

**Property:**

**Project:**

\_\_\_\_\_ **Budgeted**                      \_\_\_\_\_ **Unbudgeted**                      \_\_\_\_\_ **Emergency**

**Project Scope (include overview of project, impact on Operations, suggested timing, revenue displacement, etc. Be as comprehensive as possible, making it easy to say YES. Attached separate documentation as needed.):**

**Competitive Bids:**

#1	Name _____	Project Cost _____
#2	Name _____	Project Cost _____
#3	Name _____	Project Cost _____

Recommend that Project be awarded to \_\_\_\_\_

Rationale:

**Pre-Approval Checklist:**

\_\_\_\_\_ *Proposals and any required addendums are attached*

\_\_\_\_\_ *Project cost is appropriately detailed, showing breakdown between Equipment & Labor. Hourly labor rates are detailed.*

\_\_\_\_\_ *Correct legal entity for hotel is on the contract*

\_\_\_\_\_ *Property leadership has reviewed and verified all contract terms*

\_\_\_\_\_ *No personal guaranty required*

\_\_\_\_\_ *Insurance Certificates Attached, if applicable (refer to S.O.P. for requirements)*

\_\_\_\_\_ *Required Ownership approval obtained. List name(s): \_\_\_\_\_*

**Comments/Concerns:**

**General Manager:**

**Date:**

**VP of Operations:**

**Date:**

**Construction Dept.:**

**Date:**

\_\_\_\_\_ **Signed copy of Capital Improvement Request 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	

STR-CURRENT WEEK		
KPIs	Occupancy	ADR
Property	77.0%	\$142.50
Compset	81.1%	\$103.10
Index	94.9	138.2
Index % Change	-23.4%	4.2%

## The Story Behind the STR

A very uncharacteristic week in occupancy for the property finishing 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, in 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 cont brought their occupancy a little higher than normal as well. Our I left us falling well short of coming even close to selling out over the 40 comps for the week!

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.

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 =

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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.

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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		(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	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]

					\$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





## 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
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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

### Race Outlook

[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







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	
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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)
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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

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Revenue Performance MTD vs Budget and Last Year

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Profitability / Unusual Expenses

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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

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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
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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.	
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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	
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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	
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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**

	<b><u>SECTION - POLICY NO.</u></b>
<b>Section 1: Administration and General</b>	
• 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
 <b>Section 2: Risk Management/Safety</b>	
• 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
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### 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
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## 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
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## **Weekly Flash Report**

**Policy:** The Weekly Flash report is to be completed accurately with insightful commentary each week and submitted by Friday at 1pm CST.

**Purpose:** The weekly flash provides an essential operational, revenue and guest satisfaction snapshot to all property stakeholders ensuring that proactive strategies are in place to address negative trending and capitalize on positive trending.

### **Procedures:**

#### **Monthly**

1. Create a new file for the month in the Weekly Flash folder located in drop box.
2. The file should be named utilizing your HMA property code, weekly flash, month, year (HMA Weekly Flash January 2019).

#### **Week 1**

1. Only input data in highlighted cells.
2. Input hotel name, month start/end & date completed.
3. Input the current week STR data.
4. Input current month budget, locked forecast and last year financial data.
  - a. Hint-The QTR tab in Future Inn Focus will provide all required data.
5. Input pace data including OTB current week, OTB last week, STLY, Forecast and Budget for each applicable segment for your property.
6. Complete the aging summary.
7. Add STR, Revenue, Profitability, Pace, Aging, HR & Capital commentary.
8. Complete the "GSS Snapshot" tab.

#### **Week 2-5**

1. Input the date completed.
2. Input the current week STR data.
3. Input your weekly ITM-FTM reforecast from Future Inn Focus.
4. Input pace data including OTB current week, STLY & forecast data for each applicable segment.
5. Complete the aging summary.
6. Add STR, Revenue, Profitability, Pace, Aging, HR & Capital commentary.
7. Complete the "GSS Snapshot" tab.

### GSS Snapshot

1. Input the date completed.
2. Input QA status (Pass/Fail, Outstanding, etc.), score and QA date.
3. Fill-in the required TripAdvisor information.
4. Add the 5 most recent comments since last report noting the review date.
  - a. This is a rolling top 5 of recent comments and all 5 fields should always be populated.
5. Complete the Brand GSS KPIs table.
  - a. Be sure to select your applicable brand before entering GSS data.

### Distribution

1. Submit the flash no later than 8am CST Friday to your Regional Director of Revenue Management for review.
2. Once the Corporate Revenue Manager has reviewed the report, email the completed flash to your Operations VP, Carol Harman & Jeff Michael.
3. Submit the report via email no later than Friday at 1pm CST.

### Additional Notes

1. The data should be sourced no earlier than the Wednesday data each week.
2. Please speak to large variances week over week in your commentary.
3. Review the report prior to submittal for accuracy and insightful commentary.
4. All flash report files must be stored in drop box in the designated Weekly GM Flash folder.
5. Do not modify the file formats.
6. No end of month flash is required.

**Author:** Jeff Michael

**Publication Date:** February 11, 2019

**Departmental Cross Reference:** Revenue Management, Sales & Marketing