

The Franklin City Hotel

Net yield, pace, room type, channel, and displacement
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

Lift BAR and protect premium-room inventory after the rooms release checkpoint.

Commercial control remains conditional on the operating gate. Demand does not independently authorize the stay promise.

OCCUPANCY 92.9% 169 / 182	ADR \$248 ARI 108	NET REVPAR \$213 RGI 112	PICKUP +21 last 72 hours
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BLOCKER, WARNING, AND LEVER

What changes the call

STATE	SIGNAL AND REASON	OWNER
BLOCKER	Housekeeping release timing Commercial inventory cannot outrun verified arrival-ready rooms and promised room types.	Revenue + Rooms
WARNING	Acquisition and displacement OTA cost is \$3.8k; group commitments and 3-room walk exposure remain protected.	Revenue
LEVER	BAR, fences, and room type Lift BAR, close weak discounts, favor direct mix, and hold premium types for verified availability.	Revenue

ROLE ACTION REGISTER

Owner, action, due, state

OWNER	ACTION	DUE	STATE
Revenue	Configure BAR and close weak discount fences.	After 2:00 PM gate	Ready
Distribution	Favor direct and negotiated incremental inventory.	Same window	Ready
Sales	Protect group room types, terms, and pickup obligations.	Before sync	Open
Revenue	Return realized mix, denied demand, and cancellations.	After stay	Pending

APPROVE ONLY IF Net yield improves; room-type inventory, rate fences, group terms, channel rules, and the rooms release checkpoint all reconcile.	HOLD WHEN Rate gain depends on high-cost channels, unclear fences, unpriced displacement, unavailable premium types, or an unsigned operating gate.
NEXT HANDOFF Controls to Rooms and GM; group implications to Sales and F&B; realized contribution to owner closeout.	ACTUALS RULE Close segment, channel, room type, realized ADR, acquisition cost, cancellation, no-show, denied demand, displacement, and total-hotel spend.

RELEASE CONTROL

Why, who, evidence, and override

WHY THIS CALL Commercial inventory cannot outrun verified arrival-ready rooms and promised room types.	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 premium-room engineering release; Final 2:00 PM rooms sign-off	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
Market	MPI 112; ARI 108; RGI 112.	Compression supports rate integrity.
Pace	Pickup +21 rooms in 72 hours; cancellation risk 6%.	Continue monitored push.
Channel	Direct share 62%; OTA mix 18%; channel cost \$3.8k.	Protect net yield.
Room type	Three premium-type rooms are OOO or on repair path.	Do not oversell category promise.
Group	Existing contracted allocation remains protected.	No transient displacement of committed types.
Operations	Rooms gate at 2:00 PM; readiness 82%.	Release only after sign-off.

SOURCE STATUS

State and permitted use

SOURCE	STATE	AS OF	USE
PMS	Imported	09:20	Inventory, pace, room type
RMS	Reviewed	09:05	Demand and recommendation
CRS	Reviewed	09:00	Channel controls
Comp set	Imported	Prior day	MPI, ARI, RGI
Group CRM	Reviewed	08:30	Terms and pickup
Finance	Reviewed	Prior close	Channel cost

MISSING AND PENDING FACTS

No silent completion

MISSING OR PENDING FACT	DECISION EFFECT
Final premium-room engineering release	Keep visible. Do not infer completion or silently fill the fact.
Final 2:00 PM rooms sign-off	Keep visible. Do not infer completion or silently fill the fact.
Realized denied-demand count	Keep visible. Do not infer completion or silently fill the fact.

ACTUALS AND CLOSEOUT OBLIGATION

Fields this role must return

SEGMENT Rooms, ADR, revenue	CHANNEL Mix, cost, net yield	ROOM TYPE Sell, upgrade, move
DEMAND Pickup, cancel, no-show	GROUP Materialization and displacement	TOTAL HOTEL Ancillary spend and contribution

ROLE BOUNDARY	Revenue can change price, mix, channel, restrictions, and inventory only inside the approved operating conditions.
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.