

Mission Statement

Our mission for the Doubletree by Hilton Boston Rockland for 2018 is to relentlessly pursue the highest levels of empl

oyee and guest satisfaction while maximizing the return on the owner's investment.

DoubleTree Andover, MA Organizational Chart



2019 BUDGET OVERVIEW

HOLIDAY INN EXPRESS & SUITES LEROY

The Holiday Inn Express & Suites is a sixty-four (64) room limited service, Intercontinental Hotel Group property located off Interstate 74 at exit 149 in LeRoy, Illinois. The hotel amenities include: complimentary hot breakfast, complimentary Wi-Fi, indoor pool, business center, exercise room and on-site guest laundry. All guest rooms include: free high-speed internet, microwave and mini-fridge, iron and board, coffee maker, hair dryer, sofa beds in select rooms, premium bedding and flat screen televisions.

The hotel is a limited service property near the historic antique district of Le Roy. There are a variety of outdoor opportunities, including picnicking, camping, hiking, swimming, fishing, boating, horseback riding and hunting, at the 1,687-acre Moraine View State Recreation Area. On the IHG website the property currently ranks 4.6 out of 5 on 484 customer service reviews, 4 out of 5 on TripAdvisor reviews and is #1 of 2 Hotels in Le Roy. There is only one other hotel within 10 miles of the hotel, The Days Inn.

Year to Date the STR Trend Report through September, 2018 reflects a 50.2% occupancy, \$93.26 average daily rate and a \$46.79 RevPAR with a 100.3% RGI. Smith Travel Research combined with PKF Consulting have 2019 hotel key metric projections at a 0.2% occupancy growth with a 2.4% ADR improvement resulting in a 2019 RevPAR growth of 2.6%.

The Holiday Inn Express and Suites currently utilizes an outside sales and marketing group, Jacaruso to fulfil their limited need of an outside sales effort while engaging Hotel Revenue Solutions to assist in the properties revenue management. Both companies are working directly with CUSA to increase to overall sales and profitability of the property.

The 2019 hotel total revenue is budgeted at \$1,070,947. Room's revenue is budgeted at \$1,064,947 with an occupancy of 48.8% and an ADR of \$94.90. The total hotel gross operating profit is budgeted at \$358,588 or 33.48% and the net operating income is budgeted at \$40,981. Fixed expenses includes: Insurance, Debt Service Interest, Personal and Property Taxes and Leased Equipment. There are no budgeted or recommended Capital Improvements or Brand Initiatives since the property is negotiating the property improvement planner upcoming relicensing of the hotel with IHG.

The 2019 Budget revenues were derived from monthly revenue figures provide by the hotel's general manager and 2017 financial data provided. The 2018 year-to-date financial data including labor and property expenses were not provide to CUSA in order for CUSA to meet the contractual requirement for delivering a fiscal budget for 2018.

Based on economic forecasts we are cautiously optimistic about the coming year. The results of operations shown in this budget are projections and do not represent results which will actually be achieved. These projections are dependent upon the continued support from ownership and the understanding that no unforeseen burden will be placed on the property that would interrupt or hinder the normal function of operations. Teamwork, effective leadership and working in conjunction with CUSA can produce the desired results of exceeding guest

expectations and continued growth as the industry looks forward to an uncertain economic future. Attached you will find our projections for the 2019 capital budget; these are separate items from the operating budget which we anticipate needing in 2019.

2019 BUDGET ASSUMPTIONS

HOLIDAY INN EXPRESS & SUITES LEROY

ROOMS DEPARTMENT

Amenities – Budget: \$0.35 per occupied room.

This includes soaps, shampoo, conditioner, body wash, luffas, eye masks, cotton balls, q-tips, coffee cups, coffee, condiments, and other items in guest rooms.

Cable TV – Budget: \$768 per month.

This is the cost of cable television only.

Cleaning Supplies – Budget: \$0.30 per occupied room.

These costs include all of the chemicals used in cleaning the guest rooms as well as other areas of the hotel.

Complimentary Breakfast – Budget: \$3.500 per occupied room.

This includes food & beverage items, utensils, paper goods and serving pieces.

Front Office Supplies – Budget: \$175 per month.

These costs include costs includes toner and other office supplies for front desk as well as the middle office printer toners and cartridges, paper, pens, etc.

Guest Room Supplies – Budget: \$0.850 per occupied room.

This cost includes Kleenex, toilet tissue, and other items placed in or delivered to the guest rooms to enhance our guest's experience.

Laundry Cost Allocation-Rooms –Budget \$0.360 per occupied room.

This figure includes total laundry costs (chemicals, uniforms and labor.) and is allocated as a percentage of departmental revenue. In 2017, the laundry attendant was combined with room attendants.

Linen Replacement – Budget: \$5,386 per year.

This is the cost associated with maintaining the hotel at correct linen par levels while replacing damaged items throughout the year. The spring purchases were increased to supply the summer business levels.

Recorded Music– Budget: \$35 per month

The cost of recorded music for lobby.

Travel Agent Commissions – Budget: \$15,974 per year.

This includes all travel agent commissions' fees charged by the agencies for booking room nights at the hotel.

Uniforms – Budget: \$600 per year.

This is budgeted for uniforms and nametags. These are items that need replacing due to normal wear and tear. This includes the front desk and the housekeeping departments.

LAUNDRY DEPARTMENT

Laundry Chemicals – Budget: \$0.360 per occupied room.

The cost includes all soaps, bleach and fabric softener required to clean the hotel linen and terry.

2019 BUDGET ASSUMPTIONS

HOLIDAY INN EXPRESS & SUITES LEROY

TELEPHONE DEPARTMENT

Telephone Costs – Budget: \$9,720 per year.

This line item includes telephone line charges, which include local and long distance service.

Fixed Internet Charges – Budget: \$16,548 per year.

This item includes all internet related monthly expenses to include the 24 hour monitoring required by IHG.

2019 BUDGET ASSUMPTIONS HOLIDAY INN EXPRESS & SUITES LEROY

OTHER INCOME & EXPENSE

Miscellaneous Revenue – Budget: \$6,000 per year.

Revenues associated to guest room damage, purchased supplies and other services

2019 BUDGET ASSUMPTIONS

HOLIDAY INN EXPRESS & SUITES LEROY

ADMINISTRATIVE & GENERAL EXPENSES

Bank Fees – Budget: \$300 per year

Fee paid to the bank to maintain the hotel accounts.

Credit Card Commissions – Budget: \$34,078 per year.

This number accounts for the processing fees charged by the credit card companies.

Data Processing – Budget: \$900 per month.

This is an estimation of all payroll processing for the hotel, quarterly reports and new hire reporting.

Licenses and Permits – Budget: \$1,200 per year.

The expense related to operational licenses including: occupancy, pool and elevator.

Office Supplies – Budget: \$1,683 per year.

Small office supplies use in the hotel. Does not include toner and guest room stationary.

Cell Phones – Budget: \$50 per month.

This is based on cell phone expense for hotel management.

Travel Expenses – Budget: \$4,400 per year

This includes travel for training, meetings etc. as well as in-town mileage for errands required of the staff. This also includes meals with traveling support personnel as well as any local commitments related to the operation of the hotel and is based on historical data. Finally, there are assumed costs for one property individual attending the 2019 IHG annual franchise meeting.

2019 BUDGET ASSUMPTIONS

HOLIDAY INN EXPRESS & SUITES LEROY

SALES & MARKETING

Association Dues-Sales – Budget: \$1,200 per year.

This covers the cost of membership in the local and state associations

Contract Services Sales – Budget: \$21,120 per year.

Revenue Management Services and Sales Support through Jacaruso and Hotel Revenue Solutions.

Promo/Gifts/Supplies – Budget: \$50 per month.

This covers the cost of promotional items used on sales calls and tradeshow to promote the hotel.

Outdoor Signage – Budget: \$2,400 per year.

The cost of the East / West bound traffic on I -74.

Print and Broadcast Media – Budget: \$850 per month.

This is for exit coupon book. Please refer to the Marketing Plan for details

Cell Phones – Budget: \$15 per month.

This is based on cell phone expense for hotel management.

Travel & Entertainment – Budget: \$3,900 per year.

This is for travel on sales calls, meals with prospective and existing clients as well as training.

2019 BUDGET ASSUMPTIONS

HOLIDAY INN EXPRESS & SUITES LEROY

PROPERTY OPERATIONS & MAINTENANCE

Building – Budget: \$2,805 per year.

This covers the cost of building repairs and non-capital improvements.

Electrical – Budget: \$1,122 per year.

This covers the cost of all electrical supplies used in maintaining the property.

Electrical Bulbs – Budget: \$898 per year.

This is covering the cost of replacement light bulbs and ballast for the hotels.

Elevator Contract – Budget: \$3,000 per year.

This covers the cost of monthly maintenance of the elevator system.

Pest Control – Budget: \$900 per year.

This covers the cost of monthly pest control.

Fire Alarm Maintenance – Budget: \$1,800 per year.

This is for new parts as required for rooms or main alarm panel repairs. This also includes the fees for items for testing and monitoring of the fire alarm systems in the hotel.

HVAC – Budget: \$3,000 per year.

This covers the cost of HVAC parts and repairs.

Grounds & Landscaping – Budget: \$1,800 per month.

Annual mulch application for the property.

Painting – Budget: \$1,683 per year.

This is to cover the costs of paint and painting supplies to maintain the hotel.

Plumbing – Budget: \$2,805 per year.

This is an estimation of any plumbing repairs that may be needed and parts we stock.

Pool Chemicals & Repairs – Budget: \$3,000 per year.

This is based on the estimated costs of chemicals and initial start-up of the pool.

Uniforms – Budget: \$300 per year.

This is budgeted for uniforms and nametags. These are items that need replacing due to normal wear and tear.

Waste Disposal – Budget: \$3,000 per year.

Service provided by Waste Management.

UTILITIES

Electricity, Gas and Water – Budget: \$50,496 per year.

An estimation based on 2018 usage.

2019 BUDGET ASSUMPTIONS

HOLIDAY INN EXPRESS & SUITES LEROY

Departmental Labor

Front Desk Supervisor – Budget: \$24,404 per year.

One associate per shift, 5.7 hours per day

Front Desk Clerk-Budget: \$27,550 per year.

One associate per shift 10 hours per day

Night Auditor – Budget: \$31,273 per year.

One associate scheduled for 8 hours per day

Inspectress – \$21,221 per year.

Housekeeping supervision for one associate 8 hours for 5 days per week.

Room Attendants – Budget: \$46,355 per year.

Hours based on a cleaning schedule of 16 rooms per day

Breakfast Attendants – Budget: \$22,152 per year.

One associate scheduled for 6 hours per day

Holiday / Vacation / Sick Pay Rooms – \$4,774 per year.

Based on hotel benefit policy

Administrated and General Department

General Manager – Budget: \$33,467 per year.

One associate with salary with \$3,583 per month with an increase in August, 2018

Holiday / Vacation / Sick Pay Rooms – \$919 per year.

Based on hotel benefit policy

Bonus and Incentive Pay – Budget: \$213 per month.

Maintenance Department

Maintenance Worker – Budget: \$1,200 per year.

One associate with 5.0 hour per day coverage

Holiday / Vacation / Sick Pay Rooms – \$330 per year.

Based on hotel benefit policy

2019 BUDGET ASSUMPTIONS

HOLIDAY INN EXPRESS & SUITES LEROY

P/R TAXES & EMPLOYEE BENEFITS

Background Checks – Budgets: \$300 per year.

The expense allows for background checks to be completed before hire.

Employee Meals– Budget: \$900 per year.

The expense is for a monthly all associate staff meal and holiday celebration.

Employee Advertising – Budget: \$300 per year.

This covers any advertising associated with hiring.

Workers Compensation Insurance – Budget: \$17,250 per year.

Estimate based on current rates.

Taxes – Employer FICA – Budget: \$17,704 per year.

Estimate based on current rates.

Taxes – Federal Unemployment – Budget: \$681 per year.

Estimate based on current rates.

Taxes – State Unemployment – Budget: \$3,405 per year.

Estimate based on current rates.

2019 BUDGET ASSUMPTIONS

HOLIDAY INN EXPRESS & SUITES LEROY

FIXED EXPENSES

Franchise Fees – Budget: \$117,144 per year.

Based on the existing Franchise Agreement with Wyndham Hotels

Insurance General - Budget: \$14,841 per year.

All insurance coverage required for the hotel

Management Fees – Budget: \$38,320 per year.

Estimate based on historic actual

Debt Service - Interest – Budget \$205,324 per year.

Estimate based on historic actuals.

Debt Service - Second – Budget: \$744 per month.

Based on 2017 financials and leased expense

Property Taxes – Real – Budget \$67,058 per year.

Estimate based on historic actuals.

Leased Equipment - Capital – Budget: \$1,796 per month.

Leased Equipment based on the 2017 financials

Executive Summary

Paragraph1

The completion of a \$10 million renovation and the conversion from a Crowne Plaza to a DoubleTree by Hilton on April 26, 2018 positioned the property to be the premier hotel in Southern New Hampshire. The combination of a renovated property along with the advantages of joining Hilton allowed the hotel to generate a much higher level of demand in the second half of 2018. The positive impact to revenues from the Hilton reservation system and Hilton Honors rewards program was noticeable immediately after conversion. Furthermore, the carefully designed sales and marketing plan along with a well-planned revenue management strategy will position the hotel to have a record-breaking year in 2019.

Paragraph2

The physical improvements to the property following the renovation were extraordinary and well received from those that were able to see the “before and after” as it truly transformed the hotel into a sleek and modern looking property. While the majority of the renovation was focused on the guestrooms, public area, and meeting space, there were significant improvements made to “back of the house” equipment that had been neglected by prior ownership. Some of these improvements included but were not limited to a new make-up air system, installation of a saline pool system, and replacement of non-operational kitchen equipment. The upgrades to the guestrooms were extraordinary as every room was essentially brought down to concrete and redesigned with new carpeting, wall covering, bedding, drapery, televisions, furniture, and soft seating. The renovation encompassed improvements to the entire hotel with the only exception being the restaurant, which is slated for early 2019. The estimated \$1 million re-concept of Speaker’s restaurant will represent the completion of a two-phase renovation project.

Paragraph3

As the financial commitment by previous owners had been long overdue, many accounts and group decision makers had shifted their loyalty to other hotels in the market. In an effort to regain confidence from these declining accounts and group decision makers, the sales team identified the need to plan an event to showcase the newly redesigned hotel. The grand re-opening event in early June was a huge success that quickly generated interest resulting in an influx of group and catering leads. The feedback from attendees, which included VIP clients, community leaders, and key account decision makers was overwhelmingly positive.

Paragraph4

Recognizing the importance of a strong online presence, an area the hotel previously lacked, an extensive photo-shoot was conducted in June. The photo-shoot generated 55 professional high quality images that were added to important online channels such as brand.com, social media sites, third party planner sites, and Online Travel Agency (OTA) sites. The photos along with more descriptive online content now provide a greater opportunity to elevate and expand the hotel’s visibility. This has influenced transient and group decision makers that were not previously aware

of the property's existence. In addition, the feedback provided by guests on Tripadvisor and other online sites dramatically improved following the renovation and conversion to DoubleTree. Specifically, this overwhelmingly positive feedback has helped elevate the recommend percentage since Linchris purchased the hotel from 80.8% to 84.4% through 2018, and improved two spots to a 3 of 13 ranking. With a goal of improving the Tripadvisor ranking to 2 of 13 hotels in 2019, the management team will be vigilant in encouraging guests to offer feedback on Tripadvisor.

Paragraph5

With a management approach grounded in 11 years of Linchris experience, the General Manager identified the need for some personnel changes to the management team. A combination of retaining talent from within the hotel and attracting new department heads from outside the organization helped to strengthen the management team in 2018. In addition to personnel changes for the executive chef and chief engineer positions, the most notable changes occurred in the sales department. Under the leadership of a newly hired Director of Sales and Marketing (DOSM) in January 2018, the team became more aggressive and proactive in their selling approach. The new DOSM, with a strong Hilton background and a proven ability to lead a team, was able to leverage the many Hilton tools available to better position the hotel and generate an influx of sales leads. With a sales team eager to learn fresh ideas and methods to attract new business, the sales department generated an increase of sales bookings for 2019 and beyond. The DOSM also hired a new catering sales manager and conference services manager to revamp the sales effort.

Paragraph6

The efforts of the sales team combined with a proactive revenue management program helped achieve a much stronger performance on the STAR report in 2018. There was steady RevPAR growth and increased RevPAR index within a few months following the conversion from Crowne Plaza to Doubletree. With a new competitive set established after the conversion, which removed the Holiday Inn Nashua and added the Residence Inn, the hotel maintained a 110.0% RevPAR index, with strong ADR growth of 18.1%. The goal for 2019 will be to exceed a 120% RevPAR index which will be accomplished through a combination of increased group, corporate preferred, and transient business through Hilton channels. One major piece of unexpected business developed late in the third quarter resulting from an emergency in northern Massachusetts, which involved over pressurized gas lines causing multiple explosions and simultaneous fires across a widespread area. The company responsible for the gas lines, Columbia Gas, reacted by dispatching hundreds of sub-contracted pipeline crews to the area to restore gas service to these communities. Additionally, displaced families were housed throughout many local hotels as far as 32 miles from the site of the emergency event. Because of the magnitude of the project and associated demand, the management team was able to secure a strong average rate from mid-September through mid-December. This account generated over 2,500 room nights and more than \$400,000 in room revenue, securing the property's overall revenue improvement over the previous year.

Paragraph7

Under the leadership of a newly hired Catering Sales Manager in late 2018, the focus will be on driving food & beverage revenue in the corporate market with existing groups as well as soliciting new corporate and social accounts. The group and catering sales team will continue to utilize the Knowland competitive reports, Hotelligence, and Cvent to prospect and drive group sales and catering business. One of the key initiatives in 2019 will be to target more multi-day programs such as continuing education, new hire trainings, and re-certification courses. There will be a focus on driving room rental through an aggressive pricing strategy, an approach that was quite successful in 2018 as well. Room rental fees will continue to be included in sales agreements for multiple breakout rooms, early room set ups, and vendor tables in 2019. The sales team will be flexible in the rate strategy as there is a wide range of clients with different budgets. With newly renovated meeting space, along with new linen-less banquet tables and chairs, there will be a heightened effort on targeted outside appointments and bringing clients in for site visits.

Paragraph8

As employee satisfaction is directly related to guest satisfaction, the management team will work to maintain an environment where employees are engaged and working towards common goals. The employees had the opportunity to share anonymous feedback about the hotel via the Pulse, an employee engagement survey, administered by Linchris annually for all hotels. Shortly after reviewing the Pulse feedback, the management team established and followed through on action steps to address areas of opportunity within the hotel. By demonstrating that employee feedback was being acted on, a much stronger team morale and culture was established, translating to impressive guest experience scores in 2018.

Paragraph9

The 2018 Doubletree by Hilton guest experience scores, commonly referred to by Hilton as SALT, contain crucial feedback from guests that are monitored closely by the management team. Despite some early feedback that were negatively impacted by some final renovation projects in the months following the conversion, once the renovation completed, the hotel had a resurgence of positive guest feedback that allowed the hotel to climb to the top echelon of Doubletree's in North America. The overwhelming sentiment from guest comments, particularly repeat guests, revealed that the transformation from a dated and tired Crowne Plaza to a modern and sleek Doubletree by Hilton was beyond impressive. Beginning in August, the first month following the completion of the renovation through the end of 2018, the hotel finished in the top 12% of DoubleTree hotels in all 5 key metric categories. The 5 categories include overall experience, overall service, overall accommodations, overall arrival, and property loyalty. The highest ranking score of these categories was for overall service with a ranking of 30 out of 372 hotels. With a strong focus on the service action steps, the goal for 2019 will be to finish with a top 20 ranking for overall service.

Paragraph10

With a focus on cost controls and the expectation of revenue growth grounded in the solid relationships with Southwest Airlines, UPS and many of the corporate accounts, there will be increased profitability in 2019. The hotel anticipates total revenues of \$9,522,064 with a gross

operating profit (GOP) of \$2,781,992 and a net operating profit (NOI) of \$1,362,712 in 2019. Compared to 2018, this represents a revenue increase of \$1,404,195 and an increase to GOP and NOI of \$827,338 and \$658,980 respectively.

Market Overview

Changes in Demand Generators

Southfield/ LSTAR MGMT project at the old Navy facility in Weymouth will be building thousands of homes, commercial offices and retail shops which will increase construction, government and banquet related revenue by \$10,263.00.

Hanover Mall is undergoing a massive renovation. The mall was acquired by PREP who has said they will begin breaking ground fall 2017. Hotel has already set up an LNR for PREP who is estimating approximately 100 RNs and \$14,900 in room revenue in 2018 but anticipating increase in 2019.

New Supply in Market

A 140 room Residence Inn by Marriott opened its door in August 2017. Residence Inn has strict length of stays and anticipates capturing all long term stay, project stay, or multiple night stay in the area. 10 miles away in Rockland, we do not anticipate market shift as we do not currently host long term stay business.

Competitive Set Renovations

The Holiday Inn Express Braintree is undergoing a conversion to Best Western expected for winter 2017-2018 but in the meantime have lost their flag and is operating as the Beantown Inn.

Comfort Inn Rockland, which is part of Choice Hotels, will be doing renovations in 2018.

Rate Philosophy

Paragraph 1

The management team at the DoubleTree by Hilton Nashua, along with the dedicated Linchris revenue manager, work together to maximize RevPAR in the hotel. By meeting on a weekly basis and utilizing Rate 365, Demand 360, and Hoteligence, the hotel's management team and the Linchris Revenue Manager adjust the daily rates to maximize revenues and to ensure the hotel is priced accordingly in the market.

Paragraph 2

The hotel utilizes several strategies to maximize the ADR potential. For the corporate segment, the DoubleTree Nashua closely monitors the Agency 360 report to ensure the hotel maintains a pricing strategy that is competitive in the market. The management team also moves lower rated corporate rates into lower rate levels to limit the availability of lower rated business while maximizing on higher rated corporate accounts and best available rates. For group business, especially on high demand weekends between May and October due to the influx of wedding group rooms, group ceilings are implemented to capture the right mix of business. This strategy allows the hotel to secure a strong base of group business, while leaving availability open for higher rated transient reservations. The hotel uses pricing tiers to capture the most revenue per available room (RevPAR). Standard double queen bed rooms are priced at the base tier as demand for this room type is not quite as strong as others. Standard single king bed rooms are priced at a premium to two bedded rooms during the week based on a higher demand from corporate travelers. There are many suites on property that attract a higher rate for brides and grooms as well as corporate preferred executives. On some weekends when the hotel hosts sporting teams and the double queen bed rooms are the most desirable, the hotel changes its pricing strategy to increase the double queen rooms \$10 above the pricing for a standard single king room.

Paragraph 3

In 2019, the hotel will continue to adhere to the Hilton cancellation of 48 hours unless restrictions in the market require a more flexible approach during certain demand periods. In addition, the management team controls inventory by setting minimum length of stay restrictions to ensure high demand nights- most often Tuesday, Wednesday, and Saturday nights are pricing appropriately to maximize profitability. During the mid-week and on busy weekends, the hotel often oversells the hotel in order to improve sell-out efficiency. This strategy helps to maximize both revenue and occupancy for the hotel.

Service Plan Overview

Paragraph 1

The DoubleTree brand eliminated the "brand promise scorecard" in 2018, a comprehensive tool formally used to rank all DoubleTree by Hilton hotels in the system. Hotels are now judged exclusively on SALT (Satisfaction and Loyalty Tracking) scores. The 5 key categories include overall experience, overall service, overall accommodations, overall arrival, and property loyalty. With a strong focus on the service action steps, the hotel CARE committee has established a goal of exceeding the brand average by 3% in 2019.

Paragraph 2

The CARE committee is made up of all department managers as well as at least one line level employee from their department. The CARE committee meets bi-monthly and is chaired by the general manager. The CARE committee presents feedback from our guests and employees to elevate staff morale and guest satisfaction. The management team believes engaging more team members in the committee promotes a better understanding of both the hotel's service goals and the service culture and helps to empower team members to take care of guests. The committee will continue to focus on providing superior guest experiences by reviewing guest surveys and scores and implementing bi-weekly training topics for each member to take back to his/her team. The CARE committee also coordinates monthly CARE rally's where employee of the month is announced and all of the employees gather for games, prizes and food.

The management team starts each day with a "daily huddle" at 10:30am to review surveys, the CARE log, business and group arrivals for the day, site tours and any additional assistance a department may need. These daily huddles promote an environment of cross-departmental communication and helps ensure the delivery of outstanding service to our guests. All department heads also attend weekly staff meetings to review financial performance, SALT scores, CARE committee initiatives, and review pertinent details for upcoming groups.

Paragraph 3

The Pulse employee engagement survey, conducted by Linchris for the 7th consecutive year, was administered to the Doubletree Andover, the purpose of the anonymous survey is to allow all employees an opportunity to answer a wide range of questions pertaining to their job 14 satisfaction at the hotel. As employee satisfaction has a direct correlation to guest satisfaction, the feedback from the survey is analyzed closely to identify trends and areas of opportunity. By reviewing the feedback closely with department heads and establishing action steps with due dates, there was very thorough follow up and noticeable improvement to these areas.

There are several employee events as well as awards given throughout the year to reward team members and make them feel appreciated. Team members have the opportunity to earn the employee of the month award of \$100 and managers have the opportunity to win the manager of the quarter award of \$150. Each department is celebrated during the year with their own appreciation week. The employee summer outing is held aboard the Spirit of Boston in the summer

with dinner and dancing. There is also an annual awards party in January to recognize team achievements and announce the employee of the year award, who receives a \$500 gift card. The selected individual is also eligible for the Linchris Employee of the Year. This prestigious award entitles the recipient to a cash bonus of \$3,500, along with a fine dining experience with the Linchris Executive team.

Paragraph 4

Signature is a new initiative rolled out to the front office team in 2018 in an effort to drive incremental revenue to the hotel. This revenue and service enhancement tool was designed to turn the front office agents into a salesperson and guide them in converting a higher percentage of inquiries into reservations. Prior to beginning his or her position as a guest service agent, the team member is required to complete Signature's new employee orientation. The Signature trainer and Front Office Manager will continue to develop plans to be used during semi-annual training sessions which will address weaknesses in service skills predetermined by management. Each team member is required to call the Signature training line prior to the start of each shift to practice their guest service skills to better assist callers and potentially convert more inquiries to guarantee reservations. The goal for 2019 is for the property to finish with a score of 90%.

Paragraph 5

Safety is a serious concern at the hotel, both for guests and team members. To be proactive in the prevention of issues the safety committee meeting bi-monthly monthly to discuss any areas of concern. Emergency procedures, particularly standard operating procedures in the event of a snow storm or power outage are reviewed. Human trafficking was another topic that received extra attention following the Linchris training.