

The Franklin City Hotel

Closeout evidence, cause review, owner outcome, and memory eligibility
Urban full-service | September 18-20, 2026 | Record CQH-0918-URBAN

DECISION TYPE	Rate + capacity
APPROVAL	Approved with conditions
AUTHORITY	General manager
DUE	September 17, 2026 at 2:15 PM

ROLE CALL

Close the record. Hold the lesson in pending state until variance and comparability are reviewed.

No silent learning. A historical outcome can inform a future record only after a reviewer accepts, adjusts, or rejects the proposed lesson.

REVENUE VARIANCE +\$3.1k to decision	LABOR VARIANCE +18h rooms + F&B;	GUEST ISSUES 7 2 recoveries	MEMORY Pending review required
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BLOCKER, WARNING, AND LEVER

What changes the call

STATE	SIGNAL AND REASON	OWNER
BLOCKER	Reviewer decision required Actuals can close while memory remains blocked until cause and comparison boundaries are approved.	GM / reviewer
WARNING	Late room-release variance Extra labor and two guest recoveries connect to a later-than-forecast ready-room curve.	Rooms + Finance
LEVER	Narrow reusable lesson Return only a reviewed lesson for comparable urban compression with similar inventory and staffing.	Memory reviewer

ROLE ACTION REGISTER

Owner, action, due, state

OWNER	ACTION	DUE	STATE
Finance	Reconcile revenue, channel, labor, and recovery.	+1 day	Open
Rooms	Explain release-time and labor variance with evidence.	+1 day	Open
GM	Accept, adjust, or reject cause statements.	+2 days	Pending
Memory reviewer	Approve or block future reuse.	+2 days	Pending

APPROVE ONLY IF Actuals reconcile; material variances have source-backed reasons; the proposed lesson is narrow enough for an explicit comparison set.	HOLD WHEN Actuals are missing; sources conflict; causality is speculative; the lesson is too broad; hindsight-only logic is being introduced.
NEXT HANDOFF Reviewed closeout to the owner packet. Only an approved lesson moves to future comparable decision records.	ACTUALS RULE This is the controlling closeout. Reopening any value creates a new audit event and requires variance and memory re-review.

RELEASE CONTROL

Why, who, evidence, and override

WHY THIS CALL Actuals can close while memory remains blocked until cause and comparison boundaries are approved.	RELEASE OWNER General manager Due September 17, 2026 at 2:15 PM	EVIDENCE ANCHOR Reviewer decision required
OVERRIDE CONTROL Written reason, named authority, and source reference required.	OPEN FACTS Final owner disposition; Reviewer decision on lesson	RECORD STATE Approved with conditions hotel-os-1.0

Operating evidence and closeout

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OPERATING EVIDENCE

Current value and role read

AREA	CURRENT EVIDENCE	OPERATING READ
Revenue	Actual total revenue \$61.5k versus \$58.4k decision forecast.	Positive variance \$3.1k.
Rate	Realized ADR \$253 versus \$248 forecast.	Rate move held.
Channel	Direct mix exceeded plan; cost remained inside guardrail.	Net yield improved.
Labor	18 additional hours in Rooms and F&B.;	Late room release is the supported cause.
Guest	7 issues; 2 recovery cases tied to room readiness.	Recovery cost remains in variance.
Asset	Premium HVAC room returned late but passed release test.	No recurrence at closeout.

SOURCE STATUS

State and permitted use

SOURCE	STATE	AS OF	USE
PMS	Imported	Final	Rooms and ADR
Finance	Reviewed	+1 day	Revenue and cost
Labor	Reviewed	+1 day	Actual hours
Guest recovery	Reviewed	Final	Issues and cost
CMMS	Reviewed	Final	Release and recurrence
Approval log	System	Final	Decision and conditions

MISSING AND PENDING FACTS

No silent completion

MISSING OR PENDING FACT	DECISION EFFECT
Final owner disposition	Keep visible. Do not infer completion or silently fill the fact.
Reviewer decision on lesson	Keep visible. Do not infer completion or silently fill the fact.
Confirmed comparison-set tags	Keep visible. Do not infer completion or silently fill the fact.

ACTUALS AND CLOSEOUT OBLIGATION

Fields this role must return

REVENUE Forecast, actual, variance	LABOR Forecast, actual, variance	GUEST Issue and recovery
ASSET Release and recurrence	CAUSE Fact, judgment, external	MEMORY Accept, adjust, reject

ROLE BOUNDARY	Actuals are facts. Variance reasons are reviewed judgments. Memory eligibility is a separate human decision.
AUDIT STATE	Approval Approved with conditions; authority General manager; method hotel-os-1.0; generated 2026-08-31 15:34.
METHOD BASIS	Hotel finance and revenue measures align to STR/CoStar terminology and HFTP USALI 12. Displacement follows HSMAl practice. People safeguards apply response thresholds, purpose limitation, and no adverse employment use.