Hospitality boards kit index

Every guide and template in the kit at preparedboard.com/for/hospitality: 27 guides and 26 templates. Guides are web pages with sources. Templates come in Word and PDF, and all of them are in the kit .zip. Not legal or financial advice.

Guides

Start here

Title	What it is for	Web address
Hospitality board governance: the decisions each board type makes	Start here: what is different about hotel, REIT, PE-backed, restaurant, cruise, destination, association, and school advisory boards.	preparedboard.com/guides/hospitality-board-governance

Hotel and resort ownership

Title	What it is for	Web address
Hotel management agreements: approvals, renewals, key money, and performance tests	Owner approval rights, fees, key money, the two-prong performance test, and how to frame a renewal.	preparedboard.com/guides/hotel-management-agreement-board-oversight
Franchise, PIP, and capex decisions	PIPs, the franchise disclosure timeline, FF&E reserves, and routine vs. ROI capital.	preparedboard.com/guides/hotel-franchise-pip-and-capex-decisions
Revenue management for hotel boards	Occupancy, ADR, RevPAR, the indexes, GOPPAR, and channel mix defined plainly, with the questions to ask.	preparedboard.com/guides/hotel-revenue-management-board-questions
Sale, refinance, and family-inn succession	Brand and operator consents on sale, PIP surprises, loan terms, and family succession questions.	preparedboard.com/guides/hotel-sale-refinance-and-family-inn-succession
Asset-management oversight for PE and ownership groups	What to expect from the asset manager, five checks on a portfolio roll-up, an annual calendar, and triggers for stepping in at one hotel.	preparedboard.com/guides/hospitality-asset-management-oversight
Short-term rental competition: board questions	How home-sharing competition shows up in your numbers, how local rental rules work (Kittery, Bar Harbor, and Portsmouth examples), and what to ask management.	preparedboard.com/guides/short-term-rental-competition-hotel-inn-board-questions
Hotel REIT and ownership group boards	Operator independence under the REIT lodging rules, many agreements at once, a portfolio dashboard, and related parties.	preparedboard.com/guides/hotel-reit-and-ownership-group-board-oversight
PE-backed hospitality boards	The value-creation plan in hospitality terms, three layers of approval, capex pacing for exit, and a diligence-ready record.	preparedboard.com/guides/pe-backed-hospitality-board-guide
Development and expansion approvals	Board decision gates for new rooms or a new property, how planning-board and site-plan review usually works, and shoreland basics in	preparedboard.com/guides/hotel-development-and-expansion-approvals

	Maine and New Hampshire.	
Energy and building-cost decisions	Heat pumps and replacement planning, how the Efficiency Maine and NHSaves business programs work, and the federal 179D deadline.	preparedboard.com/guides/hospitality-energy-and-building-cost-decisions
The first 100 days for a new owner or PE board	Confirm what you own and who can act, set up how the board works, and make the first real decisions.	preparedboard.com/guides/hospitality-new-owner-first-100-days

Seasons, people, safety, data, and risk

Title	What it is for	Web address
Seasonality and labor decisions	Opening and closing dates, H-2B timing and the cap, the FLSA seasonal exemption, and tip pools.	preparedboard.com/guides/hospitality-seasonality-and-labor-decisions
Compliance and incident oversight	Liquor licenses, fire and life safety, card data and cyber incidents, guest safety, and escalation tiers.	preparedboard.com/guides/hospitality-compliance-and-incident-oversight
Cyber, PCI, and guest data oversight	Who is responsible for card security, shared brand and operator networks, guest data you do not need, and Maine and New Hampshire breach notice.	preparedboard.com/guides/hospitality-cyber-pci-and-guest-data-oversight
AI in hospitality operations: what the board should ask	An AI inventory, pricing tools, guest-facing chat, what you say about AI, scheduling, and a short decision record.	preparedboard.com/guides/ai-in-hospitality-operations-board-questions
Maine and New Hampshire wage and labor rules for owner boards	2026 state minimum and tipped wages, tip pooling, youth-worker hours, and the seasonal overtime exemptions, with state links.	preparedboard.com/guides/maine-new-hampshire-hospitality-wage-and-labor-rules
Severe weather and power outages: a board playbook	Decide authority, spending, triggers, backup power, and insurance before a nor'easter or flood, and review afterward.	preparedboard.com/guides/coastal-hospitality-severe-weather-and-power-outage-playbook
Insurance renewal decisions	Running the renewal as a board decision: property values and deductibles, flood, liquor liability in Maine and New Hampshire, and cyber.	preparedboard.com/guides/hospitality-insurance-renewal-decisions

Restaurants, cruise and tour, destinations, associations, and schools

Title	What it is for	Web address
Governing a destination organization	Public funding, open-meeting laws, lodging-tax and tourism-district money, and structural conflicts.	preparedboard.com/guides/dmo-tourism-board-governance
Restaurant group board governance	New locations and leases, food safety and liquor licenses by location, tip rules, prime cost, and related parties.	preparedboard.com/guides/restaurant-group-board-governance
Cruise and tour operator boards	FMC passenger-protection certificates, cruise security and crime-reporting duties, CDC	preparedboard.com/guides/cruise-and-tour-operator-board-oversight

	inspections, and a quarterly report.	
DMO lodging-tax and grant reporting oversight	Maine's tourism fund and New Hampshire's matching-grant program, the federal single-audit threshold, questions to ask, and a reporting calendar.	preparedboard.com/guides/dmo-lodging-tax-and-grant-reporting-oversight
Restaurant franchise and multi-unit development	The federal disclosure rule, what to read in a franchise disclosure document, development schedules and cross-defaults, and unit-by-unit approval gates.	preparedboard.com/guides/restaurant-franchise-and-multi-unit-development
Cruise and tour operators: safety, environmental, and port-community oversight	Which Coast Guard rules apply to each vessel and what drills to see, changing discharge rules and no-discharge zones, and port-town relationships.	preparedboard.com/guides/cruise-and-tour-safety-environment-port-community-oversight
Hospitality trade association boards	Business-league status, antitrust safeguards, member data programs, and the lobbying dues notice.	preparedboard.com/guides/hospitality-trade-association-board-governance
Hospitality school advisory boards	The advisory-only role, what accreditation standards ask about stakeholder input, a recommendations log, conflicts, and student privacy.	preparedboard.com/guides/hospitality-school-advisory-board-guide

Templates

Meetings and monthly reporting

Title	What it is for	Web address
Board meeting agenda with standing KPI section	Same KPI block every meeting, plus capital, contracts, safety, and executive session.	preparedboard.com/templates/hospitality-board-meeting-agenda
Portfolio roll-up KPI template (blank, with definitions)	One page for several hotels: KPIs by property, how to total them, a watch-list, and a capital and debt summary.	preparedboard.com/templates/hospitality-portfolio-rollup-kpi-template
DMO lodging-tax and grant reporting tracker	Every funding source, allowed costs, match, report due dates and owners, a yearly federal audit check, and a quarterly board check.	preparedboard.com/templates/dmo-lodging-tax-and-grant-reporting-tracker
Monthly owner's KPI pack (blank, with definitions)	Rooms, revenue, profit, channel mix, pace, people, safety, and cash on five pages.	preparedboard.com/templates/hospitality-monthly-owner-kpi-pack
Restaurant group monthly KPI pack (blank, with definitions)	Sales and prime cost by location, food safety and licensing, people, incidents, and cash.	preparedboard.com/templates/restaurant-group-monthly-kpi-pack
DMO board dashboard (blank, with definitions)	Funding vs. forecast, spending by permitted use, plan measures, grants, deadlines, and risks.	preparedboard.com/templates/dmo-board-dashboard
DMO public-board meeting notice and minutes (Maine and New Hampshire)	Does the open-meeting law apply to your DMO? Then a notice and minutes with DMO agenda items, under Maine FOAA and NH RSA 91-A.	preparedboard.com/templates/dmo-public-meeting-notice-and-minutes-me-nh
Board skills matrix and director	Rate the board on hospitality skills,	preparedboard.com/templates/

recruitment	find the gaps, and recruit for them with a conflicts check, interview questions, and onboarding.	hospitality-board-skills-matrix-and-director-recruitment

Decision memos and checklists

Title	What it is for	Web address
Capex / PIP approval memo	Scope, cost, funding, disruption, alternatives, conflicts, resolution, and closure evidence.	preparedboard.com/templates/hospitality-capex-pip-approval-memo
HMA renewal decision checklist	Dates, options, performance history, economics, owner rights, conflicts, and resolution.	preparedboard.com/templates/hospitality-hma-renewal-checklist
Performance test annual review worksheet	Both prongs as written, this year's results, history, cure, key money, and the board's options.	preparedboard.com/templates/hotel-performance-test-annual-review
Family inn succession planning checklist	Goals, roles, ownership documents, value and financing, single-person risks, and a timeline.	preparedboard.com/templates/family-inn-succession-checklist
Restaurant new location approval memo	Lease terms, build-out budget, license and permit contingencies, people, and related parties.	preparedboard.com/templates/restaurant-new-location-approval-memo
Hotel sale or refinance decision checklist	Options side by side, brand and operator consents, PIP exposure, loan terms, licenses, and conflicts.	preparedboard.com/templates/hotel-sale-refinance-decision-checklist
Insurance renewal decision memo	Lender, brand, and lease requirements; options compared; flood, liquor liability, and cyber; risks kept; resolution.	preparedboard.com/templates/hospitality-insurance-renewal-decision-memo
H-2B seasonal staffing decision checklist	Date of need, headcount, budget, the DOL and USCIS steps counted back from the start date, and a plan B.	preparedboard.com/templates/h2b-seasonal-staffing-decision-checklist
First 100 days checklist for a new owner or PE board	Signatories, licenses, change-of-control items, reporting, delegation, policies, and the first capital and budget decisions.	preparedboard.com/templates/hospitality-new-owner-first-100-days-checklist
Severe weather and power outage playbook	Who is in charge, the emergency spending limit, closing triggers, backup power, food safety, guest messages, insurance, and the after-storm review.	preparedboard.com/templates/coastal-severe-weather-outage-playbook

Policies and charters

Title	What it is for	Web address
DMO destination crisis communications plan	Who speaks and approves, the first-hour checklist, holding statements, audiences and channels, rumor control, the board's role, and the after-action review.	preparedboard.com/templates/dmo-destination-crisis-communications-plan
Incident-escalation policy	Three tiers of incidents, who calls whom, roles, records, and board follow-up.	preparedboard.com/templates/hospitality-incident-escalation-policy
Conflict-of-interest policy for	Disclosure, recusal, approval by	preparedboard.com/templates/

related-party vendors	disinterested directors, operator affiliates, and a register.	hospitality-related-party-vendor-coi-policy
DMO funding agreement compliance checklist	Permitted uses, budget mapping, reporting calendar, open-meeting questions, conflicts, and renewal.	preparedboard.com/templates/dmo-funding-agreement-compliance-checklist
Hospitality school advisory board charter	Advisory-only role, membership and terms, meetings, a recommendations log, conflicts, and privacy.	preparedboard.com/templates/hospitality-school-advisory-board-charter

Calendars and seasonal planning

Title	What it is for	Web address
Seasonal opening and closing board checklist	Decisions and evidence before opening and closing, and the post-season review.	preparedboard.com/templates/hospitality-seasonal-opening-closing-checklist
DMO annual board calendar	Month-by-month calendar for budgets, funder reports, audits, renewals, and evaluations.	preparedboard.com/templates/dmo-annual-board-calendar
Hotel owner annual board calendar	Budget approval, performance test, reserve and PIP planning, loan, insurance, license, and season dates.	preparedboard.com/templates/hotel-owner-annual-board-calendar

Also in the kit

- Glossary of hospitality board terms: preparedboard.com/for/hospitality/glossary
- One-page board cheat sheet: preparedboard.com/for/hospitality/cheat-sheet
- Example inn board pack (EXAMPLE DATA, fictional): preparedboard.com/for/hospitality/example-board-pack
- Fictional sample decisions: preparedboard.com/for/hospitality/sample-decisions