Hotel Sale or Refinance Decision Checklist

Template — not legal advice, and not financial or tax advice. Engage counsel, a tax advisor, and a qualified broker or appraiser. This checklist makes sure the board pack answers the questions before the vote.

Company: _____ Property: _____ Board meeting: _____

1. The options, side by side

	Hold as is	Refinance	Sell
Cash to owners now			
Cost (fees, prepayment, taxes, transfer costs)			
Capital still required (PIP, deferred maintenance)			
Risks			
Timing			

2. Brand and operator

☐ Franchise agreement: consent needed for a sale? Transfer fee? Does a sale trigger a new PIP?

☐ Estimated change-of-ownership PIP scope and who pays (buyer, seller, price adjustment)

☐ Management agreement: can it be terminated on sale, and at what cost? Does the buyer have to assume it?

☐ Any right of first refusal or first offer held by the brand, operator, or a partner

3. Loan terms

☐ Current loan: maturity, prepayment penalty or defeasance cost, assumption rights

☐ New loan (if refinancing): amount, rate, term, covenants, reserves, guarantees, and recourse

☐ Lender requirements tied to the brand, the operator, or the PIP

4. Process (if selling)

☐ Broker selected and engagement terms approved

☐ Confidentiality: who knows, and when staff and the operator are told

☐ Buyer's due diligence: what data room access the board allows

☐ Price floor or conditions the board sets in advance

5. Licenses, permits, and people

☐ Liquor license and other permits: what a transfer or change of ownership requires

☐ Employees: who employs them (owner or operator) and what the sale means for them

6. Conflicts

☐ Directors, owners, or family members connected to a buyer, lender, or broker disclosed and recused

☐ Disinterested directors voting: _____

7. Resolution (fill brackets)

RESOLVED, that the Board approves [the sale of PROPERTY to BUYER for PRICE / a refinancing with LENDER of up to AMOUNT] on substantially the terms presented on [DATE], subject to [brand consent / lender approval / license transfer], and authorizes [OFFICER] to execute the related documents.

8. Closure evidence

☐ Executed purchase agreement or loan documents

☐ Brand, operator, and lender consents

☐ License transfer approvals

☐ Closing statement

Related: Sale, refinance, and family-inn succession guide (https://preparedboard.com/guides/hotel-sale-refinance-and-family-inn-succession) · Family inn succession planning checklist (https://preparedboard.com/templates/family-inn-succession-checklist) · Related-party vendor conflict-of-interest policy (https://preparedboard.com/templates/hospitality-related-party-vendor-coi-policy).

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