

Contract Intake Form

Property:

Vendor:

_____ **New Contract** _____ **Renewal**

Scope of Services:

Competitive Bids Received? Provide detail:

Pre-Approval Checklist:

- _____ *Correct legal entity for hotel is on the contract*
- _____ *Property leadership has reviewed and verified all contract terms*
- _____ *Contract addendums are attached, if applicable*
- _____ *No personal guaranty required*
- _____ *No unfavorable Automatic Renewal terms are included in contract terms*
- _____ *Insurance Certificates Attached, if applicable (refer to S.O.P. for requirements)*
- _____ *All terms in compliance with terms of Management Agreement*
- _____ *Required Corporate approvals obtained (e.g. VP of Operations, VP of Revenue Strategy, VP of Sales & Marketing, VP of Construction, Corporate Director of HR)*
List Names: _____

Comments/Concerns:

Submitted by:

Date Submitted:

Approved by:

Date Approved:

_____ **Signed copy of agreement and Insurance Certificates archived on Company Data Base**

GM Weekly Flash Report

Hotel Name	CVL	
Week	1	
Month Start/End	4/1/2019	4/30/2019
Date Completed	Friday, April 5, 2019	
Days in Period	30	
Rooms	131	

	FULL MONTH RESULTS						
	Full Month Budget	Initial Locked Forecast	Budget vs Forecast Variance	ITM-FTM Forecast	Locked vs ITM-FTM Variance	Full Month Last Year	ITM-FTM vs Last Year Variance
Available Rooms	3930	3930	0	3930	0	3930	0
Rooms Sold	3233	3287	54	3150	(137)	3420	(270)
Occupancy	82.3%	83.6%	1.7%	80.2%	-4.2%	87.0%	-7.9%
ADR	\$128.02	\$134.26	\$6.24	\$137.61	\$3.34	\$124.37	\$13.23
RevPAR	\$105.31	\$112.29	\$6.98	\$110.29	(\$2.00)	\$108.23	\$2.06
Operating Revenue							
Room Revenue	\$413,874	\$441,314	\$27,440	\$433,456	(\$7,858)	\$425,349	\$8,107
F&B Revenue	\$28,003	\$28,338	\$335	\$28,338	\$0	\$25,257	\$3,081
Other Revenue	\$5,347	\$5,453	\$106	\$5,453	\$0	\$9,668	(\$4,215)
Total Revenue	\$447,224	\$475,105	\$27,881	\$467,247	(\$7,858)	\$460,274	\$6,973
Dept. Expense							
Rooms	\$84,944	\$86,241	\$1,297	\$86,241	\$0	\$86,593	(\$352)
F&B	\$31,856	\$31,826	(\$30)	\$31,826	\$0	\$28,059	\$3,767
Other	\$2,226	\$2,263	\$37	\$2,263	\$0	\$1,957	\$306
Total Dept Expense	\$119,026	\$120,330	\$1,304	\$120,330	\$0	\$116,609	\$3,721
Undist. Expense							
A&G	\$36,034	\$36,034	\$0	\$36,034	\$0	\$40,553	(\$4,519)
Info & Telecom	\$5,709	\$5,709	\$0	\$5,709	\$0	\$4,712	\$997
Sales & Marketing	\$59,754	\$59,754	\$0	\$59,754	\$0	\$58,276	\$1,478
Maintenance	\$22,568	\$22,568	\$0	\$22,568	\$0	\$21,791	\$777
Energy	\$10,500	\$10,500	\$0	\$10,500	\$0	\$10,613	(\$113)
Total Undist. Expense	\$134,565	\$134,565	\$0	\$134,565	\$0	\$135,945	(\$1,380)
GOP	\$193,633	\$220,210	\$26,577	\$212,352	(\$7,858)	\$207,720	\$4,632
Mgt Fees	\$13,417	\$14,253	\$836	\$14,017	(\$236)	\$13,808	\$209
Income before Non-Op	\$180,216	\$205,957	\$25,741	\$198,335	(\$7,622)	\$193,912	\$4,423

Revenue Performance MTD vs Budget and Last Year

We are experiencing a shorter booking window each month. Revenue booking pace is behind that of STLY, yet still gaining momentum. For April, group is actualizing well and booking within the month for the month. (For example: today, we booked a \$8,800 arriving in 2 weeks). Easter week may be a bit slow.

Profitability / Unusual Expenses

None

Revenue Pace April-19

	Rooms	ADR	Revenue
Transient			
OTB Current Week	1401	\$148.01	\$207,363
OTB Last Week	1031	\$146.12	\$150,652
STLY	1383	\$130.41	\$180,363
Transient Forecast	2250	\$140.00	\$315,000
Transient Budget	2262	\$131.74	\$298,003
Var to LW	370	\$1.89	\$56,711
Var to Forecast	(849)	\$8.01	(\$107,637)
Var to Budget	(861)	\$16.27	(\$90,640)
Var to LY	18	\$17.60	\$27,000

Group	Rooms	ADR	Revenue
OTB Current Week	769	\$132.00	\$101,508
OTB Last Week	636	\$131.48	\$83,620
STLY	1076	\$121.93	\$131,200
Group Forecast	900	\$131.62	\$118,456
Group Budget	971	\$119.03	\$115,575
Var to LW	133	\$0.52	\$17,888
Var to Forecast	(131)	\$0.38	(\$16,948)
Var to Budget	(202)	\$12.97	(\$14,067)
Var to LY	(307)	\$10	(\$29,692)

Rooms Total	Rooms	ADR	Revenue
OTB	2170	\$142.34	\$308,871
Forecast	3150	\$137.61	\$433,456
Budget	3233	\$127.92	\$413,578
FOR/BUD Variance	(83)	\$9.68	\$19,878
Var to LY	(289)	\$118.24	(\$2,692)

Revenue Pace May-19

	Rooms	ADR	Revenue
Transient			
OTB Current Week	502	\$136.37	\$68,460
OTB Last Week	386	\$132.93	\$51,311
STLY	561	\$132.73	\$74,462
Transient Forecast	2800	\$139.29	\$390,000
Transient Budget	2763	\$137.81	\$380,763
Var to LW	116	\$3.44	\$17,149
Var to Forecast	(2298)	(\$2.91)	(\$321,540)
Var to Budget	(2261)	(\$1.43)	(\$312,303)
Var to LY	(59)	\$3.64	(\$6,002)

Group	Rooms	ADR	Revenue
OTB Current Week	339	\$117.61	\$39,871
OTB Last Week	278	\$116.01	\$32,252
STLY	561	\$113.77	\$63,825
Group Forecast	700	\$117.14	\$82,000
Group Budget	608	\$120.80	\$73,448
Var to LW	61	\$1.60	\$7,619
Var to Forecast	(361)	\$0.47	(\$42,129)
Var to Budget	(269)	(\$3.19)	(\$33,577)
Var to LY	(222)	\$3.84	(\$23,954)

Rooms Total	Rooms	ADR	Revenue
OTB	841	\$128.81	\$108,331
Forecast	3500	\$134.86	\$472,000
Budget	3371	\$134.74	\$454,211
FOR/BUD Variance	129	\$0.12	\$17,789
Var to LY	(281)	\$134.62	(\$29,956)

Revenue Pace June-19

	Rooms
Transient	
OTB Current Week	83
OTB Last Week	83
STLY	189
Transient Forecast	2519
Transient Budget	2519
Var to LW	0
Var to Forecast	(2436)
Var to Budget	(2436)
Var to LY	(106)

Group	Rooms
OTB Current Week	409
OTB Last Week	409
STLY	361
Group Forecast	697
Group Budget	697
Var to LW	0
Var to Forecast	(288)
Var to Budget	(288)
Var to LY	48

Rooms Total	Rooms
OTB	492
Forecast	3216
Budget	3216
FOR/BUD Variance	0
Var to LY	(58)

Pace Outlook

Projecting about \$20,000 up to budget in April. About even pickup in group and projecting the continuing trend in transient. May group is picking up and we added to transient also based on these previous months last minute bookings. Projecting \$18,000.

Aging Summary

Account Name	61-90	91-120	121-150	151 +	Total	Aging Commentary
none					\$0.00	
					\$0.00	
					\$0.00	
					\$0.00	
					\$0.00	
					\$0.00	
					\$0.00	
					\$0.00	
					\$0.00	
					\$0.00	

The Story Behind the STR

A very uncharacteristic week in occupancy for the property finished occupancy and ranked 6/7 vs the set. Our shoulder dates were expected due to Sunday having no group and rate a little too high for such an addition of seemingly selling out a little too early for the Tues/We week, leaving Thursday on an island. Without much proof at this fair assumption the the compset had either a large group or content brought their occupancy a little higher than normal as well. Our left us falling well short of coming even close to selling out over the 40 comps for the week!

					\$0.00	GM Weekly Flash Report
Total	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	

Human Resources- Issues, Questions, Comments, Requests. INCLUDE ALL EXEMPT LEADERSHIP VACANCIES AND ANY SIGNIFICANT NON-EXEMPT RECRUITING NEEDS.

none

Capital/Renovation Update

none

RevPAR
\$109.71
\$83.66
131.1
-20.1%

ing at 77%
xtremely exposed
a soft date and the
rd days of the
time, I think it's a
ract in house that
large comp rooms
he weekend with

orporate group with 80 room nights =

--

--

ADR	Revenue
\$114.33	\$9,489
\$114.33	\$9,489
\$115.45	\$21,820
\$131.18	\$330,431
\$131.18	\$330,431
\$0.00	\$0
(\$16.85)	(\$320,942)
(\$16.85)	(\$320,942)
(\$1.12)	(\$12,331)

ADR	Revenue
\$117.10	\$47,893
\$117.10	\$47,893
\$128.65	\$46,442
\$121.39	\$84,609
\$121.39	\$84,609
\$0.00	\$0
(\$4.29)	(\$36,716)
(\$4.29)	(\$36,716)
(\$11.55)	\$1,451

ADR	Revenue
\$116.63	\$57,382
\$129.05	\$415,040
\$129.05	\$415,040
\$0.00	\$0
\$129.05	(\$10,880)

up.

--

GM Weekly Flash Report

Hotel Name	CVL	
Week	2	
Month Start/End	4/1/2019	4/30/2019
Date Completed	Friday, April 12, 2019	
Days in Period	30	
Rooms	131	

FULL MONTH RESULTS							
	Full Month Budget	Initial Locked Forecast	Budget vs Forecast Variance	ITM-FTM Forecast	Locked vs ITM-FTM Variance	Full Month Last Year	ITM-FTM vs Last Year Variance
Available Rooms	3930	3930	0	3930	0	3930	0
Rooms Sold	3233	3287	54	3125	(162)	3420	(295)
Occupancy	82.3%	83.6%	1.7%	79.5%	-4.9%	87.0%	-8.6%
ADR	\$128.02	\$134.26	\$6.24	\$133.76	(\$0.50)	\$124.37	\$9.39
RevPAR	\$105.31	\$112.29	\$6.98	\$106.36	(\$5.93)	\$108.23	(\$1.87)
Operating Revenue							
Room Revenue	\$413,874	\$441,314	\$27,440	\$418,000	(\$23,314)	\$425,349	(\$7,349)
F&B Revenue	\$28,003	\$28,338	\$335	\$29,500	\$1,162	\$25,257	\$4,243
Other Revenue	\$5,347	\$5,453	\$106	\$5,700	\$247	\$9,668	(\$3,968)
Total Revenue	\$447,224	\$475,105	\$27,881	\$453,200	(\$21,905)	\$460,274	(\$7,074)
Dept. Expense							
Rooms	\$84,944	\$86,241	\$1,297	\$87,000	\$759	\$86,593	\$407
F&B	\$31,856	\$31,826	(\$30)	\$32,000	\$174	\$28,059	\$3,941
Other	\$2,226	\$2,265	\$37	\$2,400	\$174	\$1,957	\$443
Total Dept Expense	\$119,026	\$120,330	\$1,304	\$121,400	\$1,070	\$116,609	\$4,791
Undist. Expense							
A&G	\$36,034	\$36,034	\$0	\$36,000	(\$34)	\$40,553	(\$4,553)
Info & Telecom	\$5,709	\$5,709	\$0	\$5,700	(\$9)	\$4,712	\$988
Sales & Marketing	\$59,754	\$59,754	\$0	\$59,800	\$46	\$58,276	\$1,524
Maintenance	\$22,568	\$22,568	\$0	\$22,600	\$32	\$21,791	\$809
Energy	\$10,500	\$10,500	\$0	\$10,500	\$0	\$10,613	(\$113)
Total Undist. Expense	\$134,565	\$134,565	\$0	\$134,600	\$35	\$135,945	(\$1,345)
GOP	\$193,633	\$220,210	\$26,577	\$197,200	(\$23,010)	\$207,720	(\$10,520)
Mgt Fees	\$13,417	\$14,253	\$836	\$13,596	(\$657)	\$13,808	(\$212)
Income before Non-Op	\$180,216	\$205,957	\$25,741	\$183,604	(\$22,353)	\$193,912	(\$10,308)

Revenue Performance MTD vs Budget and Last Year

As I prepared this report, this weekend's soccer tournament cancelled due to weather so I pulled the group forecast down \$15,000. We reduced our rate to pick up what we can. Otherwise, ADR is higher than normal still due to the Fedex freeze and higher

Profitability / Unusual Expenses

None

Revenue Pace	April-19		
	Rooms	ADR	Revenue
Transient			
OTB Current Week	1718	\$145.82	\$250,512
OTB Last Week	1401	\$148.01	\$207,363
STLY	2019	\$131.03	\$264,559
Transient Forecast	2250	\$135.56	\$305,000
Transient Budget	2262	\$131.74	\$298,003
Var to LW	317	(\$2.19)	\$43,149
Var to Forecast	(532)	\$10.26	(\$54,488)
Var to Budget	(544)	\$14.07	(\$47,491)
Var to LY	(301)	\$14.78	(\$14,047)

Group	Rooms	ADR	Revenue
OTB Current Week	957	\$131.75	\$126,085
OTB Last Week	769	\$132.00	\$101,508
STLY	1098	\$122.64	\$134,657
Group Forecast	875	\$129.14	\$113,000
Group Budget	971	\$119.03	\$115,575
Var to LW	188	(\$0.25)	\$24,577
Var to Forecast	82	\$2.61	\$13,085
Var to Budget	(14)	\$12.72	\$10,510
Var to LY	(141)	\$9	(\$8,572)

Rooms Total	Rooms	ADR	Revenue
OTB	2675	\$140.78	\$376,597
Forecast	3125	\$133.76	\$418,000
Budget	3233	\$127.92	\$413,578
FOR/BUD Variance	(108)	\$5.84	\$4,422
Var to LY	(442)	\$122.09	(\$22,619)

Pace Outlook

April group continues to be positive. The ADR trend in transient will continue through June due to Fedex. May group is doing well and we predict last minute bookings for the transient side.

Aging Summary

Account Name	61-90	91-120	121-150	151 +	Total	Aging Commentary
Expedia	\$247.96				\$247.96	Delay with Expedia processing Person responsible on vacation
Helena Chemical	\$142.50				\$142.50	
					\$0.00	
					\$0.00	
					\$0.00	
					\$0.00	
					\$0.00	
					\$0.00	
					\$0.00	
					\$0.00	

STR-CURRENT WEEK		
KPIs	Occupancy	ADR
Property	81.2%	\$141.93
Compset	66.8%	\$101.81
Index	121.6	139.4
Index % Change	4.1%	14.2%

The Story Behind the STR

We lost 2.0% occupancy to the comp. set losing 5.8%. Going up the comp set at flat, brings us to +12.1% increase in RevPAR YOY comp set of 5.7%. Last week they a large group which boost the overall, we still lead the set in a major way. We are all struggling Thursday and working with our Revenue Managers to pick up business nights.

					\$0.00	GM Weekly Flash Report
Total	\$390.46	\$0.00	\$0.00	\$0.00	\$390.46	

Human Resources- Issues, Questions, Comments, Requests. INCLUDE ALL EXEMPT LEADERSHIP VACANCIES AND ANY SIGNIFICANT NON-EXEMPT RECRUITING NEEDS.

None

Capital/Renovation Update

None

RevPAR
\$115.31
\$68.03
169.5
18.8%

14.3% in ADR over
vs. a loss by the
ir numbers but
on Sunday and
iness on these

rated business being able to book.

ADR	Revenue
\$118.72	\$12,822
\$114.33	\$9,489
\$115.56	\$22,997
\$131.18	\$330,431
\$131.18	\$330,431
\$4.40	\$3,333
(\$12.45)	(\$317,609)
(\$12.45)	(\$317,609)
\$3.16	(\$10,175)

ADR	Revenue
\$116.70	\$50,648
\$117.10	\$47,893
\$127.36	\$49,544
\$121.39	\$84,609
\$121.39	\$84,609
(\$0.40)	\$2,755
(\$4.69)	(\$33,961)
(\$4.69)	(\$33,961)
(\$10.66)	\$1,104

ADR	Revenue
\$117.10	\$63,470
\$129.05	\$415,040
\$129.05	\$415,040
\$0.00	\$0
\$129.05	(\$9,071)

GM Weekly Flash Report

Hotel Name	CVL	
Week	3	
Month Start/End	4/1/2019	4/30/2019
Date Completed	Friday, April 19, 2019	
Days in Period	30	
Rooms	131	

	FULL MONTH RESULTS						
	Full Month Budget	Initial Locked Forecast	Budget vs Forecast Variance	ITM-FTM Forecast	Locked vs ITM-FTM Variance	Full Month Last Year	ITM-FTM vs Last Year Variance
Available Rooms	3930	3930	0	3930	0	3930	0
Rooms Sold	3233	3287	54		(\$287)	3420	(\$3420)
Occupancy	82.3%	83.6%	1.7%	0.0%	-100.0%	87.0%	-100.0%
ADR	\$128.02	\$134.26	\$6.24	#DIV/0!		\$124.37	
RevPAR	\$105.31	\$112.29	\$6.98	\$0.00	(\$112.29)	\$108.23	(\$108.23)
Operating Revenue							
Room Revenue	\$413,874	\$441,314	\$27,440		(\$441,314)	\$425,349	(\$425,349)
F&B Revenue	\$28,003	\$28,338	\$335		(\$28,338)	\$25,257	(\$25,257)
Other Revenue	\$5,347	\$5,453	\$106		(\$5,453)	\$9,668	(\$9,668)
Total Revenue	\$447,224	\$475,105	\$27,881	\$0	(\$475,105)	\$460,274	(\$460,274)
Dept. Expense							
Rooms	\$84,944	\$86,241	\$1,297		(\$86,241)	\$86,593	(\$86,593)
F&B	\$31,856	\$31,826	(\$30)		(\$31,826)	\$28,059	(\$28,059)
Other	\$2,226	\$2,263	\$37		(\$2,263)	\$1,957	(\$1,957)
Total Dept Expense	\$119,026	\$120,330	\$1,304	\$0	(\$120,330)	\$116,609	(\$116,609)
Undist. Expense							
A&G	\$36,034	\$36,034	\$0		(\$36,034)	\$40,553	(\$40,553)
Info & Telecom	\$5,709	\$5,709	\$0		(\$5,709)	\$4,712	(\$4,712)
Sales & Marketing	\$59,754	\$59,754	\$0		(\$59,754)	\$58,276	(\$58,276)
Maintenance	\$22,568	\$22,568	\$0		(\$22,568)	\$21,791	(\$21,791)
Energy	\$10,500	\$10,500	\$0		(\$10,500)	\$10,613	(\$10,613)
Total Undist. Expense	\$134,565	\$134,565	\$0	\$0	(\$134,565)	\$135,945	(\$135,945)
GOP	\$193,633	\$220,210	\$26,577	\$0	(\$220,210)	\$207,720	(\$207,720)
Mgt Fees	\$13,417	\$14,253	\$836	\$0	(\$14,253)	\$13,808	(\$13,808)
Income before Non-Op	\$180,216	\$205,957	\$25,741	\$0	(\$205,957)	\$193,912	(\$193,912)

STR-CURRENT WEEK		
KPIs	Occupancy	ADR
Property		
Compset		
Index	#DIV/0!	#DIV/0!
Index % Change		

The Story Behind the STR

Revenue Performance MTD vs Budget and Last Year

Profitability / Unusual Expenses

Revenue Pace April-19			
Transient	Rooms	ADR	Revenue
OTB Current Week		#DIV/0!	
OTB Last Week	1718	\$145.82	\$250,512
STLY		#DIV/0!	
Transient Forecast	0	#DIV/0!	\$0
Transient Budget	2262	\$131.74	\$298,003
Var to LW	(1718)	#DIV/0!	(\$250,512)
Var to Forecast	0	#DIV/0!	\$0
Var to Budget	(2262)	#DIV/0!	(\$298,003)
Var to LY	0	#DIV/0!	\$0

Group	Rooms	ADR	Revenue
OTB Current Week		#DIV/0!	
OTB Last Week	957	\$131.75	\$126,085
STLY		#DIV/0!	
Group Forecast		#DIV/0!	
Group Budget	971	\$119.03	\$115,575
Var to LW	(957)	#DIV/0!	(\$126,085)
Var to Forecast	0	#DIV/0!	\$0
Var to Budget	(971)	#DIV/0!	(\$115,575)
Var to LY	0	#DIV/0!	\$0

Rooms Total	Rooms	ADR	Revenue
OTB	0	#DIV/0!	\$0
Forecast	0	#DIV/0!	\$0
Budget	3233	\$127.92	\$413,578
FOR/BUD Variance	(3233)	#DIV/0!	(\$413,578)
Var to LY	0	#DIV/0!	\$0

Revenue Pace		May-19	
Transient	Rooms	ADR	Revenue
OTB Current Week		#DIV/0!	
OTB Last Week	547	\$136.32	\$74,569
STLY		#DIV/0!	
Transient Forecast		#DIV/0!	
Transient Budget	2763	\$137.81	\$380,763
Var to LW	(547)	#DIV/0!	(\$74,569)
Var to Forecast	0	#DIV/0!	\$0
Var to Budget	(2763)	#DIV/0!	(\$380,763)
Var to LY	0	#DIV/0!	\$0

Group	Rooms	ADR	Revenue
OTB Current Week		#DIV/0!	
OTB Last Week	384	\$117.49	\$45,116
STLY		#DIV/0!	
Group Forecast		#DIV/0!	
Group Budget	608	\$120.80	\$73,448
Var to LW	(384)	#DIV/0!	(\$45,116)
Var to Forecast	0	#DIV/0!	\$0
Var to Budget	(608)	#DIV/0!	(\$73,448)
Var to LY	0	#DIV/0!	\$0

Rooms Total	Rooms	ADR	Revenue
OTB	0	#DIV/0!	\$0
Forecast	0	#DIV/0!	\$0
Budget	3371	\$134.74	\$454,211
FOR/BUD Variance	(3371)	#DIV/0!	(\$454,211)
Var to LY	0	#DIV/0!	\$0

Revenue Pace June-19	
Transient	Rooms
OTB Current Week	
OTB Last Week	108
STLY	
Transient Forecast	
Transient Budget	2519
Var to LW	(108)
Var to Forecast	0
Var to Budget	(2519)
Var to LY	0

Group	Rooms
OTB Current Week	
OTB Last Week	434
STLY	
Group Forecast	
Group Budget	697
Var to LW	(434)
Var to Forecast	0
Var to Budget	(697)
Var to LY	0

Rooms Total	Rooms
OTB	0
Forecast	0
Budget	3216
FOR/BUD Variance	(3216)
Var to LY	0

Race Outlook

[illegible]

GM Weekly Flash Report

					\$0.00	
Total	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	

Human Resources- Issues, Questions, Comments, Requests. INCLUDE ALL EXEMPT LEADERSHIP VACANCIES AND ANY SIGNIFICANT NON-EXEMPT RECRUITING NEEDS.

Capital/Renovation Update

RevPAR
#DIV/0!

--

--

--

--

ADR	Revenue
#DIV/0!	
\$118.72	\$12,822
#DIV/0!	
#DIV/0!	
\$131.18	\$330,431
#DIV/0!	(\$12,822)
#DIV/0!	\$0
#DIV/0!	(\$330,431)
#DIV/0!	\$0

ADR	Revenue
#DIV/0!	
\$116.70	\$50,648
#DIV/0!	
#DIV/0!	
\$121.39	\$84,609
#DIV/0!	(\$50,648)
#DIV/0!	\$0
#DIV/0!	(\$84,609)
#DIV/0!	\$0

ADR	Revenue
#DIV/0!	\$0
#DIV/0!	\$0
\$129.05	\$415,040
#DIV/0!	(\$415,040)
#DIV/0!	\$0

--

--

GM Weekly Flash Report

Hotel Name	CVL	
Week	4	
Month Start/End	4/1/2019	4/30/2019
Date Completed	Friday, April 26, 2019	
Days in Period	30	
Rooms	131	

	FULL MONTH RESULTS						
	Full Month Budget	Initial Locked Forecast	Budget vs Forecast Variance	ITM-FTM Forecast	Locked vs ITM-FTM Variance	Full Month Last Year	ITM-FTM vs Last Year Variance
Available Rooms	3930	3930	0	3930	0	3930	0
Rooms Sold	3233	3287	54		(3287)	3420	(3420)
Occupancy	82.3%	83.6%	1.7%	0.0%	-100.0%	87.0%	-100.0%
ADR	\$128.02	\$134.26	\$6.24	#DIV/0!		\$124.37	
RevPAR	\$105.31	\$112.29	\$6.98	\$0.00	(\$112.29)	\$108.23	(\$108.23)
Operating Revenue							
Room Revenue	\$413,874	\$441,314	\$27,440		(\$441,314)	\$425,349	(\$425,349)
F&B Revenue	\$28,003	\$28,338	\$335		(\$28,338)	\$25,257	(\$25,257)
Other Revenue	\$5,347	\$5,453	\$106		(\$5,453)	\$9,668	(\$9,668)
Total Revenue	\$447,224	\$475,105	\$27,881	\$0	(\$475,105)	\$460,274	(\$460,274)
Dept. Expense							
Rooms	\$84,944	\$86,241	\$1,297		(\$86,241)	\$86,593	(\$86,593)
F&B	\$31,856	\$31,826	(\$30)		(\$31,826)	\$28,059	(\$28,059)
Other	\$2,226	\$2,263	\$37		(\$2,263)	\$1,957	(\$1,957)
Total Dept Expense	\$119,026	\$120,330	\$1,304	\$0	(\$120,330)	\$116,609	(\$116,609)
Undist. Expense							
A&G	\$36,034	\$36,034	\$0		(\$36,034)	\$40,553	(\$40,553)
Info & Telecom	\$5,709	\$5,709	\$0		(\$5,709)	\$4,712	(\$4,712)
Sales & Marketing	\$59,754	\$59,754	\$0		(\$59,754)	\$58,276	(\$58,276)
Maintenance	\$22,568	\$22,568	\$0		(\$22,568)	\$21,791	(\$21,791)
Energy	\$10,500	\$10,500	\$0		(\$10,500)	\$10,613	(\$10,613)
Total Undist. Expense	\$134,565	\$134,565	\$0	\$0	(\$134,565)	\$135,945	(\$135,945)
GOP	\$193,633	\$220,210	\$26,577	\$0	(\$220,210)	\$207,720	(\$207,720)
Mgt Fees	\$13,417	\$14,253	\$836	\$0	(\$14,253)	\$13,808	(\$13,808)
Income before Non-Op	\$180,216	\$205,957	\$25,741	\$0	(\$205,957)	\$193,912	(\$193,912)

STR-CURRENT WEEK		
KPIs	Occupancy	ADR
Property		
Compset		
Index	#DIV/0!	#DIV/0!
Index % Change		

The Story Behind the STR

Revenue Performance MTD vs Budget and Last Year

Profitability / Unusual Expenses

Revenue Pace	April-19
--------------	----------

Transient	Rooms	ADR	Revenue
OTB Current Week		#DIV/0!	
OTB Last Week	0	#DIV/0!	\$0
STLY		#DIV/0!	
Transient Forecast	0	#DIV/0!	\$0
Transient Budget	2262	\$131.74	\$298,003
Var to LW	0	#DIV/0!	\$0
Var to Forecast	0	#DIV/0!	\$0
Var to Budget	(2262)	#DIV/0!	(\$298,003)
Var to LY	0	#DIV/0!	\$0

Group	Rooms	ADR	Revenue
OTB Current Week		#DIV/0!	
OTB Last Week	0	#DIV/0!	\$0
STLY		#DIV/0!	
Group Forecast		#DIV/0!	
Group Budget	971	\$119.03	\$115,575
Var to LW	0	#DIV/0!	\$0
Var to Forecast	0	#DIV/0!	\$0
Var to Budget	(971)	#DIV/0!	(\$115,575)
Var to LY	0	#DIV/0!	\$0

Rooms Total	Rooms	ADR	Revenue
OTB	0	#DIV/0!	\$0
Forecast	0	#DIV/0!	\$0
Budget	3233	\$127.92	\$413,578
FOR/BUD Variance	(3233)	#DIV/0!	(\$413,578)
Var to LY	0	#DIV/0!	\$0

Revenue Pace	May-19
--------------	--------

Transient	Rooms	ADR	Revenue
OTB Current Week		#DIV/0!	
OTB Last Week	0	#DIV/0!	\$0
STLY		#DIV/0!	
Transient Forecast		#DIV/0!	
Transient Budget	2763	\$137.81	\$380,763
Var to LW	0	#DIV/0!	\$0
Var to Forecast	0	#DIV/0!	\$0
Var to Budget	(2763)	#DIV/0!	(\$380,763)
Var to LY	0	#DIV/0!	\$0

Group	Rooms	ADR	Revenue
OTB Current Week		#DIV/0!	
OTB Last Week	0	#DIV/0!	\$0
STLY		#DIV/0!	
Group Forecast		#DIV/0!	
Group Budget	608	\$120.80	\$73,448
Var to LW	0	#DIV/0!	\$0
Var to Forecast	0	#DIV/0!	\$0
Var to Budget	(608)	#DIV/0!	(\$73,448)
Var to LY	0	#DIV/0!	\$0

Rooms Total	Rooms	ADR	Revenue
OTB	0	#DIV/0!	\$0
Forecast	0	#DIV/0!	\$0
Budget	3371	\$134.74	\$454,211
FOR/BUD Variance	(3371)	#DIV/0!	(\$454,211)
Var to LY	0	#DIV/0!	\$0

Revenue Pace	June-19
--------------	---------

Transient	Rooms
OTB Current Week	
OTB Last Week	0
STLY	
Transient Forecast	
Transient Budget	2519
Var to LW	0
Var to Forecast	0
Var to Budget	(2519)
Var to LY	0

Group	Rooms
OTB Current Week	
OTB Last Week	0
STLY	
Group Forecast	
Group Budget	697
Var to LW	0
Var to Forecast	0
Var to Budget	(697)
Var to LY	0

Rooms Total	Rooms
OTB	0
Forecast	0
Budget	3216
FOR/BUD Variance	(3216)
Var to LY	0

Pace Outlook

Aging Summary

[illegible]

					\$0.00	GM Weekly Flash Report
Total	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	

Human Resources- Issues, Questions, Comments, Requests. INCLUDE ALL EXEMPT LEADERSHIP VACANCIES AND ANY SIGNIFICANT NON-EXEMPT RECRUITING NEEDS.

Capital/Renovation Update

RevPAR
#DIV/0!

--

--

--

--

ADR	Revenue
#DIV/0!	
#DIV/0!	\$0
#DIV/0!	
#DIV/0!	
\$131.18	\$330,431
#DIV/0!	\$0
#DIV/0!	\$0
#DIV/0!	(\$330,431)
#DIV/0!	\$0

ADR	Revenue
#DIV/0!	
#DIV/0!	\$0
#DIV/0!	
#DIV/0!	
\$121.39	\$84,609
#DIV/0!	\$0
#DIV/0!	\$0
#DIV/0!	(\$84,609)
#DIV/0!	\$0

ADR	Revenue
#DIV/0!	\$0
#DIV/0!	\$0
\$129.05	\$415,040
#DIV/0!	(\$415,040)
#DIV/0!	\$0

--

--

GM Weekly Flash Report

Hotel Name	CVL	
Week	5	
Month Start/End	4/1/2019	4/30/2019
Date Completed	Friday, May 3, 2019	
Days in Period	30	
Rooms	131	

FULL MONTH RESULTS							
	Full Month Budget	Initial Locked Forecast	Budget vs Forecast Variance	ITM-FTM Forecast	Locked vs ITM-FTM Variance	Full Month Last Year	ITM-FTM vs Last Year Variance
Available Rooms	3930	3930	0	3930	0	3930	0
Rooms Sold	3233	3287	54		(\$3287)	3420	(\$3420)
Occupancy	82.3%	83.6%	1.7%	0.0%	-100.0%	87.0%	-100.0%
ADR	\$128.02	\$134.26	\$6.24	#DIV/0!		\$124.37	
RevPAR	\$105.31	\$112.29	\$6.98	\$0.00	(\$112.29)	\$108.23	(\$108.23)
Operating Revenue							
Room Revenue	\$413,874	\$441,314	\$27,440		(\$441,314)	\$425,349	(\$425,349)
F&B Revenue	\$28,003	\$28,338	\$335		(\$28,338)	\$25,257	(\$25,257)
Other Revenue	\$5,347	\$5,453	\$106		(\$5,453)	\$9,668	(\$9,668)
Total Revenue	\$447,224	\$475,105	\$27,881	\$0	(\$475,105)	\$460,274	(\$460,274)
Dept. Expense							
Rooms	\$84,944	\$86,241	\$1,297		(\$86,241)	\$86,593	(\$86,593)
F&B	\$31,856	\$31,826	(\$30)		(\$31,826)	\$28,059	(\$28,059)
Other	\$2,226	\$2,263	\$37		(\$2,263)	\$1,957	(\$1,957)
Total Dept Expense	\$119,026	\$120,330	\$1,304	\$0	(\$120,330)	\$116,609	(\$116,609)
Undist. Expense							
A&G	\$36,034	\$36,034	\$0		(\$36,034)	\$40,553	(\$40,553)
Info & Telecom	\$5,709	\$5,709	\$0		(\$5,709)	\$4,712	(\$4,712)
Sales & Marketing	\$59,754	\$59,754	\$0		(\$59,754)	\$58,276	(\$58,276)
Maintenance	\$22,568	\$22,568	\$0		(\$22,568)	\$21,791	(\$21,791)
Energy	\$10,500	\$10,500	\$0		(\$10,500)	\$10,613	(\$10,613)
Total Undist. Expense	\$134,565	\$134,565	\$0	\$0	(\$134,565)	\$135,945	(\$135,945)
GOP	\$193,633	\$220,210	\$26,577	\$0	(\$220,210)	\$207,720	(\$207,720)
Mgt Fees	\$13,417	\$14,253	\$836	\$0	(\$14,253)	\$13,808	(\$13,808)
Income before Non-Op	\$180,216	\$205,957	\$25,741	\$0	(\$205,957)	\$193,912	(\$193,912)

STR-CURRENT WEEK		
KPIs	Occupancy	ADR
Property		
Compset		
Index	#DIV/0!	#DIV/0!
Index % Change		

The Story Behind the STR

--

Revenue Performance MTD vs Budget and Last Year

--

Profitability / Unusual Expenses

--

Revenue Pace April-19

Transient	Rooms	ADR	Revenue
OTB Current Week		#DIV/0!	
OTB Last Week	0	#DIV/0!	\$0
STLY		#DIV/0!	
Transient Forecast	0	#DIV/0!	\$0
Transient Budget	2262	\$131.74	\$298,003
Var to LW	0	#DIV/0!	\$0
Var to Forecast	0	#DIV/0!	\$0
Var to Budget	(2262)	#DIV/0!	(\$298,003)
Var to LY	0	#DIV/0!	\$0

Group	Rooms	ADR	Revenue
OTB Current Week		#DIV/0!	
OTB Last Week	0	#DIV/0!	\$0
STLY		#DIV/0!	
Group Forecast		#DIV/0!	
Group Budget	971	\$119.03	\$115,575
Var to LW	0	#DIV/0!	\$0
Var to Forecast	0	#DIV/0!	\$0
Var to Budget	(971)	#DIV/0!	(\$115,575)
Var to LY	0	#DIV/0!	\$0

Rooms Total	Rooms	ADR	Revenue
OTB	0	#DIV/0!	\$0
Forecast	0	#DIV/0!	\$0
Budget	3233	\$127.92	\$413,578
FOR/BUD Variance	(3233)	#DIV/0!	(\$413,578)
Var to LY	0	#DIV/0!	\$0

Pace Outlook

--

Aging Summary

Account Name	61-90	91-120	121-150	151 +	Total	Aging Commentary
					\$0.00	
					\$0.00	
					\$0.00	
					\$0.00	
					\$0.00	
					\$0.00	
					\$0.00	
					\$0.00	
					\$0.00	

Revenue Pace May-19

Transient	Rooms	ADR	Revenue
OTB Current Week		#DIV/0!	
OTB Last Week	0	#DIV/0!	\$0
STLY		#DIV/0!	
Transient Forecast		#DIV/0!	
Transient Budget	2763	\$137.81	\$380,763
Var to LW	0	#DIV/0!	\$0
Var to Forecast	0	#DIV/0!	\$0
Var to Budget	(2763)	#DIV/0!	(\$380,763)
Var to LY	0	#DIV/0!	\$0

Group	Rooms	ADR	Revenue
OTB Current Week		#DIV/0!	
OTB Last Week	0	#DIV/0!	\$0
STLY		#DIV/0!	
Group Forecast		#DIV/0!	
Group Budget	608	\$120.80	\$73,448
Var to LW	0	#DIV/0!	\$0
Var to Forecast	0	#DIV/0!	\$0
Var to Budget	(608)	#DIV/0!	(\$73,448)
Var to LY	0	#DIV/0!	\$0

Rooms Total	Rooms	ADR	Revenue
OTB	0	#DIV/0!	\$0
Forecast	0	#DIV/0!	\$0
Budget	3371	\$134.74	\$454,211
FOR/BUD Variance	(3371)	#DIV/0!	(\$454,211)
Var to LY	0	#DIV/0!	\$0

Revenue Pace June-19

Transient	Rooms
OTB Current Week	
OTB Last Week	0
STLY	
Transient Forecast	
Transient Budget	2519
Var to LW	0
Var to Forecast	0
Var to Budget	(2519)
Var to LY	0

Group	Rooms
OTB Current Week	
OTB Last Week	0
STLY	
Group Forecast	
Group Budget	697
Var to LW	0
Var to Forecast	0
Var to Budget	(697)
Var to LY	0

Rooms Total	Rooms
OTB	0
Forecast	0
Budget	3216
FOR/BUD Variance	(3216)
Var to LY	0

					\$0.00	GM Weekly Flash Report
Total	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	

Human Resources- Issues, Questions, Comments, Requests. INCLUDE ALL EXEMPT LEADERSHIP VACANCIES AND ANY SIGNIFICANT NON-EXEMPT RECRUITING NEEDS.

Capital/Renovation Update

Guest Satisfaction Snapshot	
Property	CVL
Date	Friday, April 12, 2019

QA Status	QA Score	QA Date
Clear	90.15	2/15/2019



Tripadvisor	January 1 Baseline	Last Month	Current Month	Goal
Ranking	2 of 3	2 of 3	2 of 3	2 of 3
Score	4.5	4.5	4.5	
# Reviews	231	234	237	

Comments Since Last Report:

Review Date: # of Stars:	April, 2019 Another GREAT stay our "go to" hotel whenever we are in the Memphis area. The staff is friendly without being intrusive. The place is spotless and even the other guests are friendly. It is located in an upscale mall that always seems to have sales going on. I wish all hotels, and we travel frequently, were this nice.	This
--------------------------	---	------

Review Date: # of Stars:	3/16/19 I called last minute to book a room in my hometown for my daughter and I to get away. When I called I got the sales manager and she was fabulous. She beat anyone's rate and made making a reservations so easy. We arrived and it was exactly what I asked for and she even gave complimentary breakfast as well. The room was clean and nice. We made memories! Thank you again Collierville courtyard.	
--------------------------	---	--

Review Date: # of Stars:	3/4/2019 Don't walk-RUN AWAY! The staff is the most unprofessional, rude and the hotel isn't worth the money you spend. Please spend a few extra dollars and go stay downtown. This hotel is in the middle of nowhere, there are no restaurants anywhere close and it's in a high crime area. ANSWER: Dear Thom J, We are not finding a record of your stay. Courtyard Collierville is located onsite at Carriage Crossing, within steps of premier shopping and ten restaurants. Guests typically comment on how they enjoy the safety of our location as well as the service provided by our award-winning team. With your feedback not being indicative of our location or our service-level, we were surprised by your review. Did you perhaps review the wrong hotel? If you did in fact stay with us, we of course want the opportunity to discuss your feedback. Please contact me, so that we can discuss your review. The hotel phone number: 901-850-9390. Sincerely Cindy Kinard	
--------------------------	---	--

Review Date: # of Stars:	2/14/19 A Good Hotel Cozy hotel with spacious rooms and a neighborhood full of options to buy. Also close to great restaurants. Great service. Try the Breakfast Burrito for breakfast. A good choice	
--------------------------	---	--

Review Date: # of Stars:	2/7/2019 Very Nice Property Great location next to a mall and several restaurants. It's in a suburban area and quiet. We stayed during the week, and the price was very high for a Courtyard, and hotel was near capacity. We asked if there was a special event in the area. We were told they have many businesses in the area that use the hotel, so mid week is usually fully booked. The hotel was clean and modern. Staff were friendly and helpful. We would stay here again.	
--------------------------	--	--

Week 1	Brand GSS KPIs	MTD	Last Month	YTD	Last Year(Same Period)	Brand Benchmark	Goal
Marriott	Intent to Recommend	68.8	61.9	61.1	63.1	64.1	68.0
	Overall Satisfaction	68.8	65.1	61.6	58.5	61.9	66.0
	Staff Service Overall	75.0	80.6	78.2	73.4	77.0	80.0
	Room Cleanliness	73.3	84.5	78.6	75.8	74.6	75.0
	Overall Review	4.5	4.5	4.5	4.5	4.3	4.3

Week 2	Brand GSS KPIs	MTD	Last Month	YTD	Last Year(Same Period)	Brand Benchmark	Goal
Marriott	Intent to Recommend	80.0	61.9	63.1	63.1	64.0	68.0

		January	February	March
YTD Budgeted Total Revenue	Goal	\$360,326	\$403,693	\$471,277
	Actual	\$385,564	\$459,050	\$

YTD Budgeted G.O.P.	Goal	\$130,313	\$167,386	\$211,745
	Actual	\$	\$	\$

Target RevPAR Index	Goal	150%	150%	150%
	Actual	194%	181.20%	%

YTD Overall Satisfaction Index	Goal	68%	68%	68%
	Actual	61.17%	58.60%	

TripAdvisor Ranking	Goal	2/3	2/3	2/3
	Actual	2/3	2/3	2/3

2019 Commitment Letter Results

April	May	June	July	August	September	October
\$447,225	\$491,674	\$448,712	\$439,156	\$465,160	\$428,359	\$446,994
\$	\$	\$	\$	\$	\$	\$

\$197,126	\$226,791	\$198,905	\$197,125	\$207,926	\$184,573	\$199,921
\$	\$	\$	\$	\$	\$	\$

150%	150%	150%	150%	150%	150%	150%
%	%	%	%	%	%	%

68%	68%	68%	68%	68%	68%	68%

2/3	2/3	2/3	2/3	2/3	2/3	2/3
/	/	/	/	/	/	/

November	December
\$365,413	\$319,036
\$	\$

\$144,849	\$105,772
\$	\$

150%	150%
%	%

68%	68%

2/3	2/3
/	/



HOTEL OPERATIONS STANDARD OPERATING PROCEDURES

	<u>SECTION - POLICY NO.</u>
Section 1: Administration and General	
• Contracts and Leases	1-1
• Expense Reports	1-2
• Purchase Order Procedures	1-3
• Weekly Staff Meetings	1-4
• Stand-Up Meetings	1-5
• Exempt Team Member Hiring Approval	1-6
• Change of GM Checklist	1-7
• Monthly GM Call	1-8
• Manager On Duty (MOD) Program	1-9
• Reporting Requirements	1-10
• Executive Summary – Format and Reporting	1-11
• Trade Outs	1-12
• Legal Notices: Subpoena, Wage Garnishment, EEOC, etc.	1-13
• Media Inquiries	1-14
• Insurance Certificates	1-15
• Weekly Flash Reports	1-16
• Travel Policies	1-17
 Section 2: Risk Management/Safety	
• Workers Comp	2-1
• Guest Liability	2-2
• Property Damage	2-3
• Emergency Response Procedures: Fire, Power Outage, Robbery, Hurricane Preparedness, Civil Disorder, Death or Injury to a Team	2-4

Member or Guest, Bomb Threat, Active Shooter	
• Communication Protocol: Maintain Master List of Contacts, Phone Tree, Key Corporate Accounts	2-5
• Responsible Alcohol Service	2-6
• Self Closing Doors	2-7
• Door Viewers	2-8
• Phone Answering Procedures	2-9
• Company Vehicle Policy	2-10
• Team Member Vehicle Policy	2-11
• Incident Reports – Insurance Claim Procedures	2-12
• Key Control – Duplicate Key Policy	2-13
• Life Safety Equipment & Maintenance	2-14
• Safety Deposit Boxes	2-15
• Hazardous Material Procedure	2-16
• Security	2-17
• Safety Committee	2-18
• Loss of Money or Securities	2-19
• Pool Safety Procedures	2-20
• Exercise Room Safety Requirements	2-21
• Lost and Found	2-22
•	
•	
•	
•	
•	
•	
•	
•	
•	
•	
•	
•	
•	
•	

Section 3: Rooms Division

• Guest Score Action Plans/Standard	3-1
• Guestroom Inspections – GM/MOD	3-2
• Linen Inventory	3-3
• Courtesy Calls	3-4
• Service Recovery	3-5
• Arrival Greeting	3-6
• Thermostat Temperature Settings – Guestrooms/Public Space	3-7
• GM Responsibility	3-8
•	3-
•	3-
•	3-
•	3-
•	3-
•	3-
•	3-
•	3-
•	3-
•	3-
•	3-

Section 4: Food &

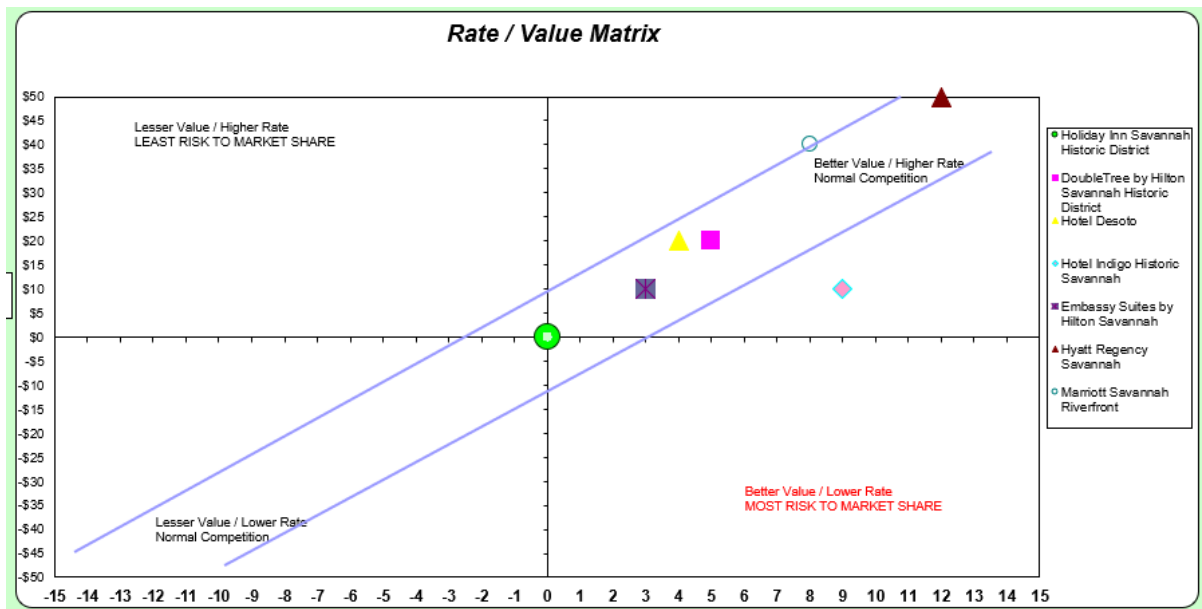
• Menu Approval	4-1
• F & B Inventory Procedures	4-2
• Receiving Procedures	4-3
• F & B Area Security	4-4
• Manager/Server Alcohol Awareness Training	4-5
• F & B Cost Transfers	4-6
• Banquet Check Control	4-7
•	
•	
•	
•	
•	
•	
•	

Section 5: Maintenance

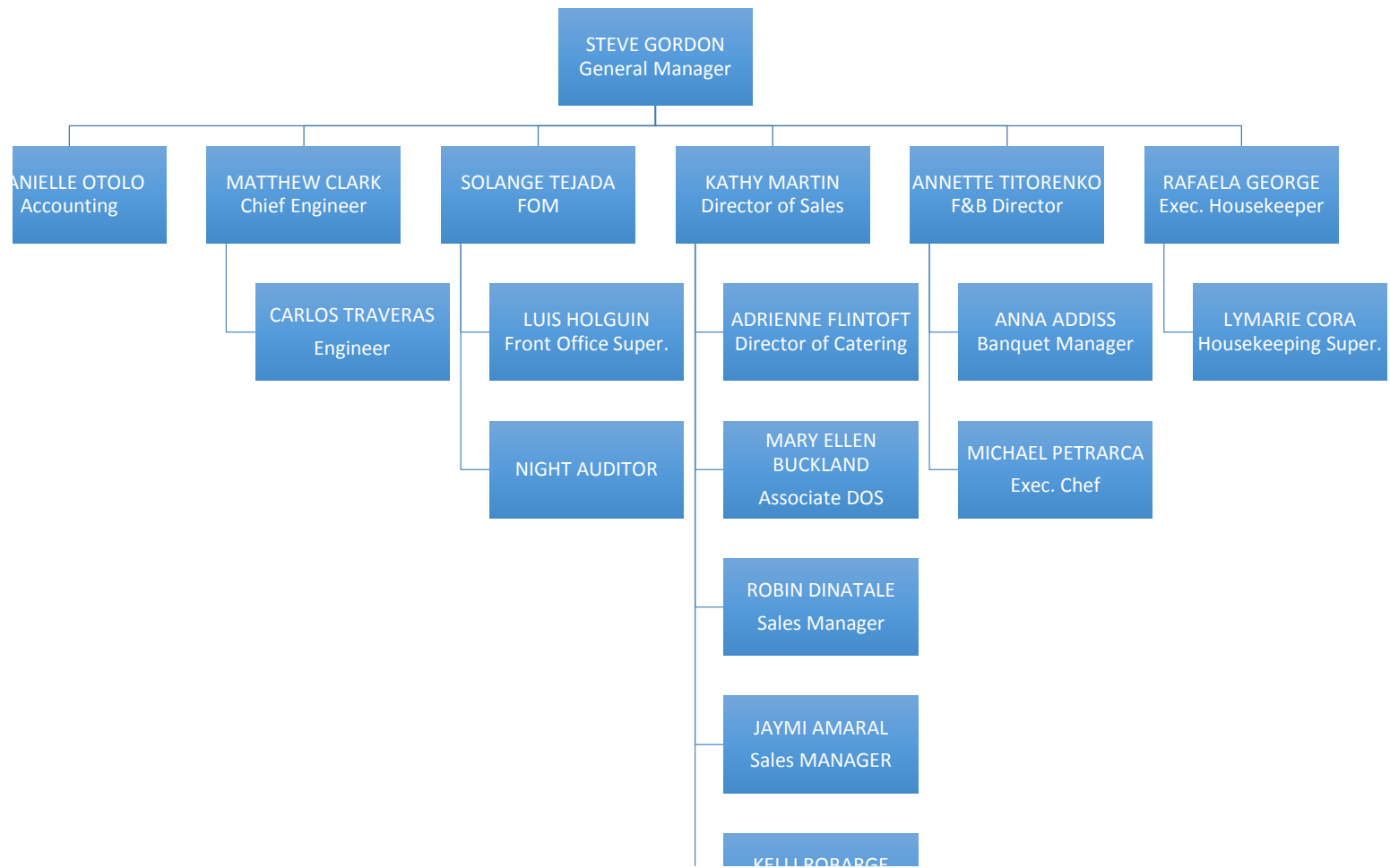
• Work Order System	5-1
• PM Program Guestrooms – Self Closing Doors, Door Viewers	5-2
• PM Program Commercial/Public Space	5-3
• Tool Inventory and Assignments	5-4
• Energy Checklist	5-5
• Capital Procedures	5-6
• Procurement	5-7
•	
•	
•	
•	
•	
•	
•	
•	
•	
•	

Rate Assessment - Competitive Set 1 – Full Service Properties

Property Name and Number of Rooms	Rate (Short term)	Overall Physical Quality	Level of Service	Quality of Guest Rooms	Impact of Brand Image	Location	Overall Hotel Features & Services	Overall Rating (sum of previous columns)
Holiday Inn Savannah Historic District # Rooms: 127	\$ 179.00	0	0	0	0	0	0	0
DoubleTree by Hilton Savannah Historic District # Rooms: 150	\$199	0	0	1	2	1	1	5
Hotel Desoto # Rooms: 246	\$199	1	2	1	-1	-1	2	4
Hotel Indigo Historic Savannah # Rooms: 252	\$189	2	1	2	1	1	2	9
Embassy Suites by Hilton Savannah # Rooms: 150	\$189	0	0	2	1	-2	2	3
Hyatt Regency Savannah # Rooms: 351	\$229	2	2	1	2	3	2	12
Marriott Savannah Riverfront # Rooms: 387	\$219	-1	2	1	2	2	2	8



Organizational Chart



2019 AUSPF BUSINESS PLAN1

[illegible]

Colum n13	Colum n14	Colum n15	Colum n16	Colum n17	Colum n18
E	R				
-		20	1	9	