

The Franklin City Hotel

Release control and cross-functional coordination
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

Push rate with guardrails. Release only after the rooms and people conditions clear.

The general manager owns the decision state. No department or model can silently release the work.

DECISION Conditional 2 open conditions	CONFIDENCE 86% reviewed evidence	READINESS 82% rooms is weakest	RISK 24% managed exposure
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BLOCKER, WARNING, AND LEVER

What changes the call

STATE	SIGNAL AND REASON	OWNER
BLOCKER	Housekeeping release timing 62 departures and 11 priority arrivals make the 2:00 PM ready-room checkpoint binding.	Director of Rooms
WARNING	People support coverage Three short turns and a 23-point voice gap require added arrival-wave leadership.	Rooms + People
LEVER	Rate and room-type controls Lift BAR while protecting premium room types, direct mix, and contracted group inventory.	Revenue

ROLE ACTION REGISTER

Owner, action, due, state

OWNER	ACTION	DUE	STATE
Director of Rooms	Verify 11 priority rooms and publish exceptions.	2:00 PM	Open
People support	Add arrival-wave rooms leadership coverage.	Before schedule post	Open
Revenue	Publish BAR and room-type controls after release.	2:10 PM	Ready
General manager	Approve, condition, or hold against current evidence.	2:15 PM	Pending

APPROVE ONLY IF	Rooms verifies the priority-room release curve; arrival-wave leadership coverage is added; inventory still reconciles; no safety state changes.	HOLD WHEN	Ready rooms fall below the arrival curve; a critical room moves offline; a condition has no owner or due time; a material source becomes stale.
NEXT HANDOFF	Signed call to Revenue, Rooms, Engineering, F&B;, People support, and the owner summary from the same record.	ACTUALS RULE	Close rooms sold, ADR, channel cost, labor, ready-room time, OOO releases, guest issues, recovery cost, and variance reason.

RELEASE CONTROL

Why, who, evidence, and override

WHY THIS CALL 62 departures and 11 priority arrivals make the 2:00 PM ready-room checkpoint binding.	RELEASE OWNER General manager Due September 17, 2026 at 2:15 PM	EVIDENCE ANCHOR Housekeeping release timing
OVERRIDE CONTROL Written reason, named authority, and source reference required.	OPEN FACTS Final 2:00 PM priority-room sign-off; Revised rooms leadership 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
Commercial	Occupancy 92.9%; ADR \$248; net RevPAR \$213; RGI 112.	Rate move is supportable after channel cost.
Rooms	62 departures; 91 stayovers; 11 priority arrivals; 3 OOO rooms.	Release timing is the binding gate.
People	17 qualifying responses; floor 5; voice and recovery gaps of -23 points.	Support plan is required, not an individual score.
Guest	Recovery readiness 86%; walk exposure 3 rooms.	Keep one recovery authority at front desk.
Asset	Life safety 100%; one premium HVAC repair on the arrival path.	Room release requires verification.
Owner	Flow-through forecast 51% against a 49% floor.	Operating overrun can erase the upside.

SOURCE STATUS

State and permitted use

SOURCE	STATE	AS OF	USE
PMS	Imported	09:20	Rooms sold, room type, arrival list
RMS	Reviewed	09:05	Demand, pace, pricing
Labor	Reviewed	08:50	Schedule and hours
HK board	Reviewed	09:12	Turns and room status
Maintenance	Reviewed	09:10	OOO and release evidence
Finance	Reviewed	Prior close	Budget and owner hurdle

MISSING AND PENDING FACTS

No silent completion

MISSING OR PENDING FACT	DECISION EFFECT
Final 2:00 PM priority-room sign-off	Keep visible. Do not infer completion or silently fill the fact.
Revised rooms leadership coverage	Keep visible. Do not infer completion or silently fill the fact.
Final premium HVAC room-release evidence	Keep visible. Do not infer completion or silently fill the fact.

ACTUALS AND CLOSEOUT OBLIGATION

Fields this role must return

REVENUE Total hotel revenue and net channel yield	ROOMS Ready-room curve and room moves	PEOPLE Support action completion only
GUEST Issues and recovery cost	ASSET OOO and recurrence	REVIEW Variance cause and memory decision

ROLE BOUNDARY	GM may approve, condition, hold, or override with a written reason and evidence reference. The packet never auto-releases work.
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.