First 100 Days Checklist

Template — not legal advice, and not financial advice. Your purchase agreement, loan documents, franchise and management agreements, and counsel control.

Business / property: _____ Ownership date (day 1): _____ Day 100: _____

Days 1–30: confirm what you own and who can act

Item	Owner	Due	Done
Bank signatories updated			[ ]
Merchant (card) accounts in the new entity's name			[ ]
Payroll access and employer of record confirmed			[ ]
Interim spending authority written down			[ ]
Liquor license valid under new ownership (counsel confirmed)			[ ]
Lodging / food service licenses confirmed			[ ]
State tax accounts registered (e.g., ME sales tax; NH M&R operator's license)			[ ]
Franchise / license agreement: change-of-control items			[ ]
Management agreement: change-of-control items			[ ]
Loan: post-closing items			[ ]
Leases and booked group / wedding contracts reviewed			[ ]
Insurance in new owner's name; lender, brand, lease requirements met			[ ]
Any staff reductions checked against the WARN Act with counsel			[ ]

Days 31–60: set up how the board works

Item	Owner	Due	Done
Monthly reporting pack and definitions agreed			[ ]
Annual board calendar adopted (budget, insurance, inspections, taxes, season, H-2B)			[ ]

Delegation of authority adopted (and sponsor consents, if any)			[ ]
Conflict and related-party policy adopted			[ ]
Incident escalation policy adopted			[ ]

Days 61–100: first real decisions

Item	Owner	Due	Done
Required vs. discretionary capital list			[ ]
First capex memo(s) approved			[ ]
Budget or reforecast approved on the new pack			[ ]
Card-security validation requirement confirmed with acquirer			[ ]
Former owner and vendor system access removed			[ ]
Day-100 review held			[ ]

Day-100 review

- Done: _____
- Open, with owner and date: _____
- Decisions for the next quarter: _____

Related: First 100 days guide (https://preparedboard.com/guides/hospitality-new-owner-first-100-days) · Example board pack (https://preparedboard.com/for/hospitality/example-board-pack) · Hotel owner's annual board calendar (https://preparedboard.com/templates/hotel-owner-annual-board-calendar).

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