

The Franklin City Hotel

BEO confidence, production, labor, shared services, and contribution
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

Protect event execution and shared-service capacity while the hotel accepts compression demand.

F&B; revenue is counted only with the matching product, labor, space, equipment, and guest promise.

F&B; REVENUE \$14.2k \$7.1k contribution	COVERS 286 banquet + outlet	BEO CONFIDENCE 89% 2 changes open	OUTLET PRESSURE 76% peak load
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BLOCKER, WARNING, AND LEVER

What changes the call

STATE	SIGNAL AND REASON	OWNER
BLOCKER	Two open BEO changes Late scope affects kitchen sequence, stewarding, dock, and shared engineering coverage.	F&B; director
WARNING	Shared-service peak Banquet close, outlet pressure, and rooms arrivals overlap in the same operating window.	F&B; + Operations
LEVER	Freeze scope and sequence Trade late changes for price, labor, or service adjustments before final acceptance.	Events + Sales

ROLE ACTION REGISTER

Owner, action, due, state

OWNER	ACTION	DUE	STATE
Events	Freeze BEO changes and name client exceptions.	10:00 AM	Open
Culinary	Confirm production, dietary, equipment, and product.	11:00 AM	Open
Stewarding	Publish shared-service and dock coverage.	11:30 AM	Pending
F&B; director	Sign outlet and event readiness.	12:00 PM	Pending

APPROVE ONLY IF	BEO scope, labor, production, space, equipment, dock, and shared-service coverage are confirmed with accountable owners.	HOLD WHEN	A material BEO change arrives without margin, labor, equipment, guest-impact, and shared-service review.
NEXT HANDOFF	Event readiness to GM; shared-service exceptions to Rooms and Engineering; realized contribution to owner closeout.	ACTUALS RULE	Close covers, event and outlet revenue, cost of sales, labor, BEO variance, waste, service issues, and recovery.

RELEASE CONTROL

Why, who, evidence, and override

WHY THIS CALL Late scope affects kitchen sequence, stewarding, dock, and shared engineering coverage.	RELEASE OWNER General manager Due September 17, 2026 at 2:15 PM	EVIDENCE ANCHOR Two open BEO changes
OVERRIDE CONTROL Written reason, named authority, and source reference required.	OPEN FACTS Client disposition of two BEO changes; Final stewarding coverage	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	F&B; and event revenue \$14.2k; contribution \$7.1k.	Labor and cost of sales are included.
Banquet	286 covers; two BEO changes open.	Scope must freeze before production.
Outlet	Pressure 76%; breakfast capture 68%.	Peak overlaps with arrivals.
Labor	118 loaded F&B; hours.	Stewarding and leadership are shared constraints.
Space	Function and dock plan reviewed.	Late load-in remains a watch item.
Hotel	TRevPAR \$321.	Total value does not excuse weak execution.

SOURCE STATUS

State and permitted use

SOURCE	STATE	AS OF	USE
BEO	Reviewed	09:00	Scope and covers
POS	Reviewed	08:45	Revenue forecast
Labor	Reviewed	08:50	Coverage and rate
Inventory	Reviewed	08:35	Product and supplies
Facilities	Reviewed	08:30	Equipment and dock
Client changes	Manual	Open	Two pending items

MISSING AND PENDING FACTS

No silent completion

MISSING OR PENDING FACT	DECISION EFFECT
Client disposition of two BEO changes	Keep visible. Do not infer completion or silently fill the fact.
Final stewarding coverage	Keep visible. Do not infer completion or silently fill the fact.
Final shared dock sequence	Keep visible. Do not infer completion or silently fill the fact.

ACTUALS AND CLOSEOUT OBLIGATION

Fields this role must return

COVERS Forecast and actual	REVENUE Banquet and outlet	COST Product and waste
LABOR Hours and overtime	BEO Scope and variance	GUEST Issues and recovery

ROLE BOUNDARY	F&B; receives execution evidence and contribution. Protected people responses and owner-only assumptions remain outside the packet.
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 HSMAI practice. People safeguards apply response thresholds, purpose limitation, and no adverse employment use.