Hospitality Portfolio Roll-Up KPI Template

Template — not legal advice, and not financial advice. This is a blank layout. The numbers come from each property's own reports. Use the definitions in your management agreements and loan documents where they differ from the short ones below.

Portfolio: _____ Period: _____ Prepared by: _____ Date sent to board: _____

Part A. Property-by-property roll-up

One row per property. Show this period, with the variance to budget and to last year in brackets, for example "71% (−2 / +1)".

Rooms and rate

Property	Rooms	Occupancy	ADR	RevPAR	RevPAR index
Portfolio total					

Profit and debt

Property	GOP margin	EBITDA less reserve	DSCR	Status
Portfolio total				

Status: On track · Watch · Action needed. Say in one line why any property is "Watch" or "Action needed."

How to total: Add rooms, room-nights, revenue and profit across properties first, then work out the ratios. Don't average the property percentages; a 40-room inn and a 300-room hotel would count the same.

Part B. Definitions (use your agreements' versions where they differ)

Measure	Short definition

Occupancy	The share of available room-nights that were sold.
ADR	The average room revenue earned for each room-night sold.
RevPAR	Room revenue divided by every room-night the property could have sold, sold or not.
RevPAR index	The hotel's RevPAR compared with its comp set's RevPAR. 100 means its fair share.
GOP margin	GOP (revenue minus department and shared operating costs, before management fees and fixed charges) as a share of total revenue.
EBITDA less reserve	Profit after management fees and fixed charges, with the FF&E reserve taken out, before debt and taxes.
DSCR	How many times the property's income covers its loan payments.
Debt yield	NOI as a share of the loan amount.
FF&E reserve balance	Money set aside to replace furniture, fixtures, and equipment, and what is left after spending.

Full plain-English definitions: hospitality glossary (https://preparedboard.com/for/hospitality/glossary).

Part C. Watch-list

Property	Issue	Since	Owner	Next step	Date due	Board decision needed?

Examples of issues: a performance-test risk, a loan covenant close to its limit, a brand renovation (PIP) deadline, an operator or general manager change, an open guest-safety or data incident.

Part D. Capital and debt summary

Property	Capex approved	Spent to date	Forecast to finish	PIP deadline	Loan maturity	Covenant headroom	Cash trap in effect?

Part E. Decisions and follow-ups for this meeting

#	Decision or item	Property	Owner	Due	Status
1					
2					
3					

Data notes: Which figures are unaudited or estimated: _____ Which definitions differ by property: _____

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