Contents

[Parking Metrics Notes (Jarret Lagrone) 1](#_Toc197488734)

[Sources of Information for Determining Daily Numbers 1](#_Toc197488735)

[Specific Forecasting Process Steps 2](#_Toc197488736)

[Verification Process for Forecast Accuracy 3](#_Toc197488737)

[Payroll Notes (Jarrett Lagrone) 4](#_Toc197488738)

[How to Determine Payroll Numbers 4](#_Toc197488739)

[Notes on Rates (Jarrett Lagrone) 5](#_Toc197488740)

[How to Determine Rate Numbers 5](#_Toc197488741)

[Contract Type (Deal Type) Impact on Forecasting Process 7](#_Toc197488742)

[Revenue Share Contracts 7](#_Toc197488743)

[Management Agreement Contracts 7](#_Toc197488744)

[Staffing and Scheduling Pattern Notes (Jarret Lagrone) 8](#_Toc197488745)

[GSC (Guest Service Captain) Fixed Staffing: 8](#_Toc197488746)

[GSA (Guest Service Associate) Flexible Staffing: 8](#_Toc197488747)

[Contract Type Impact on GSC/GSA Forecasting 8](#_Toc197488748)

[Revenue Share Restrictions: 8](#_Toc197488749)

[Scheduling Workarounds: 8](#_Toc197488750)

[Site Complexity Considerations 9](#_Toc197488751)

[Multiple Properties Impact: 9](#_Toc197488752)

[Experience-Based Adjustments: 9](#_Toc197488753)

[Budget versus Actual Performance 9](#_Toc197488754)

[Consistent Over-Budget Performance: 9](#_Toc197488755)

[Recommended Forecasting Approach 9](#_Toc197488756)

[Separate Scales for Different Positions: 9](#_Toc197488757)

[Regional Variations 9](#_Toc197488758)

[Houston-Specific Practices: 9](#_Toc197488759)

[Jarrett's approach to forecasting GSCs versus GSAs is significantly influenced by: 10](#_Toc197488760)

# Parking Metrics Notes (Jarret Lagrone)

## Sources of Information for Determining Daily Numbers

1. **Hotel Sales Team Collaboration**
   1. Meets with the hotel sales team to gather information about upcoming business
   2. Visits the sales office to discuss "what's on the docket for the month"
   3. Asks about new business, recurring business, and any changes from typical patterns
   4. Notes that sales team quality varies by hotel, so he adapts his approach accordingly
2. **Prior Year Data Analysis**
   1. Uses last year's historical data as a baseline
   2. Compares current forecasting period to similar periods in the prior year
   3. Identifies recurring events or groups (e.g., "We just had a busy weekend at my site, but as you can see last year I had the same exact group in and we did very similar numbers")
   4. Calculates averages from last year for similar time periods
3. **Hotel Booking Data**
   1. Gets advance booking information from the hotel for at least the first two weeks of the upcoming month
   2. Creates the forecast approximately two weeks before the month is due to be "locked in"
   3. Uses this advance booking data as a starting point for the beginning of the month
4. **Site Knowledge and Experience**
   1. Relies on understanding the "flow" of his site (noting that after 6-8 months, an account manager should know their site's patterns)
   2. Knows which days of the week are typically slower (e.g., Mondays or Sundays)
   3. Understands driving percentages and how they fluctuate throughout the week
5. **Special Events Awareness**
   1. Takes into account big events happening at or near the property
   2. Makes specific adjustments for seasonal events (e.g., "This is prom season, so... if you have these thousand people Proms, you're probably gonna get 150-200 cars on those days")

## Specific Forecasting Process Steps

1. **Site Condition Assessment**
   1. Identifies any issues that might affect parking metrics (e.g., renovations, construction on the drive, hotel lobby work)
   2. Factors in these challenges when projecting numbers
2. **Starting with Occupancy**
   1. Begins with forecasting occupied rooms or occupancy percentage
   2. Uses this as a foundation for subsequent parking metrics
3. **Drive-In Percentage Calculation**
   1. After establishing occupancy, determines drive-in percentage based on property type (full valet vs. self-park options)
4. **Capture Ratio Determination**
   1. Calculates capture ratio based on site history and occupancy projections
5. **Event Forecasting**
   1. Adds specific forecasts for high-volume days like events
   2. Estimates number of cars for events based on experience (e.g., 150-200 cars for a prom with 1,000 attendees)
6. **Forecast of Multiple Metrics**
   1. Ensures all relevant metrics are addressed: "valet overnights if they're a high volume daily"
   2. Includes valet monthly and self parking percentage where applicable

## Verification Process for Forecast Accuracy

1. **Comparison to Budget**
   1. After completing the forecast based on all inputs, compares to budgeted amount
   2. Uses budget as a validation check, not as the starting point
   3. States: "Usually what I'll do after those things are done is I come back and I say OK, how close or how far am I from budget"
2. **Variance Analysis**
   1. If forecast is above budget and looks reasonable (e.g., "maybe I'm 1000 above budget"), he considers it accurate
   2. If forecast is below budget, ensures he already knows the reason: "If I'm below or way below in some aspect then while I was building that I should have found the reason already"
   3. Justification of Variances
   4. Prepares explanations for significant budget variances
   5. Example: "If I'm finding out all the information that's going on in that month and then I look and then I'm... supposed to in May be at 26, but I'm forecasting 16, then I should already know why it's that much lower"
3. **Team Review Process**
   1. Conducts forecasting meetings with his team
   2. Teaches his account managers to follow similar processes
   3. States: "That's usually the basis of what I use to go when once you're forecasting something"

# Payroll Notes (Jarrett Lagrone)

## How to Determine Payroll Numbers

1. **Contract Type Consideration**
   1. Acknowledges different approaches based on contract type: "So with payroll, so I'm a Rev share, but I've done them for management agreement"
   2. Revenue share sites follow a different process than management agreement sites
2. **Historical Data Analysis**
   1. Notes that when the system pulls historic data, "it's just an average"
   2. Uses historical payroll data as a starting point, but doesn't rely solely on these averages
3. **Weekly Pattern Recognition**
   1. Considers the pattern of business throughout the week
   2. Understands which days typically require more staffing based on site patterns
4. **Occupancy-Based Adjustments**
   1. Uses occupancy forecasts as a driver for payroll needs
   2. Adjusts staffing levels based on anticipated business volume
5. **Event-Based Planning**
   1. Factors in special events that require additional staffing
   2. Plans for higher payroll during high-volume events (similar to how he accounts for these in parking metrics)
6. **Customer Service Requirements**
   1. Considers service level expectations when determining staffing levels
   2. Balances efficiency with maintaining appropriate customer service
   3. Verification Process for Payroll Forecasts
7. **Labor Efficiency Checks**
   1. Examines labor efficiency ratios to ensure payroll projections are appropriate for the forecasted volume
   2. Evaluates if staffing levels align with anticipated business needs
8. **Comparison to Budget**
   1. Uses budget as a reference point after completing the forecast
   2. Looks for significant variances from budget that need explanation
9. **Management Agreement Considerations**
   1. For management agreement sites, payroll is treated differently as it directly impacts P&L
   2. Ensures payroll projections align with client expectations and contract parameters

# Notes on Rates (Jarrett Lagrone)

## How to Determine Rate Numbers

1. **Contract Type Impact**
   1. Acknowledges rate forecasting varies by contract structure: "So I'm a Rev share, but I've done them for management agreement"
   2. Revenue share sites focus more on maximizing revenue through optimal rates
   3. Management agreements might have different rate considerations based on contract terms
2. **Prior Year Rate Analysis**
   1. Uses previous year's rates as baseline reference
   2. Examines historical rate patterns during similar periods
3. **Planned Rate Increases**
   1. Factors in any scheduled rate increases that have been agreed upon
   2. Plans for implementation timing of these increases
4. **Competitive Market Analysis**
   1. Considers rates at comparable properties in the area
   2. Adjusts based on market positioning and competition
5. **Occupancy-Based Rate Strategy**
   1. Uses projected occupancy to inform rate strategy
   2. May adjust rates up or down based on anticipated demand
   3. For high occupancy periods, rates can be increased to maximize revenue
6. **Event Impact Assessment**
   1. Recognizes special events may warrant premium rates
   2. Plans rate adjustments around event calendars (similar to his approach with parking metrics)
   3. Verification Process for Rate Forecasts
7. **Revenue Impact Analysis**
   1. Evaluates how rate projections will affect overall revenue
   2. Ensures rates will generate the expected revenue based on volume projections
8. **Comparison to Budget**
   1. Similar to his parking metrics approach, he checks rates against budget
   2. Validates if rate forecasts will achieve budgeted revenue targets
9. **Client Approval Considerations**
   1. For certain contract types, rate changes may require client approval
   2. Ensures rate forecasts align with any contractual limitations or requirements

# Contract Type (Deal Type) Impact on Forecasting Process

## Revenue Share Contracts

1. **Payroll Focus**
   1. Less emphasis on detailed payroll management since it's not directly passed through to clients
   2. Focuses on efficiency to maximize the revenue share percentage
   3. States: "So with payroll, so I'm a Rev share, but I've done them for management agreement"
2. **Rate Focus**
   1. Heavy emphasis on maximizing revenue through optimal rate setting
   2. More flexibility to adjust rates to maximize total revenue
   3. Concentrated attention on driving revenue since that directly impacts the company's earnings

## Management Agreement Contracts

1. **Payroll Focus**
   1. Much stronger emphasis on detailed payroll management since labor costs directly impact P&L
   2. More rigorous verification against budget and client expectations
   3. Greater need to justify variances from budget
   4. Client may have specific staffing level requirements or expectations
2. **Rate Focus**
   1. Rates may be more client-driven or contractually defined
   2. May require client approval for rate changes or adjustments
   3. Focus is on meeting contracted service levels while managing costs efficiently

# Staffing and Scheduling Pattern Notes (Jarret Lagrone)

## GSC (Guest Service Captain) Fixed Staffing:

* Jarrett typically schedules a consistent number of GSCs: "For GSC, you've got 15 down the column... you Schedule 2 GSCs every day"
* This is a standard pattern: "Pretty much every other site will run one in the morning, 1 at night"
* Only one site (described as "slower") doesn't have two GSCs every day

## GSA (Guest Service Associate) Flexible Staffing:

* GSAs are the variable component that flexes based on volume: "it's the GSAs that flex"
* For busy periods, Jarrett significantly increases GSA staffing: "For Friday, I knew that I was gonna need... eight or nine GSAs"
* GSAs are adjusted based on expected business volume while GSC count remains constant

## Contract Type Impact on GSC/GSA Forecasting

### Revenue Share Restrictions:

* Jarrett notes a specific limitation for revenue share sites: "At Rev shares, we don't want more than one GSC scheduled at a time"
* This is a relatively recent focus: "something that they're really into lately"

### Scheduling Workarounds:

* Even with multiple GSCs on staff, they code some as GSAs for scheduling: "I have 3 GSCs and I'll schedule all of them, but their job code for two of them will have to be a GSA"
* This appears to be for cost control purposes in revenue share situations
* He compensates GSCs working as GSAs through alternative means: "How I make that up to them can be different ways. Maybe I just get them lunch that day... Or maybe I add a gratuity"

## Site Complexity Considerations

### Multiple Properties Impact:

* Sites with multiple properties require additional consideration: "I have 3 hotels at my site, so sometimes it can be pretty busy for just having one GSC"
* Uses team leads (experienced staff between GSC and regular GSA) to help manage complex sites

### Experience-Based Adjustments:

* Mentions using experienced team leads for additional support: "Having someone there that has experience"
* Notes the JW Marriott has a similar setup to his site because they are "Rev share" with experienced staff

## Budget versus Actual Performance

### Consistent Over-Budget Performance:

* Jonathan observes that "2024 actuals are pretty consistently higher" for GSCs
* Suggests a pattern of planning for 15 hours but consistently using more
* Indicates potential need for more realistic forecasting for GSC hours

## Recommended Forecasting Approach

### Separate Scales for Different Positions:

* Jarrett recommends: "I think it's good to have maybe a scale separately for GSA and GSC"
* Notes this separation is "really dependent on the contract that we have at the sites"
* Suggests different forecasting approaches for different position types based on contract structure

## Regional Variations

### Houston-Specific Practices:

* Notes that in Houston, there's a specific practice around coding GSCs as GSAs: "Well, in Houston anyway. We'll schedule GS like I have 3 GSCs..."
* Indicates forecasting practices may vary by region or market

### Jarrett's approach to forecasting GSCs versus GSAs is significantly influenced by:

1. Contract type (with revenue share sites having specific limitations)
2. Site complexity (number of properties, volume of business)
3. Standard staffing patterns (typically fixed GSC counts with flexible GSA counts)
4. Regional practices and workarounds