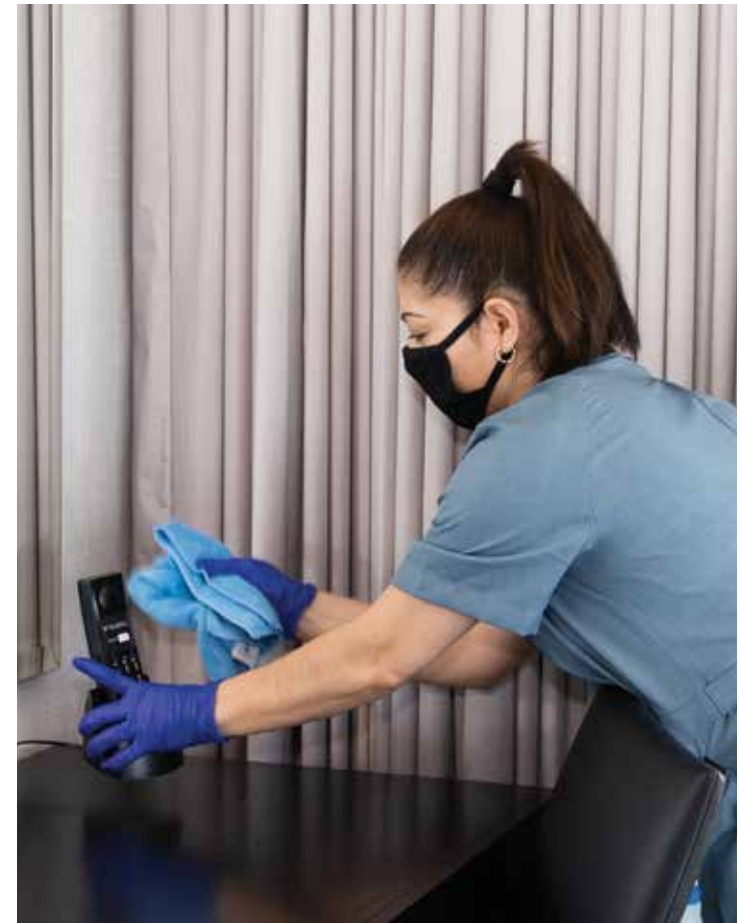
## BACK-OF-HOUSE

### Team Member Facilities

- The frequency of cleaning and sanitizing has increased in high-traffic team member areas, with an emphasis on the cafeteria, entrances, restrooms, etc.

### Shared Equipment

- Shared tools and equipment are sanitized prior to the end of each shift or anytime the equipment is transferred to a new team member. This includes phones, radios, computers, kitchen implements, tools, cleaning equipment, keys, time clocks and all other direct contact items used throughout the property.





# ACTIVE MONITORING



The highest priority of the **Ever Strong** program is to provide a healthy and safe environment for guests and team members. A critical element of maintaining the program includes monitoring and evaluating our practices, heeding expert guidance, listening to feedback and adapting.

**Expert Guidance**—During these times of constant change, Southern is actively staying abreast of the latest advice and best practices put forth from The Centers for Disease Control and Prevention (CDC), government authorities and industry. The **Ever Strong** program will be evaluated against the most current and relevant information in order to operate effectively and safely.

**Program Modifications**—Southern commits to addressing necessary changes to current safety measures. New protocols will be communicated to guests and team members with updated signage, communications and revisions to this plan.

**Communication**—As the **Ever Strong** program evolves, Southern will actively communicate changes to procedures and protocols with team members and guests. Team members will be trained on all procedural changes as appropriate and the **Ever Strong** plan will be updated regularly. The most current version of the plan will be made available to the public via the property website.



# RAPID RESPONSE

When a presumed or confirmed case of COVID-19 is identified, the primary responsibility of our mitigation strategy is to take immediate measures that protect guests and team members, while ensuring the continuity and safety of operations. Management will work with the Southern COVID-19 Response Team to follow established protocols that help prevent further spread of the coronavirus. The actions that will be taken include: restrict area access, decontamination, notification, room recovery and contact tracing.

**Restrict Access**—Guests who report experiencing COVID-19 symptoms will be advised to self-isolate in their guest room, avoid common areas and contact their healthcare provider. Guests with a confirmed case of COVID-19 are required to self-isolate in their guest room. Guest room access will be restricted to emergencies. Common areas where the guest may have visited will be restricted until disinfecting can be performed.

**Sanitation**—Team members trained in mitigation and recovery will respond wearing full PPE. Steps will include enhanced disinfecting of commonly touched surfaces located near the affected guest room and in common areas (door handles, elevator panels, etc.). Team members will care for, maintain and dispose of PPE according to safety protocols and best practices.

**Notification**—Southern commits to notifying in-house guests and team members of the action plan in the event of a positive case of COVID-19 on the property. Southern will not provide any personal information regarding the affected person due to privacy concerns.

**Room Recovery**—In the event of a presumptive case of COVID-19, the guest room will be removed from service and quarantined for a minimum of 24 hours. The guest room will not be returned to service until the case has been confirmed or cleared. In the event of a confirmed positive case, the room will only be returned to service after undergoing an enhanced sanitization procedure by a licensed third-party expert or the Southern COVID-19 Response Team.

**Contact Tracing**—Contact tracing will be used to determine anyone who may have come into contact with a contaminated area. Southern will send appropriate communications and recommendations to those guests and team members.







# RESTAURANTS BARS & LOUNGES

As the Hotel Division's restaurants, bars and lounges open to our guests, we will make adjustments to normal operations in order to adhere to the required safety laws, regulations and guidelines. Southern has implemented several strategies to encourage behaviors that reduce the spread of viruses to our guests and team members.

## **Cleaning and Sanitizing Protocol**

- Host podiums, including all associated equipment, will be sanitized multiple times daily.
- Service stations, service carts, beverage stations, food preparation stations, counters, handrails, trays and tray stands will be sanitized at least hourly.
- POS terminals will be sanitized after 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.
- Dining tables, bar tops, stools and chairs will be sanitized after each use.
- Menus will either be laminated and sanitized after each use, disposable or presented digitally.
- Existing porous placemats will be replaced with linen, single-use disposable or non-porous placemats that can be machine washed and/or sanitized after each use.
- Condiments will be served in single-use containers.
- Food and beverage items that will be transferred to other team members will use contactless methods such as leaving items on expediting tables, conveyors, etc.
- Food and beverage items will not be left unattended, unless appropriately covered.
- Check presenters, votives, pens and all other reusable guest-contact items will be either sanitized after each use or single-use items.

## **Physical Distancing Protocol**

- Signage will be placed noting safe distancing requirements.
- Hostesses and managers will manage physical distancing at entries, waiting areas and queues.
- Peak period queuing procedures will be implemented when guests cannot be seated immediately.
- Bar and lounge seating to be adjusted or removed where appropriate.
- Tables and booths will be utilized with appropriate distancing between each party.
- Quick-serve coffee options will be opened based on demand.

## **Guest Considerations**

- All straws will be wrapped.
- Napkin service, including folding or placing on guest's lap, is suspended until further notice.
- Limited grab-and-go offerings will be available in lieu of enhanced team member service.
- Bar snacks will only be served individually.
- All food and beverage items will be placed on the table, counter or other surface instead of being handed directly to a guest.





# MEETING & EVENT MODIFICATIONS

Hosting meetings and events in a post-COVID-19 world requires adjustments to provide the optimal conditions for safe functions, including health and safety protocols, physical distancing arrangements, and safe food and beverage service. Planning and executing events may look a little different, but an **Ever Strong** event will facilitate the delivery of a safe and successful experience for everyone involved.

## Hotel Sales and Conference Services

- Site inspections and meetings may be done virtually utilizing live, Reallync video touring and/or by following appropriate physical distancing protocols.
- Venue floor plans incorporating safe physical distancing are available and can be customized on request.

## Meeting and Conference Spaces

- Meeting and banquet set-up arrangements will allow for physical distancing between guests in all meetings and events.
- Self-serve buffet-style food service will be suspended and replaced by alternative service methods.

## Cleaning and Sanitizing Protocol

- Conference room doors, tables, chairs, light switches and other equipment is sanitized after each group use.
- All shared equipment and meeting amenities are sanitized before and after each use, or will be single-use if not able to be sanitized.
- All linens, including underlays, to be replaced after each use.
- Clean and soiled linens to be transported in/out of meeting rooms in single-use plastic bags or wrapped in plastic.

## Physical Distancing Protocol

- All buffet and self-serve style events are suspended and replaced by alternative service methods.
- New, modified menus showcase styles of service and items that meet safety guidelines.
- All food and beverage items may be individually plated and served.
- Coffee and other break items are attended and served by a server.
- Flatware, when provided, is provided as a roll-up.
- Condiments are served in individual packaging or sanitized personal containers.
- Seating capacities and floor plans are reviewed on an event-by-event basis to ensure appropriate physical distancing.
- Signage will be posted outside of meeting and events reminding guests of appropriate physical distancing guidelines.

## Public Events

- Based on current health and safety guidelines, properties may host special events open to the public. This includes festivals, concerts, events and fairs.
- In all cases, guidelines for maximum gathering counts, physical distancing and increased sanitization protocols will be followed.
- The properties will always follow state and local guidelines for gatherings.

# AMENITIES

All amenities, such as pools, spas, and fitness centers, will follow protocols applicable to each amenity when these features are open to our guests.

- Hours and occupancy may be modified to allow for additional cleaning and sanitization.
- Equipment will be spaced in accordance with physical distancing guidelines, in as much as space will allow; in lieu of moving equipment. Restrictions on use/availability may be implemented.
- Fitness Center free weights and stretching areas will be limited to 1-2 people at a time (based on individual location).
- Signage will be placed noting safe use and distancing requirements, as appropriate.
- Water bottles will be replaced with dispensers.
- Sanitizing wipes will be available in the Fitness Center. We recommend guests clean equipment before and after use.
- Touchless hand sanitizer will be placed at entrances.
- Pool seating will be configured to allow at least six feet of separation between groups of guests.
- Children must be accompanied by an adult who will be responsible for the safety and proper distancing of their party.
- Additional requirements may be implemented based on state and local requirements for operation.








# RESORT/OUTDOOR AMENITIES

Physical distancing compliant seating and appropriate cleaning/sanitization procedures and intervals will be established for all outdoor spaces, amenities and activities. In shared common spaces, frequent sanitization will be completed, at minimum twice daily (weather permitting).

**Ski Area** (Bear Creek)—Plans for the 2020/2021 ski season will consider the latest advice and best practices put forth from the CDC, government authorities, the Pennsylvania Ski Areas Association and the National Ski Areas Association. Implementing the **Ever Strong** program at the resort will be based on this latest information and corporate decisions to operate effectively and safely.

**Kids Camp** (Bear Creek)—All hosted camps will adhere to National Camp Association, CDC and appropriate **Ever Strong** guidelines for physical distancing, sanitization, camp occupancy and available activities. Primary considerations include, but are not limited to, swimming pool, outdoor activities, life vests and equipment and lunch service.





# TEAM MEMBER RESPONSIBILITIES

Southern has a duty to protect the well-being of those we employ and serve. As representatives of Southern, team members are mutually committed to this effort and required to adhere to the responsibilities as set forth in Southern's Infectious Disease Control Policy. This policy aims to control the spread of infectious disease and contains specific protocols team members will take during the present COVID-19 pandemic.



## COVID-19 TRAINING

Team members are a vital line of defense for an effective sanitation and health program. All Southern team members participate in training on COVID-19 safety and sanitation protocols. A more comprehensive training is required for teams with frequent guest contact, including housekeeping, food and beverage, hotel operations, engineering and security. Team members are trained to respond swiftly and report all presumed cases of COVID-19 on-property.



## ILLNESS

Team members are instructed to stay home if they do not feel well and/or are exhibiting any COVID-19 symptoms.



## DAILY PRE-SHIFT AND TIMEKEEPING

Team member pre-shift meetings are conducted in areas that allow for appropriate physical distancing. Larger departments stagger team member arrival times to minimize traffic volume in back-of-house corridors and service elevators. Hand sanitizer is available at each time clock location and team members are required to sanitize their hands after clocking in. The management team will ensure constant communication and proper PPE and sanitation procedures are followed.



## PERSONAL PROTECTIVE EQUIPMENT

Every team member is provided PPE that is required to be worn based on their role and responsibilities and in adherence to government regulations, CDC guidance and company policy. Training on proper use and disposal of all PPE is mandatory. Applicable PPE guidelines are established for the Hotel/Resort and each department.



## HYGIENE

The importance of good hygiene and frequent handwashing is vital to help combat the spread of the virus. All team members are instructed to wash their hands for at least 20 seconds or use sanitizer when a sink is not available after any of the following activities: using the restroom, sneezing, touching their face, blowing their nose, cleaning, sweeping, mopping, smoking, eating, drinking, going on break, accepting items from a guest (ID, cash, credit card, key card) and before and after starting a shift.