

AGENDA

HOUSTON FIRST CORPORATION

HOTEL COMMITTEE MEETING
November 16, 2020 – 3:00 P.M.
Live Video and Audio Conference Meeting
Join Meeting [Here](#)
Meeting Access Password: 592921

HOTEL COMMITTEE MEMBERS:

Nicki Keenan (Chair), George DeMontrond (Co-Chair), Katy Caldwell, Alex Brennan-Martin, David Minberg, Paul Puente, David Solomon

In accordance with the modified Texas Open Meetings Act provisions announced by Texas Governor Greg Abbott on March 16, 2020, this Agenda is posted for public information, at all times, for at least 72 hours preceding the scheduled time of the meeting online at <https://www.houstonfirst.com>.

Any questions regarding this Agenda, should be directed to Lisa K. Hargrove, General Counsel at either 713.853.8965 or Lisa.Hargrove@houstonfirst.com

- I. Call to Order**
- II. Public Comments**
- III. Minutes – June 8, 2020**
- IV. Committee Business**
 - A. Consideration and possible recommendation of the 2021 Hilton Americas-Houston Hotel Budget.
- V. Adjournment**

III. Minutes – June 8, 2020

MINUTES

HOUSTON FIRST CORPORATION

HOTEL COMMITTEE
June 8, 2020 - 12:00 P.M.
Live Video and Audio Conference Meeting

The Hotel Committee ("Committee") of Houston First Corporation (the "Corporation" or "HFC"), a Texas local corporation created and organized by the City of Houston as a local government corporation pursuant to TEX. TRANSP. CODE ANN. §431.101 et seq. and TEX LOC. GOV'T. CODE ANN. §394.001 et seq., posted a meeting via Live Video and Audio Conference, on Monday, June 8, 2020, commencing at 12:00 p.m.

In accordance with the modified Texas Open Meetings Act provisions announced by Texas Governor Greg Abbot on March 16, 2020, the Agenda was posted for public information, at all times, for at least 72 hours preceding the scheduled meeting time online at <https://www.houstonfirst.com>.

The following Hotel Committee members were present for the meeting: Nicki Keenan (Chair), George DeMontrond (Co-Chair), Katy Caldwell, David Solomon, David Mincborg, Paul Puente, and Alex Brennan-Martin. Council Member David Robinson was also in attendance.

The Committee Chair called the meeting to order at 12:01 p.m. and a quorum was established, with all Committee members virtually present.

1. **Public Comments**. None.
2. **Review and approval of minutes from prior meeting**. Following a motion duly seconded, the meeting minutes of February 10, 2020 were approved as presented unanimously.
3. **Presentations and Reports**
 - A. **Hilton Americas-Houston General Manager Report**. Jacques D'Rovencourt, General Manager of the Hilton Americas-Houston Hotel (Hotel), gave a report of Hotel operations through May 2020. Mr. D'Rovencourt informed the Committee that there have been significant changes since the Committee meeting in February due to the on-going pandemic. According to Mr. D'Rovencourt, total revenues are down \$26 million then projected, starting in early March with the cancellation of CERA Week. All areas of hotel business, he noted, have been impacted, including food and beverage and hotel occupancy. Mr. D'Rovencourt stated occupancy levels would have been much lower had it not been for the arrival of the Texas Army National Guard in mid-April. He stated that the total number of room nights accrued through May is 9,596 room nights with total revenues of \$1.2 million. Additionally, he said, net income for the Hotel is \$4.9 million, compared to \$21

million originally budgeted. Mr. D'Rovencourt shared some of the major group cancellations and explained that he and his team continue to work with groups to move reservations to later dates. Similarly, he said, there have been revenue declines in local and group catering as well as parking revenues. According to Mr. D'Rovencourt, the Hotel has also removed attrition fees, performance rent for Pappasito's Restaurant, and base rent for the months of May and June from its balance sheet.

Mr. D'Rovencourt said that, in an effort to reduce cost, the Hotel has received temporary COVID relief from a number of vendors, and expenses related to payroll and benefits have been reduced by \$20 million. At this time, he said, Starbucks is the only food and beverage outlet that is open, but the Hotel hopes to re-open its bar and grill in July as business improves. He noted that the Executive Rooftop Lounge will be closed through the end of the year.

Nicki Keenan asked what the Hotel is seeing in terms of local catering. Mr. D'Rovencourt responded that the Hotel is seeing a combination of reductions and cancellations; however, a number of groups have re-booked events for future dates. Mr. D'Rovencourt also announced that the Hotel will host a 200-person event for the Second Baptist School in the coming days, which will be the first gathering held since new social distancing and safety protocols have been implemented.

David Solomon asked how Hotel employees are doing during these challenging times. Mr. D'Rovencourt explained that for the month of May, the Hotel had 46 employees working, where as this time last year there were 610. He further explained that those team members that are currently working are engaged, but he and his team do communicate with their colleagues who have been furloughed through phone calls and messages. Unfortunately, he cannot say when employees will return to work. Mr. Solomon also asked how Mr. D'Rovencourt was doing, and he stated he has a great team and a lot of support from HFC. Mr. Solomon stated that the Hotel has a great team and he wants to ensure that when things return they are able to go back to normal.

Paul Puente asked about the procedure for cancellations and handling of deposits. Mr. D'Rovencourt provided additional information.

Continuing his report, Mr. D'Rovencourt discussed groups still on the books through December 2020. He also informed the Committee that there is a high probability that the Texas Army National Guard will extend its stay through July.

Nicki Keenan asked what the original room block was for the Republican Party of Texas. The Director of Sales and Marketing at the Hotel, Andrew Hatton, stated that the Hotel originally entered into a courtesy agreement for 334 room nights and confirmed that the Marriott Marquis is the headquarters hotel.

David Solomon asked how the Hotel is managing rates in this environment. Mr. Hatton stated that the Hotel has tried to maintain its rates rather than offer reduced hotel rates.

Nicki Kennan asked how shows with an exhibition component are handling social distancing. Mr. D'Rovencourt stated that the Hotel will hold two large ballrooms for the Republican Party of Texas to provide additional space.

Cynthia Mondragon, Director of Revenue, provided the STR report through May 30, 2020. Ms. Mondragon stated that the Hotel index is expected to be at \$324 RPI for the month of May, which is largely driven by group rooms and the Texas Army National Guard. She said the Hotel's RPI rank has been 1 of 6 every day in May, with an impact of \$685,000 in revenues. She also stated that the Hotel's comp set and transient business has seen positive performance on weekends and this trend continues through June.

Nicki Kennan asked what hotels are included in the Hotel's comp set. Ms. Mondragon named the Marriott Marquis, Hyatt Regency, Magnolia Hotel, C. Baldwin, and Westin hotels. Ms. Kennan stated in Galveston they are selling out hotels on the weekends and the Post Oak Hotel in the Galleria area has between 30%-40% occupancy on the weekends so the demand is there if you can drive out destination appeal. Ms. Mondragon agreed and stated that the Hotel is creating hotel packages and testing different weekend rates in order to enhance destination appeal.

- B. Hilton Americas-Houston Sales and Marketing Report. Andrew Hatton, Director of Sales and Marketing for the Hotel, provided the sales report. Mr. Hatton began his report with some positive news on groups that has recently cancelled reservations, but have rebooked for later dates to the tune of 32,000 room nights and \$6.5 million.

David Solomon asked how far out groups have rebooked events; Mr. Hatton stated as far out as 2028. He also explained through the Hotel's relationship with Visit Houston, they have been able to reschedule some of the groups for need dates for hotel business to ensure success in future years. Both Ms. Keenan and Mr. Solomon stated that the Sales team's efforts are commendable.

Mr. Hatton stated that group room revenue and booking position is down significantly in 2020; however, 2021 is a success story, despite a number of groups expected to cancel through May of next year. He also stated 2022 group bookings are a head of pace as is 2024. Overall, Mr. Hatton believes if the Hotel can hold on to hotel business in 2021, it will be a respectable year.

Ms. Kennan asked if there will be a reduction in attendees for group bookings in 2021. Mr. Hatton explained that just about all groups booked through May 2021 anticipate reductions in attendance, but the figures provided reflect what currently remains on the books. He further explained that there are a lot of groups concerned

about attrition fees, but the Hotel's focus is getting guests to show up. Mr. Hatton provided further details on group bookings and discussed the National Safety Council coming to Houston 2023. He also provided the marketing update and discussed the Hotel's use of social media as a form of minimal cost marketing with a focus on hotel cleanliness.

Alex Brennan-Martin asked if anything in particular had gotten a lot of traction on the Hotel's social media page. Mr. Hatton explained that the overall goal at this time is to stay relevant and improve overall engagement.

Ms. Kennan stated building consumer confidence is key and acknowledged Holly Clapham for her work on the "Houston Clean" campaign.

Mr. Hatton shared some of the recent posts on the Hotel's social media page. He also discussed a few promotions provided by the Hotel, which include a promotion for the class of 2020, weekend stays, and discounts at the bar and on parking. Hilton hotels, according to Mr. Hatton, are in the process of rolling out a comprehensive plan for health and safety called "Clean Stay Hilton" in partnership with Lysol and the Mayo Clinic. He said that a global press release will be announced on June 11 and the initiative will be implemented at all Hilton hotels on June 15; the meeting component of the new campaign is called "Event Ready" and the sales team is very excited to share this information with clients. Mr. D'Rovencourt also stated that the "Event Ready" guidelines will come out in July and will be made available to the Committee.

Committee members thanked Mr. D'Rovencourt and his team for a great report during these challenging times.

Council Member David Robinson recognized the Hilton for its new "Clean Stay" campaign and stated that this is an opportunity to show the world the preparations taken by Houston. He added that the Hotel is doing a phenomenal job.

Mr. D'Rovencourt thanked the Committee and stated he looks forward to having all Committee members in the Hotel again for meetings and events.

- C. Hilton Guest Room Renovation Report. Roksan Okan-Vick, Urban Development Officer, provided a brief update on the guest room renovation. Ms. Okan-Vick stated when traffic picks up in the Hotel, guests will be welcomed by some very beautiful new guestrooms. She noted that the overall scope of the project is the renovation of 1,200 guestrooms and hallways on 15 guestroom floors. Ms. Okan-Vick explained 600 rooms were renovated in 2019, and renovation of the second group of rooms is currently underway. She also shared a description of the renovations in each room and photos of the finished product. She said the project is on schedule and will be completed by August 2020, and that the overall project budget approved by the HFC Board of \$47 million is also on budget. She also shared photos from the construction site to show the new safety protocols for

contractors, including temperature checks and health screenings. Ms. Okan-Vick said there have been no reported incidents at this time.

Paul Puente asked if there is a list of subcontractors for the project that includes their respective trade. Ms. Okan-Vick stated she would be happy to share that information with the Committee. He also asked for clarity on the sorts of incidents Ms. Okan-Vick mentioned. She confirmed there have been no reported positive cases of COVID-19 or any other safety incidents.

- D. Chief Financial Officer Report. Frank Wilson, Chief Financial Officer of HFC, gave a brief financial report. Mr. Wilson stated he and his team is in the process of restructuring the HFC budget for calendar year 2020 in light of the dramatic impact of the pandemic on all revenue streams. He said HFC anticipates revenues to be down by 48% for the year and expenses will be down 29%. He explained that HFC has worked with outside and in-house counsel, a loan broker, the HFC Board Chair, and the Hotel team for the last several months to refinance the \$125 million loan for the Hotel with AIG. Mr. Wilson said HFC successfully closed on an extension of the loan in May for a one-year term with a 4.5% interest rate. In September, he said, HFC will attempt to secure long-term financing with the help of its loan broker.

David Solomon asked for more details on the original loan; Mr. Wilson provided further information.

David Mincberg added that, in addition to the favorable interest rate, HFC previously had the ability to get an additional \$75 million tranche.

Mr. Wilson also informed the Committee that he is working with Hilton corporate on relief from the \$700,000 hotel management fee and welcomes all suggestions from Committee members.

David Solomon asked if there is any precedent within the Hilton organization; Ms. Kennan stated she will try and find out something from her contacts. Mr. D'Rovencourt informed the Committee that a representative from Hilton corporate contacted him and will discuss the matter with him.

David Solomon recognized Mr. Wilson and the Finance team for their efforts. Mr. Wilson thanked him for his remarks and stated that it is a group effort.

Nicki Kennan echoed the sentiments of Mr. Solomon and stated that she holds the Hotel staff in the highest regard and looks forward to coming back for future events and meetings.

Paul Puente also thanked Mr. D'Rovencourt and his team for their hard work.

4. Adjournment. The meeting was adjourned at 12:57 p.m.

IV. (A) Consideration and possible recommendation of the 2021 Hilton Americas-Houston Hotel Budget.

Consideration and possible recommendation of the 2021 Hilton Americas-Houston Hotel Budget.

RESOLVED, that the Hotel Committee of Houston First Corporation hereby recommends the 2021 Hilton Americas-Houston Hotel Budget.

Houston First Corporation 2020 Budget Presentation - Hotel

	Hotel Admin.	Hilton	Strat. Planning - CAP	Total
<i>Venue Revenue</i>	\$ 1,200,000			\$ 1,200,000
Operating Revenues	\$ 1,200,000			\$ 1,200,000
<i>Lease Expense</i>	\$ 2,245,950			\$ 2,245,950
Consulting				
Supplies				
Fees & Services				
Computer Services				
Legal Expense				
Other				
Operating Expenses	\$ 2,245,950			\$ 2,245,950
Net Income From Operations	\$ (1,045,950)			\$ (1,045,950)
<i>Capital Spending</i>		\$ 2,152,448		\$ 2,152,448
<i>Debt Service</i>	\$ 22,243,364		\$ 5,703,125	\$ 27,946,489
Non Operating Expense	\$ 22,243,364	\$ 2,152,448	\$ 5,703,125	\$ 30,098,937
Total Revenue less Expenses	\$ (23,289,314)	\$ (2,152,448)	\$ (5,703,125)	\$ (31,144,887)
Capital - Prior Year Carry Forward		\$ 67,000		\$ 67,000
Approved Positions	0	0	0	0

Hilton Americas-Houston

2021 FULL YEAR BUDGET VS. 2020 Forecast

	2021 Budget Vs. 2020 Forecast		
	Total Year <u>2021 Budget</u>	Total Year <u>2020 Forecast</u>	<u>Variance</u>
Revenues			
Rooms	\$ 17,623,007	\$ 19,566,879	\$ (1,943,871)
Food & Beverage	\$ 10,816,376	\$ 7,628,323	\$ 3,188,053
Other	\$ 2,483,803	\$ 4,527,632	\$ (2,043,829)
Total Revenues	\$ 30,923,185	\$ 31,722,833	\$ (799,648)
Expenses			
Rooms	\$ 5,206,085	\$ 5,306,418	\$ (100,333)
Food and Beverage	\$ 6,067,312	\$ 5,826,230	\$ 241,082
Undistributed Operating Expenses	\$ 12,444,682	\$ 12,787,204	\$ (342,523)
Other	\$ 2,174,604	\$ 1,243,896	\$ 930,709
Total Expenses	\$ 25,892,683	\$ 25,163,748	\$ 728,935
EBITDA	\$ 5,030,502	\$ 6,559,085	\$ (1,528,583)
Management Fees			
Base	\$ 366,856	\$ 735,426	\$ (368,570)
Subordinated	\$ 792,877	\$ 1,585,755	\$ (792,877)
Rent, Prop Tax and Insurance	\$ 2,741,297	\$ 2,268,215	\$ 473,083
Other Non-EBITDA Expense	\$ 72,624	\$ 377,243	\$ (304,619)
Net Interest (Income)/Expense	\$ -	\$ (837)	\$ 837
	\$ 3,973,654	\$ 4,965,800	\$ (992,146)
Profit Before Taxes	\$ 1,056,848	\$ 1,536,572	\$ (479,724)
Occupancy	25.7%	26.5%	-0.8%

Projections are as of November 5th, 2020 and are subject to economic climate and changes.

Houstonfirst™

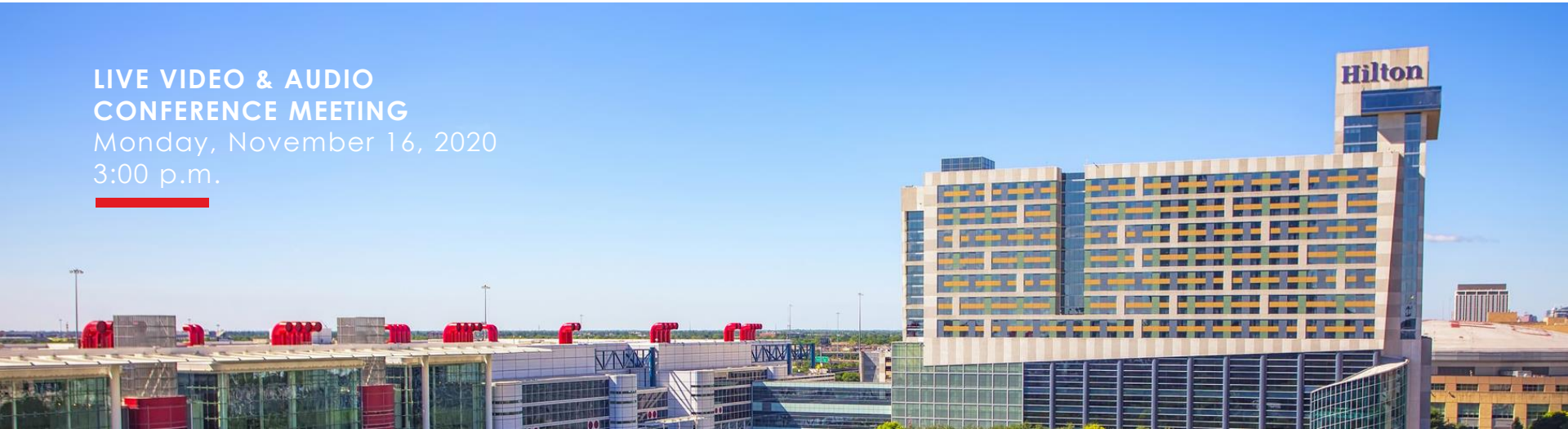
HOUSTON FIRST CORPORATION

HOTEL COMMITTEE MEETING

LIVE VIDEO & AUDIO
CONFERENCE MEETING

Monday, November 16, 2020

3:00 p.m.



PUBLIC COMMENTS

Anyone who wishes to address the committee during the Public Comment session may do so by clicking the **“Raise Hand”** icon to be acknowledged. You may also click the **Q&A** icon to type in your comments.

HFC HOTEL COMMITTEE MEETING
November 16, 2020



MINUTES

June 8, 2020

HFC HOTEL COMMITTEE MEETING

November 16, 2020



COMMITTEE BUSINESS

- A. Consideration and possible recommendation of the 2021 Hilton Americas-Houston Hotel Budget.*

HFC HOTEL COMMITTEE MEETING
November 16, 2020

HOUSTON FIRST CORPORATION 2021 OUTLOOK

HILTON-AMERICAS HOUSTON HOTEL

2020 FINANCIAL UPDATE

2020 YEAR END FORECAST vs. 2020 BUDGET

	<u>2020 Forecast</u>	<u>2020 Budget</u>	<u>Variance</u>
REVENUES			
Rooms	\$ 19,566,879	\$ 56,314,402	\$ (36,747,523)
Food & Beverage	\$ 7,628,323	\$ 36,337,195	\$ (28,708,872)
Other	\$ 4,527,632	\$ 8,479,059	\$ (3,951,427)
Total Revenues	\$ 31,722,833	\$ 101,130,656	\$ (69,407,823)
EXPENSES			
Rooms	\$ 5,306,418	\$ 14,004,010	\$ (8,697,592)
Food and Beverage	\$ 5,826,230	\$ 20,586,961	\$ (14,760,731)
Undistributed Operating Expenses	\$ 12,787,204	\$ 22,389,901	\$ (9,602,696)
Other	\$ 1,243,896	\$ 2,871,192	\$ (1,627,297)
Total Expenses	\$ 25,163,748	\$ 59,852,064	\$ (34,688,316)
EBITDA	\$ 6,559,085	\$ 41,278,592	\$ (34,719,507)
MANAGEMENT FEES			
Base	\$ 735,426	\$ 733,711	\$ 1,715
Subordinated	\$ 1,585,755	\$ 1,585,755	\$ -
Rent, Prop Tax and Insurance	\$ 2,268,215	\$ 2,067,073	\$ 201,142
Other Non-EBITDA Expense	\$ 377,243	\$ 312,019	\$ 65,224
Net Interest (Income)/Expense	\$ (837)	\$ (100,500)	\$ 99,663
	\$ 4,965,800	\$ 4,598,057	\$ 367,743
Net Income	\$ 1,536,572	\$ 36,680,535	\$ (35,143,963)
Occupancy	26.5%	65.6%	-39.1%

Projections are as of November 5th, 2020 and are subject to economic climate and changes.

SMITH TRAVEL RESEARCH UPDATE

YTD SEPTEMBER 2020

September 2020

	Occupancy (%)			RevPAR		
	My Prop	Comp Set	Index (MPI)	My Prop	Comp Set	Index (RGI)
Current Month	17.7	13.0	136.7	23.24	22.71	102.3
Year To Date	30.4	23.3	130.3	52.59	46.09	114.1
Running 3 Month	18.5	12.0	154.1	23.36	20.55	113.7
Running 12 Month	37.3	32.1	116.2	68.04	62.97	108.0

September 2020 vs. 2019 Percent Change (%)

	Occupancy			RevPAR		
	My Prop	Comp Set	Index (MPI)	My Prop	Comp Set	Index (RGI)
Current Month	-66.5	-79.2	60.7	-77.4	-81.5	22.3
Year To Date	-54.3	-64.9	30.2	-58.3	-63.3	13.5
Running 3 Month	-69.1	-82.3	74.7	-76.4	-82.6	35.6
Running 12 Month	-44.0	-50.4	12.9	-46.2	-48.2	3.7

CONSIDERATIONS 2021

- Leisure will lead our recovery, with drive markets and short flight destinations recovering first. Weekend demand will continue to outpace weekdays for at least the next six months.
- Corporate business travel recovery will accelerate once companies reverse work from home restrictions and children return to classrooms in a more “normal” environment. The majority of business travel buyers report that their companies have revised their business travel policies and now require pre-trip approval.
- Large conventions and city-wide programs are not expected to start recovering until the second half of 2021. Performance versus history, or versus contract, is expected to be lower which will impact rooms, food and beverage and other revenues.
- Small to mid-size corporate groups will start to meet again by the second quarter, however they will be very cautious in doing so and, like many others, will require quite a bit of encouragement and constant engagement to build trust.
- The social market, particularly weddings and other major life events, will continue to see a rise in demand and be an even more important contributor to overall food and beverage revenues as large group/convention related event demand has been reduced.
- CleanStay by Hilton, Hilton EventReady with CleanStay continue to be a focus, gain awareness and become a competitive advantage.

HILTON PRIORITIES 2021

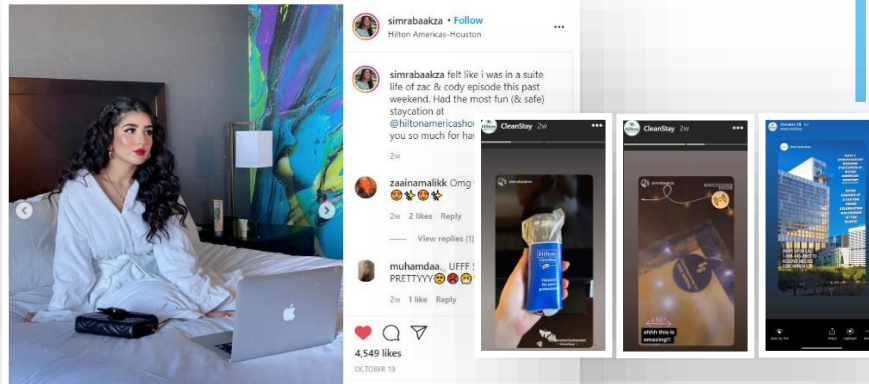
- Achieve/exceed 2021 rooms and food and beverage revenue budget by capturing demand, relevant product and pricing, rebooking and through new business opportunities
- Collaborate with stakeholders on marketing of Houston's premier convention campus
- Continue partnerships with local venues to cross promote hotel and get preferred “billing” on their platforms
- Focus on continuing to maintain high service standards for our guests as measured through satisfaction surveys
- Fully leverage renovated hotel product
- CleanStay by Hilton, Hilton EventReady with CleanStay and Houston Clean initiatives

SOCIAL MEDIA

INFLUENCERS & PARTNERSHIPS

INFLUENCER – SIMRA BAAKZA

- Houston influencer with over 50K followers, stayed with HAH 10/11/20-10/13/20
- Mentioned/tagged HAH over 35 times in her stories. Showed CleanStay elements, entire guestroom/restroom, downtown view, pool/whirlpool, skyline terrace & surrounding area.
- Stories reach 3,500-5,000 accounts each
- One permanent post on her IG page



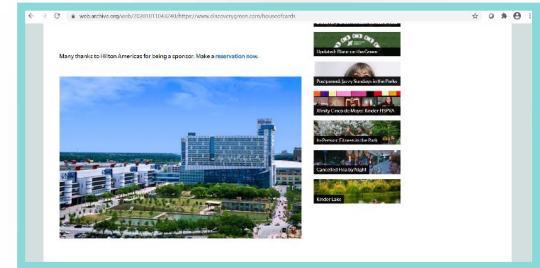
PARTNERSHIPS

THE RUSTIC

- Offered special rate of \$155 + complimentary parking to those participating in The Rustic's Hallo-weekend activities
- Created flyer for distribution and two Instagram posts
- The Rustic featured HAH offer on their Instagram story

DISCOVERY GREEN'S HOUSE OF CARDS EXHIBIT

- Listed as preferred hotel on webpage w/ booking link
- Discovery Green Instagram post about staying at HAH for exhibit



SOCIAL MEDIA

RENOVATIONS

PR

- Distributed to Houston business publications as well as Houston travel publications from Hilton PR's contact list
- Distributed to local Houston media list from Houston First

DIGITAL MARKETING

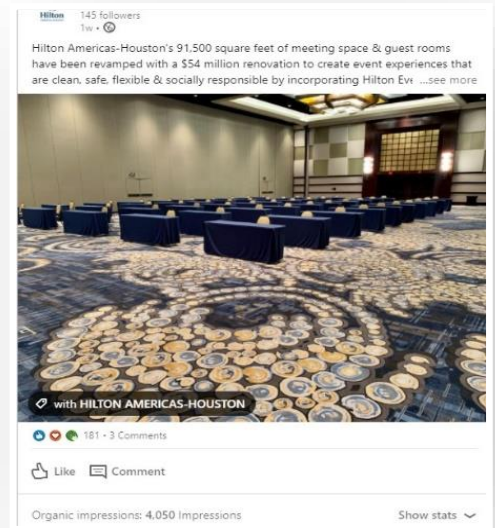
- Verbiage on Expedia TravelAds, TripAdvisor Sponsored Listing and Priceline Sponsored Listing reflect renovation

VIDEOGRAPHY

- Created Hilton EventReady with CleanStay video that showcases entire hotel and the renovations
- [Watch video](#)

SOCIAL MEDIA

- Social media posts reflect renovated guestrooms and meeting/event space
- LinkedIn post regarding renovation received 4,050 impressions



EventReady

READY WHEN YOU ARE SITE INSPECTIONS

A promotional banner for Hilton EventReady with CleanStay. The background is a blue-tinted image of a hotel lobby. The text is white and red. On the left, it says 'Hilton EventReady with CleanStay', 'READY. SET. MEET.', and 'READY WHEN YOU ARE.' On the right, it says 'LET'S GATHER, COLLABORATE & EXPLORE THE POSSIBILITIES AT A DESTINATION NEAR YOU.' At the bottom, it lists 10 cities: AUSTIN - ATLANTA - BOSTON - CHICAGO - DALLAS - HOUSTON - MCLEAN - MINNEAPOLIS - NEW YORK - PHILADELPHIA.

Hilton EventReady
with CleanStay

**READY.
SET.
MEET.**

READY WHEN YOU ARE.

**LET'S GATHER, COLLABORATE
& EXPLORE THE POSSIBILITIES
AT A DESTINATION **NEAR YOU.****

AUSTIN - ATLANTA - BOSTON - CHICAGO - DALLAS - HOUSTON - MCLEAN - MINNEAPOLIS - NEW YORK - PHILADELPHIA

- One of 10 Hilton properties piloting EventReady capabilities
- Have conducted 30+ site inspections showcasing Hilton's commitment to safe and clean meetings.

HILTON AMERICAS-HOUSTON HOTEL

2021 FULL YEAR BUDGET vs. 2020 FORECAST

	<u>TOTAL YEAR 2021 Budget</u>	<u>TOTAL YEAR 2020 Forecast</u>	<u>Variance</u>
REVENUES			
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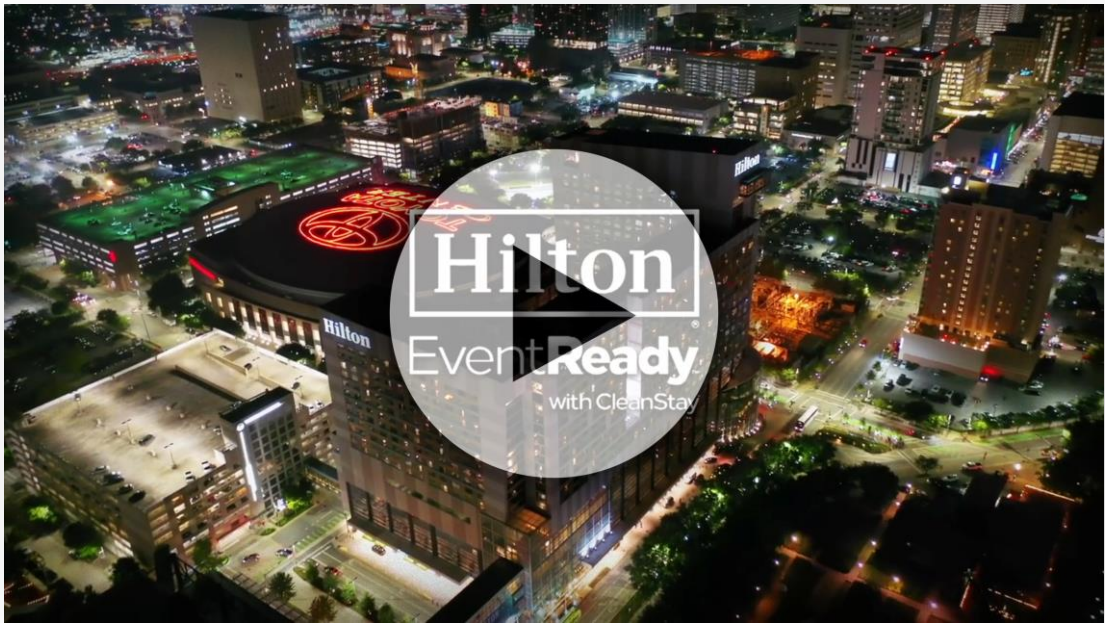
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HILTON AMERICAS-HOUSTON HOTEL

CAPITAL PLAN 2021

- Lanier Grand Ballroom Roof Replacement
- Life Safety and Security
- Mechanical Upgrades
- Suite Renovation – 5 suites
- Starbucks Refresh
- Department Operational Equipment

THANK YOU





ACTION ITEM REQUESTED

- Recommend approval of the 2021 Hilton Americas-Houston Hotel Budget.

HFC HOTEL COMMITTEE MEETING

November 16, 2020

Houstonfirst™

www.HoustonFirst.com