Hotel Owner Annual Board Calendar

Template — not legal or financial advice. Replace the bracketed months with your fiscal year, then fill in the dates your management agreement, franchise agreement, loan documents, and licenses set. Those documents control; this calendar only keeps the dates in front of the board.

Company: _____ Property / properties: _____ Fiscal year: _____

Standing items at every meeting

- Conflict disclosures for items on the agenda; recusals recorded
- Standing KPI section from the monthly owner's KPI pack
- Capital projects and PIP items: spent vs. approved, schedule
- Incidents by tier since the last meeting
- Owner approvals due before the next meeting (and any deemed-approval deadlines)

Dates from your documents

Date source	Item	Date
Management agreement	Operator budget submission deadline	
Management agreement	Owner budget approval deadline (and deemed-approval rule)	
Management agreement	Performance-test measurement year ends	
Management agreement	Renewal or termination notice deadline	
Franchise agreement	PIP completion deadlines	
Franchise agreement	Quality assurance inspection window	
Loan documents	Financial reporting and covenant test dates	
Loan documents	Maturity and extension notice dates	
Insurance	Policy renewal date	
Licenses	Liquor license and other permit renewals	

Calendar

Month	Board item	Owner	Deadline from documents
[Month 1]	Annual conflict-of-interest disclosures collected; related-party register reviewed	Secretary	
[Month 1]	Prior-year results vs. budget; FF&E reserve balance and use	Asset manager	
[Month 2]	Performance-test results for the prior year (both prongs)	Asset manager / counsel	

[Month 2]	Audit or year-end financial statements received	Finance	
[Month 3]	Seasonal opening decisions and checklist (seasonal properties)	General manager	
[Month 4]	Operator annual review: service, results, relationship	Chair	
[Month 5]	Insurance program review before renewal	Finance	
[Month 6]	Mid-year results; reforecast; capital plan check	Asset manager	
[Month 7]	Loan and covenant review; refinance or extension planning if maturity is within two years	Finance	
[Month 8]	Long-range capital and PIP planning for next year	Asset manager	
[Month 9]	Seasonal closing decisions and checklist (seasonal properties)	General manager	
[Month 10]	Operator's proposed budget and capital plan received	Asset manager	
[Month 11]	Approve or respond to the operator's budget before the deadline	Board	
[Month 12]	Next year's meeting schedule; board self-evaluation	Chair	

Closure evidence to keep each year

☐ Approved budget and capital plan

☐ Performance-test result and any notice or cure letter

☐ Insurance binder and license renewals

☐ Signed conflict disclosures

Related: Hotel management agreements (https://preparedboard.com/guides/hotel-management-agreement-board-oversight) · Franchise, PIP, and capex decisions (https://preparedboard.com/guides/hotel-franchise-pip-and-capex-decisions) · Monthly owner's KPI pack (https://preparedboard.com/templates/hospitality-monthly-owner-kpi-pack) · Performance test annual review worksheet (https://preparedboard.com/templates/hotel-performance-test-annual-review).

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