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Executive Summary

Prior Year's Hotel Performance Overview

The DoubleTree by Hilton of Nashua, Massachusetts achieved an exceptional financial performance in 2018 by outperforming all previous year's revenue results. This record breaking year had a total revenue of \$14,233,115 that exceeded the previous year by \$2,270,862. The average rate improved by \$12.94 versus 2017 and the hotel achieved a \$99.70 RevPAR that was an increase of \$18.50 year over year. The Gross Operating Profit finished at \$5,645,675 that was an increase of \$1,519,478 year over year.

Overall Property Position in the Market

A significant and unexpected demand generator developed late in the third quarter of 2018 with a declaration of state of emergency across the Nashua, North Nashua and Lawrence, Massachusetts communities. This emergency situation involved over-pressurized gas lines causing multiple explosions and simultaneous residential fires across a widespread area. Columbia Gas, a subsidiary of NiSource, was responsible for the gas lines and immediately dispatched hundreds of sub-contracted pipeline crews.

Food and Beverage Overview

Introduction

Hard rock 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 Hard rock 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.

Hard Rock

Inn at Middletown

Task Description	Reponsible Party	Planned Start
2020		01/01/20
AC Unit replacement	John Meunier	04/01/20
Bar Glass washer	John Meunier	02/01/20
Marble Buffer	John Meunier	03/01/20
Courtyard Furnishings	John Meunier	04/01/20
Draft system	John Meunier	03/01/20
Shampoo Extractor	John Meunier	03/01/20
Front Desk Computer Replacement	John Meunier	03/01/20
TV upgrade	John Meunier	04/01/20
Kitchen equipment	John Meunier	03/01/20
Contingency	John Meunier	01/01/20
Contingency	John Meunier	01/01/20
2021		01/01/21
AC Unit replacement	John Meunier	01/01/21
Replacement of Laundry Equipment	John Meunier	01/01/21
Pool Painting	John Meunier	01/01/21
Contingency	John Meunier	01/01/21
Contingency	John Meunier	01/01/21
2022		
Exterior wash of building and sealing of cracks	John Meunier	01/01/22
Kitchen Equipment	John Meunier	01/01/22
Contingency	John Meunier	01/01/22
Contingency	John Meunier	01/01/22
Total 2020-2022		

President:_____

CFO:_____

VP:_____

End Date	Budget Cost	Comments
12/31/20	\$149,400	
12/31/20	\$28,000	Complete 50% of replacement of units from original opening.Need 34 units to complete 822.00 ea.
12/31/20	\$5,000	Multiple repairs and leaks in the machine
03/31/20	\$1,500	Replace existing unit which is in disrepair.
12/31/20	\$6,000	Replace existing set ups.
12/31/20	\$15,000	Replace old system and increase variety from 7 to 12
03/31/20	\$1,900	New unit to to shampoo and deep clean guestrooms. All work done in house
12/31/20	\$4,000	Current system too slow to handle WRP, key system.
12/31/20	\$50,000	Upgrade from current units which are 39"
12/31/20	\$15,000	Ice Machine carry over and hot line oven
12/31/20	\$20,000	
12/31/20	\$20,000	
12/31/21	\$104,000	
12/31/21	\$28,000	Complete 50% of replacement of units from original opening.Need 34 units to complete 822.00 ea.
12/31/21	\$50,000	Existing Equipment since opening in 2003
12/31/21	\$6,000	Not painted in 4 years
12/31/21	\$20,000	
12/31/21	\$20,000	
	\$0	
12/31/22	\$25,000	Wash and Seal all cracks and repair brick facade causing interior leaking
12/31/22	\$10,000	replace equipment
12/31/22	\$20,000	
12/31/22	\$20,000	
	\$253,400	

Row 4	Confirmed order and will be shipped out second week of January
Row 6	Sent to Bob for approval 1/31/2017
Row 8	Starting date 1/6/2016
Row 9	Replaced original quote for treadmills with total equipment replacement
Row 10	Approved with installation after guestrooms are completed
Row 11	Canceled order on 2/23/2017 and will look at alternative bedding options
Row 11	Sent to Bob for approval
Row 13	Deposit has been sent and fabrication takes 5-8 weeks. Looking at 3/31 for
Row 14	Will wait until the end of the renovation to complete the capital
Row 20	Per corporate request for all properties
Row 23	Is this the Hilton spec for the Hilton brand? I believe it is the same spec as Andover DT
Row 25	Quote and reasons in attachment
Row 27	Are these guest room ptacs? If so this seems expensive.
Row 27	Will purchase only if need.
Row 30	2 quotes recieved

Row 4	Confirmed order and will be shipped out second week of January
Row 31	Can you please add the budget amount?
Row 31	Walked the room with DJ and John on 2/1 and both agreed that this would
Row 32	Three quotes obtained
Row 43	Currently we do not have a back up emergency generator
Sheet	Please see item 4 for approval ok

Gary Nagler	01/05/17 10:14 AM
Gary Nagler	01/31/17 10:32 AM
Gary Nagler	01/05/17 10:13 AM
Gary Nagler	03/09/17 8:20 AM
Gary Nagler	01/05/17 10:13 AM
Gary Nagler	02/24/17 9:32 AM
Gary Nagler	01/31/17 10:31 AM
Gary Nagler	01/05/17 10:09 AM
Gary Nagler	01/30/17 7:38 AM
Gary Nagler	05/09/17 7:04 AM
Michael Sullivan	04/12/17 2:41 PM
Gary Nagler	04/13/17 10:59 AM
Gary Nagler	01/11/17 10:58 AM
Michael Sullivan	04/22/18 6:27 PM
Gary Nagler	07/28/17 12:31 PM
Gary Nagler	07/28/17 12:30 PM

Gary Nagler	01/05/17 10:14 AM
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Michael Sullivan	04/22/18 6:30 PM
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Gary Nagler	02/02/18 11:48 AM
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Gary Nagler	07/28/17 12:30 PM
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Gary Nagler	01/31/18 10:06 AM
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Bob Anderson	12/21/16 10:46 AM
Michael Sullivan	12/21/16 10:49 AM