Hospitality Board Meeting Agenda Template (with Standing KPI Section)

Template — not legal advice, and not financial advice. Adapt section names and order to your bylaws, operating agreement, or committee charters.

Company / property: _____

Meeting: _____ **Date / time:** _____

Location / video: _____

Pack sent on: _____ (days before meeting: ____)

1. Call to order, attendance, and conflicts

- Call to order; attendance and quorum count (count, not a legal opinion)
- Conflict disclosures for items on this agenda (operator affiliates, vendors, comp-set hotels, brokers, lenders)
- Recusals noted: _____

2. Consent items

#	Item	Materials	Pull?
C1	Approve minutes of prior meeting (draft dated ____)		
C2	Receive committee minutes		
C3	Routine items (bank resolutions, license renewals already reviewed)		

Consent motion: Move to approve consent items C1–C__ as presented. Mover: _____ Seconder: _____ Outcome: _____

3. Standing KPI section (same order every meeting)

Use the monthly owner's KPI pack (https://preparedboard.com/templates/hospitality-monthly-owner-kpi-pack) as the attachment. Each line: actual vs. budget, vs. last year, and vs. competitive set where one exists.

#	Measure	Period	Actual	Budget	Last year	Comp set / index	Comment
K1	Occupancy						
K2	ADR						
K3	RevPAR						

K4	Total revenue						
K5	GOP and GOPPAR						
K6	Channel mix (top channels, share and cost)						
K7	Forward bookings / pace (next 30-60-90 days)						
K8	Labor cost and open positions						
K9	Guest satisfaction measure the board chose						
K10	Cash, reserve balances, and covenant headroom						

Questions for management on KPIs (write them down before the meeting):

_____

4. Operator / management report

- Highlights and problems since last meeting (one page)
- Items requiring owner approval under the management agreement, with deadlines:

  _____

5. Capital, contracts, and brand

#	Item	Decision sought	Memo attached?
D1	[PIP / capex approval]	Approve / defer / reject	Capex / PIP memo (https://preparedboard.com/templates/hospitality-capex-pip-approval-memo)
D2	[Management agreement or franchise item]		HMA checklist (https://preparedboard.com/templates/hospitality-hma-renewal-checklist)
D3	[Financing, lease, or major vendor contract]		

For each decision: motion text, mover and seconder, recusals, vote, and the evidence to attach when closed.

6. Safety, compliance, and incidents

- Tier 1 and Tier 2 incidents since last meeting, under the incident-escalation policy (https://preparedboard.com/templates/hospitality-incident-escalation-policy)
- Liquor licenses, fire and life-safety inspections, food-safety inspections: status and open findings
- Payment-card (PCI DSS) validation status; cyber matters
- Insurance claims and litigation summary

7. Seasonal and people items (as applicable)

- Opening / closing dates; seasonal staffing plan (seasonal checklist (https://preparedboard.com/templates/hospitality-seasonal-opening-closing-checklist))
- Key management changes

8. Executive session

- Directors only (and counsel if invited). Topics: _____

9. Actions and close

- Open actions from prior meeting: owner, due date, status
- New actions: owner, due date
- Next meeting date; adjourn

Prep checklist

☐ KPI pack uses the same definitions as last month, with any change explained.

☐ Each decision item has a memo with options, not just a recommendation.

☐ Owner-approval deadlines under the management agreement are listed.

☐ Conflicts known in advance are flagged to the chair.

☐ Incident log since last meeting is attached.

Related: Hospitality board governance guide (https://preparedboard.com/guides/hospitality-board-governance) · Revenue-management questions (https://preparedboard.com/guides/hotel-revenue-management-board-questions).

Template from Prepared Board (preparedboard.com/for/hospitality). Practice template, not legal or financial advice. Your governing documents, contracts, and counsel control.