



THE TS REPORT

OWNER PERFORMANCE BRIEF

Sample Select-Service Hotel
NORTHEAST (URBAN SUBURBAN)

Reporting Period September 2026
Property ID TS-0047
Report Number 009

OWNER BRIEF

Revenue finished 3.3% below forecast, with a larger decline in GOP (−8.4%) as labor costs and third-party expenses increased. Occupancy softened modestly, while ADR continues to run below forecast for the third consecutive month. Housekeeping productivity and contract labor are the primary operating concerns. Parking revenue continues to improve and is approaching historical performance.

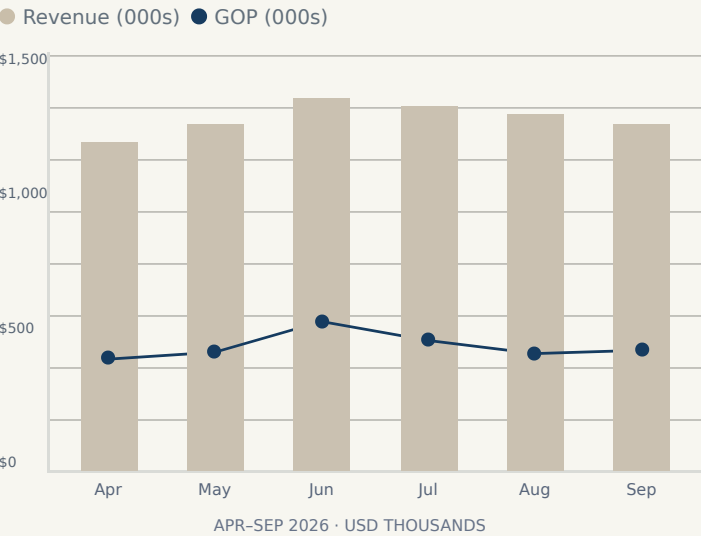
TOTAL REVENUE	GOP	GOP MARGIN	FORECAST VARIANCE	YTD GOP
\$1,241,000	\$412,000	33.2%	(\$42,000)	\$3,921,000
▼ 3.3%	▼ 8.4%	▼ 1.9 pts	▼ 3.3%	▲ 5.6%
Vs. Forecast	Vs. Forecast	Vs. Forecast	Revenue	Vs. Prior Year

PROPERTY PERFORMANCE

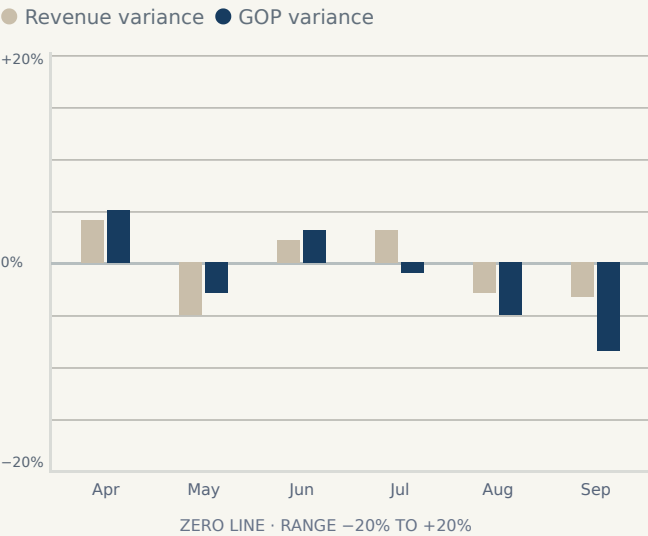
KEY METRICS VS. FORECAST

METRIC	ACTUAL	FORECAST	VARIANCE	VAR %	YTD VAR %
Occupancy	76.6%	82.4%	(5.8 pts)	—	−0.5 pts
ADR	\$168.30	\$173.40	(\$5.10)	−2.9%	−1.8%
RevPAR	\$128.92	\$142.88	(\$13.96)	−9.8%	−2.4%
Total Revenue	\$1,241,000	\$1,283,000	(\$42,000)	−3.3%	2.4%
GOP	\$412,000	\$450,000	(\$38,000)	−8.4%	5.6%
GOP Margin	33.2%	35.1%	(1.9 pts)	—	1.0 pts

REVENUE AND GOP TREND



FORECAST ACCURACY



TS WATCHLIST

ONGOING ITEMS, RECENTLY RESOLVED ITEMS, AND EMERGING RISKS

OPEN · 1 TO 2 MONTHS

WATCH

Housekeeping Productivity

First Identified	July 2026
Current Status	Deteriorating
Management Position	Staffing transition and training
TS Observation	Permanent staffing levels have improved, but productivity has not yet normalized. Labor hours remain elevated relative to occupied rooms.
Estimated Exposure	~\$65,000 YTD
Next Check	October 2026
Forward Opportunity	~\$64,000 annualized; separate from YTD exposure

OPEN · 1 TO 2 MONTHS

WATCH

ADR Forecast Accuracy

First Identified	August 2026
Current Status	Watch
Management Position	Uncertain group pace / softer transient demand
TS Observation	Third consecutive monthly miss below forecast. Market performance does not fully explain the variance. Continue to monitor for pattern.
Estimated Exposure	~\$120,000 annualized opportunity
Next Check	October 2026

RESOLVED

RESOLVED

Engineering Contract Labor

Opened	June 2026
Resolved	September 2026
TS Observation	Earlier repair work is complete; associated contract labor costs are no longer recurring.
Impact	~\$24,000 (prior month)
Status	Closed — no further action at this time.

QUESTIONS WORTH ASKING

SUGGESTED QUESTIONS FOR MANAGEMENT

01 What productivity target is management currently using for housekeeping, and when does management expect performance to normalize?

Context: Labor hours have remained elevated relative to occupied rooms for three months.

02 What specifically has driven the three consecutive ADR misses relative to forecast?

Context: Market performance does not fully explain the variance.

03 What parking capture percentage is management targeting by year-end?

Context: Capture continues to improve and is approaching prior-year performance.

OPPORTUNITY SIGNAL

Potential annualized financial opportunity currently under observation.

\$184,000

Represents identified performance signals and should not be interpreted as guaranteed savings.

Illustrative calculation

Labor: \$64,000 + rate: \$120,000 = \$184,000 per year.

Excludes historical YTD exposure and resolved prior-month costs. Assumes no overlap between the two opportunities; further validation is required.

ITEM SUMMARY

Open Watch Items	2
Items Resolved This Period	1
New Items This Period	0