

The Franklin City Hotel

Return, cash, asset exposure, and review boundary
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

Support the rate move only while flow-through and asset downside remain inside the owner hurdle.

The owner view receives aggregate operating evidence and finance, not protected individual people data or private method weights.

GOP \$25.8k +\$3.4k to plan	GOPPAR \$144 available-room basis	FLOW-THROUGH 51% 49% floor	CAPEX AT RISK \$18k deferred HVAC
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BLOCKER, WARNING, AND LEVER

What changes the call

STATE	SIGNAL AND REASON	OWNER
BLOCKER	Operating gate can erase return Late rooms, incremental labor, and recovery cost can consume the expected contribution.	GM
WARNING	\$3.8k acquisition cost Headline ADR must be read after channel, variable room, labor, and recovery cost.	Controller
LEVER	Conditioned rate push Protect price while capping downside and keeping asset exposure separate from same-day operations.	Owner + GM

ROLE ACTION REGISTER

Owner, action, due, state

OWNER	ACTION	DUE	STATE
Controller	Freeze budget, decision forecast, and owner hurdle.	On approval	Ready
Asset manager	Confirm HVAC capex class and downside cap.	End of day	Open
GM	Report any override, recovery use, or new asset exposure.	Closeout	Pending
Owner reviewer	Accept, adjust, or reject the proposed lesson.	+2 days	Pending

APPROVE ONLY IF Forecast GOP and cash clear the owner hurdle with acquisition, labor, recovery, and asset exposure separately stated and conditioned.	HOLD WHEN Flow-through drops below 49%; a safety state changes; capital exposure is hidden in operations; or the forecast cannot be reconciled to finance evidence.
NEXT HANDOFF Owner conditions return to the GM approval record. No separate shadow decision or undocumented owner direction.	ACTUALS RULE Close TRevPAR, departmental profit, acquisition cost, labor, recovery, GOP, cash effect, capex exposure, and flow-through variance.

RELEASE CONTROL

Why, who, evidence, and override

WHY THIS CALL Late rooms, incremental labor, and recovery cost can consume the expected contribution.	RELEASE OWNER General manager Due September 17, 2026 at 2:15 PM	EVIDENCE ANCHOR Operating gate can erase return
OVERRIDE CONTROL Written reason, named authority, and source reference required.	OPEN FACTS Final approved rooms leadership cost; Final repair invoice and capital classification	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	Total hotel revenue \$58.4k; TRevPAR \$321.	Total-hotel value includes F&B; and other revenue.
Contribution	GOP forecast \$25.8k; margin 44.2%; GOPPAR \$144.	Clears current owner hurdle.
Acquisition	Channel cost \$3.8k; OTA mix 18%.	Net yield remains acceptable.
Labor	Forecast labor \$11.6k; 12 hours require OT review.	Support plan remains open.
Asset	PM completion 91%; one critical asset; capex exposure \$18k.	HVAC risk is separately visible.
Cash	Cash reserve requirement \$15k.	No unapproved capital release is implied.

SOURCE STATUS

State and permitted use

SOURCE	STATE	AS OF	USE
Finance	Reviewed	Prior close	Budget, GOP, cash
PMS	Imported	09:20	Rooms and revenue
POS	Reviewed	08:45	F&B; revenue
Labor	Reviewed	08:50	Hours and loaded cost
CMMS	Reviewed	09:10	Asset exposure
Approval	Manual	Open	Owner conditions

MISSING AND PENDING FACTS

No silent completion

MISSING OR PENDING FACT	DECISION EFFECT
Final approved rooms leadership cost	Keep visible. Do not infer completion or silently fill the fact.
Final repair invoice and capital classification	Keep visible. Do not infer completion or silently fill the fact.
Actual recovery reserve use	Keep visible. Do not infer completion or silently fill the fact.

ACTUALS AND CLOSEOUT OBLIGATION

Fields this role must return

REVENUE TRevPAR, net RevPAR, mix	PROFIT GOP, GOPPAR, margin	COST Channel, labor, variable cost
CASH Reserve and owner cash effect	ASSET Repair, capex, recurrence	REVIEW Owner disposition and memory

ROLE BOUNDARY	Aggregate support cost and completion may appear. Individual responses, comments, employment actions, and protected method weights do not.
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.