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Inn at Middletown

Task Description	Reponsible Party	Planned Start	End Date	Budget Cost
2020		01/01/20	12/31/20	\$149,400
AC Unit replacement	John Meunier	04/01/20	12/31/20	\$28,000
Bar Glass washer	John Meunier	02/01/20	12/31/20	\$5,000
Marble Buffer	John Meunier	03/01/20	03/31/20	\$1,500
Courtyard Furnishings	John Meunier	04/01/20	12/31/20	\$6,000
Draft system	John Meunier	03/01/20	12/31/20	\$15,000
Shampoo Extractor	John Meunier	03/01/20	03/31/20	\$1,900
Front Desk Computer Replacement	John Meunier	03/01/20	12/31/20	\$4,000
TV upgrade	John Meunier	04/01/20	12/31/20	\$50,000
Kitchen equipment	John Meunier	03/01/20	12/31/20	\$15,000
Contingency	John Meunier	01/01/20	12/31/20	\$20,000
Contingency	John Meunier	01/01/20	12/31/20	\$20,000
2021		01/01/21	12/31/21	\$104,000
AC Unit replacement	John Meunier	01/01/21	12/31/21	\$28,000
Replacement of Laundry Equipment	John Meunier	01/01/21	12/31/21	\$50,000
Pool Painting	John Meunier	01/01/21	12/31/21	\$6,000
Contingency	John Meunier	01/01/21	12/31/21	\$20,000
Contingency	John Meunier	01/01/21	12/31/21	\$20,000
2022				\$0
Exterior wash of building and sealing of cracks	John Meunier	01/01/22	12/31/22	\$25,000
Kitchen Equipment	John Meunier	01/01/22	12/31/22	\$10,000
Contingency	John Meunier	01/01/22	12/31/22	\$20,000
Contingency	John Meunier	01/01/22	12/31/22	\$20,000
Total 2020-2022				\$253,400

Inn at Middletown

President:_____

CFO:_____

VP:_____

Comments

Complete 50% of replacement of units from original opening. Need 34 units to complete 822.00 ea.
Multiple repairs and leaks in the machine
Replace existing unit which is in disrepair.
Replace existing set ups.
Replace old system and increase variety from 7 to 12

New unit to to shampoo and deep clean guestrooms.
All work done in house
Current system too slow to handle WRP, key system.

Upgrade from current units which are 39"
Ice Machine carry over and hot line oven

Complete 50% of replacement of units from original opening. Need 34 units to complete 822.00 ea.
Existing Equipment since opening in 2003
Not painted in 4 years

Wash and Seal all cracks and repair brick facade
causing interior leaking
replace equipment

Row 4	Confirmed order and will be shipped out second week of January	Gary Nagler	01/05/17 10:14 AM
Row 6	Sent to Bob for approval 1/31/2017	Gary Nagler	01/31/17 10:32 AM
Row 8	Starting date 1/6/2016	Gary Nagler	01/05/17 10:13 AM
Row 9	Replaced original quote for treadmills with total equipment replacement	Gary Nagler	03/09/17 8:20 AM
Row 10	Approved with installation after guestrooms are completed	Gary Nagler	01/05/17 10:13 AM
Row 11	Canceled order on 2/23/2017 and will look at alternative bedding options	Gary Nagler	02/24/17 9:32 AM
Row 11	Sent to Bob for approval	Gary Nagler	01/31/17 10:31 AM
Row 13	Deposit has been sent and fabrication takes 5-8 weeks. Looking at 3/31 for	Gary Nagler	01/05/17 10:09 AM
Row 14	Will wait until the end of the renovation to complete the capital	Gary Nagler	01/30/17 7:38 AM
Row 20	Per corporate request for all properties	Gary Nagler	05/09/17 7:04 AM
Row 23	Is this the Hilton spec for the Hilton brand? I believe it is the same spec as Andover DT	Michael Sullivan Gary Nagler	04/12/17 2:41 PM 04/13/17 10:59 AM

Row 4	Confirmed order and will be shipped out second week of January	Gary Nagler	01/05/17 10:14 AM
Row 25	Quote and reasons in attachment	Gary Nagler	01/11/17 10:58 AM
Row 27	Are these guest room ptacs? If so this seems expensive.	Michael Sullivan	04/22/18 6:27 PM
Row 27	Will purchase only if need.	Gary Nagler	07/28/17 12:31 PM
Row 30	2 quotes recieved	Gary Nagler	07/28/17 12:30 PM
Row 31	Can you please add the budget amount?	Michael Sullivan	04/22/18 6:30 PM
Row 31	Walked the room with DJ and John on 2/1 and both agreed that this would	Gary Nagler	02/02/18 11:48 AM
Row 32	Three quotes obtained	Gary Nagler	07/28/17 12:30 PM
Row 43	Currently we do not have a back up emergency generator	Gary Nagler	01/31/18 10:06 AM
Sheet	Please see item 4 for approval ok	Bob Anderson	12/21/16 10:46 AM
		Michael Sullivan	12/21/16 10:49 AM

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.

Food and Beverage Overview

Introduction

The DoubleTree by Hilton Nashua provides full service food and beverage services to both the corporate and social markets. The hotel features three outlets including: Speaker's Corner Restaurant, Speaker's Bar and Lounge, and In-Room Dining Services. The hotel offers dining services from 6:30am until 12:30am daily. The DoubleTree by Hilton Nashua has 10,290 square feet of flexible meeting space. From corporate meetings to extravagant social events, the Grand Ballroom can accommodate up to 400 guests.

Conrad's Bar and Grill

Newly renovated Speaker's Corner Restaurant, with its refreshed and contemporary look, will help generate more business within the community as well as retain hotel guests to stay onsite during their travels. There will be seating for up to 100 in the dining room, 65 on the outdoor patio, and 66 at the bar and lounge. The restaurant features multiple televisions and a wide selection of beers on tap. Located off of the main lobby, the bar and lounge area invites guests to socialize in a relaxed setting, watch their favorite sports team, and enjoy live music. The re-conceptualized space creates a more inviting atmosphere, attracting new and old clients alike. From those traveling in to meet and greet upon arrival to local businessmen and women looking to decompress after a hard day's work, Speaker's Corner is the perfect spot. Speaker's Corner Restaurant is open weekdays from 6:30am to 12:30am and weekends from 7:00am to 12:30am.

Banquet Sales and Catering

The holiday seasons present a special opportunity for family, friends and travelers to experience memorable occasions in a fun, festive atmosphere. The hotel features a New Year's Eve celebration event with live music and a champagne toast to cap off the night. On New Year's Day, there is an enhanced breakfast buffet with carved ham and specialty French toast. The hotel hosts a buffet in the Grand Ballroom on Easter Sunday with an area for the children to visit and take photos with the Easter Bunny. Mother's Day features an enhanced breakfast buffet with two scheduled seating times to maximize the level of business and offer a consistent experience throughout the day. On Thanksgiving the hotel features a day time buffet with many traditional comfort food offerings.

Additional Field 1

The Group and Catering sales managers creatively sell over 10,000 square feet of versatile meeting space. From weddings to corporate events, the flexible meeting space is ideal for all types of business and desired setups. With a goal of 23 weddings in 2019, an increase of 5 over 2018, and an influx of corporate conventions, the sales team will leverage the newly renovated catering facilities and banquet equipment to secure higher revenue for each function. The 5,200 square foot Grand Ballroom can be divided into 6 sections, accommodating up to 400 reception style, and can include portable staging, bars, and dance floors. The Executive Boardroom, located next to the Grand Ballroom offers a newly resurfaced conference table with built in electrical outlets, 16 deluxe ergonomic chairs, and a 75 inch TV for a more seamless presentation.

Mission Statement

Our mission for the Doubletree by Hard Rock for 2018 is to relentlessly pursue the highest levels of employee and guest satisfaction while maximizing the return on the owner's investment.