

today's hotelier

July 2021 | todayshotelier.com

The Official Publication of AAHOA

Dynamic Duo

A longtime partnership between two accomplished visionaries



SHEILA JOHNSON
*Investor/Entrepreneur
Founder, Salamander
Hotels & Resorts
Co-founder, BET*

PREM DEVADAS
*President, Salamander
Hotels & Resorts*

The Sky's the Limit

Everyone wins when young professionals advance

Bright Futures

Taking a closer look at some of tomorrow's industry leaders



A GAME CHANGING FORMULA

SONESTA PLUS RLH CORPORATION EQUALS UNSTOPPABLE GROWTH AND MOMENTUM.

When you combine the power of Sonesta's operational expertise with RLH Corporation's winning technology and franchising models, the results are game changing. By joining forces, we are now one of the fastest-growing and largest companies in hospitality. With nearly 1,200 properties spanning 8 countries, franchisees are poised to reap the benefits.

Discover how our brands can be a game changer for you.

FRANCHISE.RLHCO.COM

HOTEL RL BALTIMORE



RED LION HOTELS CORP. A PART OF SONESTA





Why is Friedrich PTAC the trusted brand of lodging properties across the country?

More and more owners and operators have discovered that Friedrich ZoneAire® PTACs are an extraordinary value with extremely low sound levels and excellent efficiency that set a new standard for performance, and provide guests with an exceptionally comfortable stay.

ZoneAire® Premier | The quietest PTAC you can buy

In recent independent 3rd party testing, the Friedrich ZoneAire Premier PTAC tested quietest - with the lowest sound levels (decibels) versus other major brands. Your guests will enjoy peaceful, more productive days and quieter, more restful nights.

ZoneAire® Select | Performance meets value

ZoneAire Select provides excellent energy efficiency, low sound and outstanding quality that make it a truly exceptional value.

Trust backed by an outstanding warranty

Reliable performance backed by a 2 yr. parts & labor warranty, and 5 yr. limited warranty provides a lower cost of ownership.



FRIEDRICH
1 8 8 3

Reliability. Quiet performance. Exceptional value. That's Friedrich PTAC.

CONTACT YOUR AAHOA ACCOUNT MANAGER

EMAIL aahoa@friedrich.com | lodgingsupport@friedrich.com CALL 1-800-399-PTAC



You're focused on growing your business. So are we.

Chase Merchant Services

AAHOA members have been choosing Chase for payment processing since 1997.

- Accept debit and credit card payments at the front desk, online or around the property.
- Chase payment processing accounts for AAHOA members have no annual fee, no monthly service fee or minimum fee, no account setup fee, no terminal reprogram fee, no chargeback fee, no batch settlement fee, no online statement fee and no charge for supplies.¹
- Next business day funding when you deposit into a Chase business checking account.²
- Seamless integration into your property management system or the latest in payment terminals.
- Live customer service and technical support 24/7/365.

Contact us at 1-800-727-1872 or lodging_team@chase.com for a complimentary account review to see if Chase can improve your bottom line.³



Businesses are required to complete an application and agree to terms and conditions at the time of enrollment. All businesses are subject to credit approval. Merchant services are provided by Paymentech, LLC ("Chase"), a subsidiary of JPMorgan Chase Bank, N.A.

¹ Talk to a Chase Representative for more details and ask to review the Schedule A Pricing Sheet.

² Next business day funding is available to eligible Chase Merchant Services customers who deposit into a single Chase business checking account. Visa®, MasterCard®, Discover®, and American Express® OptBlue® credit and debit transactions are eligible. All businesses are subject to business credit approval and all funds are subject to fraud monitoring. In addition, funding is subject to the terms and conditions of the merchant processing agreement. Chase must receive settled transactions by 10:00 pm EST (some businesses may qualify for an 11:59 pm EST settlement; talk to a Chase representative for more details). Funds are deposited on the next business day, excluding weekends and bank holidays. Some exclusions may apply. The listed payment brand(s) are not sponsors of this program. All marks are marks of their respective companies. Deposit products provided by JPMorgan Chase Bank, N.A. Member FDIC.

³ Cost comparison will be based on a calculation of the overall cost for comparable services, as determined by the processing statements you provide, and will exclude all one-time fees. Cost comparison results are estimates only and do not guarantee savings. In addition, inaccuracies in the comparison may occur due to pricing variances and complexities in the statements provided.

contents

July 2021 | todayshotelier.com



20

The future's so bright...

Taking a closer look at a few leaders of tomorrow

by CARTER DAVIS

24

Moving on up

To retain their best workers, hotel companies are providing a path for career advancement

by PETER SOHN

28

Preparing for the next downturn

While celebrating the nation's grand reopening, hoteliers should remember lessons learned from the pandemic

by NICK FORTUNA

32

Generosity sparked by tragedy

Passing of AAHOA Member's 5-year-old daughter leads to outpouring of support for charity

by NICK FORTUNA

departments

- 10 5 THINGS TO KNOW ABOUT AAHOA THIS MONTH
- 12 LETTER FROM THE CHAIRMAN
- 14 LETTER FROM THE INTERIM PRESIDENT & CEO
- 16 GOVERNMENT AFFAIRS
- 45 AAHOA MEMBERS IN ACTION
- 46 AAHOA CLUB BLUE, PLATINUM & SILVER MEMBERS
- 48 CLASSIFIEDS
- 50 PRODUCT WATCH
- 50 ADVERTISERS INDEX

columns

- COMMON GROUND: Nevada lawmakers tighten regulations on short-term rentals..... **17**
by SEAN GROSSNICKLE
- THE C-SUITE: Building a winning team..... **18**
by CARTER DAVIS
- FINANCE: The race to recovery..... **34**
by RUSHI SHAH
- OPERATIONS: "Vaxication" surge 2021 - are you ready?..... **36**
by ALLISON KIM
- LEGAL CORNER: Construction contracts..... **38**
by ROCCO CAFARO and ANISHA PATEL
- STRATEGY: Signs of life – five reasons why hoteliers are optimistic..... **40**
by CRAIG CARBONNIERE, JR.
- SMALL BUSINESS: Uncle Sam, recovery, and you..... **42**
by ALFREDO ORTIZ
- FRANCHISING: The franchise disclosure document..... **43**
by JACLYN SALTZMAN

Today's Hotelier (ISSN 24174062), volume 21, issue 7, is published monthly by Naylor Association Solutions, for AAHOA, 1100 Abernathy Road, Suite 725, Atlanta, GA 30328. Periodicals postage paid at Gainesville, Florida, and at additional mailing offices. Postmaster: Send address changes to Today's Hotelier, 11350 McCormick Rd #1000, Hunt Valley, MD 21031.

2020-2021 AAHOA BOARD OF DIRECTORS

AAHOA OFFICERS

Biran Patel
Chairman

Vinay Patel
Vice Chair

Nishant (Neal) Patel, CHO
Treasurer

Bharat Patel, CHO, CHIA
Secretary

Ken Greene
Interim President & CEO

DIRECTORS

Jagruti Panwala, CHO
Past Chair

Sanjay M. Patel
Alabama Regional Director

Chintu (Danny) Patel
Arkansas Regional Director

Hitesh Patel
Central Midwest
Regional Director

Rahul Patel
Florida Regional Director

Vikesh (Vik) Zaver
Georgia Regional Director

Naresh D. Bhakta
Greater Los Angeles Area
Regional Director

Nimesh (Nick) Zaver, CHO
Gulf Regional Director

Sanjay (Sam) Patel, CHO
Mid Atlantic Regional Director

Sunil Patel, CHO, CHA, CHIA
Mid South Regional Director

Akshat Patel
North Carolina
Regional Director

Bhavesh N. Patel
North Central Regional Director

Kamalesh (KP) Patel
North Pacific
Regional Director

Dhiren Masters
North Texas Regional Director

Jayesh R. Patel
Northeast Regional Director

Hiten Patel, CHO
Northwest Regional Director

Chetan (Chet) Patel, CHO
South Carolina Regional
Director

Mike Patel, CHO, CHIA
South Central Texas
Regional Director

Mike Riverside, CHO, CHA
South Pacific Regional Director

Sawan H. Patel
Southeast Texas
Regional Director

Imesh Vaidya, CHO
Southwest Regional Director

Kalpesh Joshi, CHO
Upper Midwest
Regional Director

Sandip Patel
Washington D.C. Area
Regional Director

Jayesh Patel, CHA
Director at Large

Prashant Patel
Director at Large

Nimisha Patel, CHO
Female Director
Western Division

Lina Patel, CHO
Female Director
Eastern Division

**Miraj S. Patel, MBA, CHO,
CHIA**
Young Professional Director
Western Division

Bhavik Patel
Young Professional Director
Eastern Division

Faheem Khan
Industry Partner



FIND THE LATEST AT
WWW.TODAYSHOTELIER.COM

CONNECT

EMAIL: todayshotelier@naylor.com

FACEBOOK:
facebook.com/AAHOAofficial

INSTAGRAM: [AAHOAofficial](https://www.instagram.com/AAHOAofficial)

LINKEDIN: [AAHOA](https://www.linkedin.com/company/AAHOA)

TWITTER: [@TodaysHotelier](https://twitter.com/TodaysHotelier)

YOUTUBE: youtube.com/AAHOA

Today's Hotelier

is the official monthly
publication of AAHOA
1100 Abernathy Road, Suite 725
Atlanta, GA 30328
P: (404) 816-5759
info@aahoa.com
www.aahoa.com

AAHOA STAFF CONTRIBUTORS

Lisa Brown, Content Coordinator, Copywriter & Copy Editor

Heather Carnes

Vice President of Marketing & Communications

Peter Clerkin, Director, Communications

Melissa Stern, Director, Executive Communications

Mike Forrest, VP of Franchise Relations

Ken Greene, Interim President & CEO

Sean Grossnickle

Government Affairs Coordinator

Dean Heyl, VP, Government Affairs

Rachel Humphrey, Executive VP & COO

Kati Siconolfi

Director, State & Local Government Affairs

Kathryn Stone, Chief of Staff

Robert Stuckey, VP of Business Development

Today's Hotelier

is published by



1430 Spring Hill Road, Sixth Floor

McLean, VA 22102

T: (800) 369-6220

www.naylor.com

todayshotelier@naylor.com

NAYLOR STAFF CONTRIBUTORS

Carter Davis, Managing Editor

Austin Dunn, Marketing Specialist

Heather Greyling, Publisher

Gord Klassen, Design/Layout

Adam Ligenfelter, Project Manager

Tracy Venzen, Project Coordinator

Chris Zabel, Advertising Director

Jason Zawada, Advertising Associate



Opinions expressed are those of the contributors and do not necessarily reflect the policy of AAHOA or Today's Hotelier magazine. Publication of an article or advertisement does not imply approval or endorsement by AAHOA.

©2021 AAHOA, all rights reserved. The contents of this publication may not be reproduced in whole or in part without the prior written consent of the publisher.

PUBLISHED JUNE 2021/AAHOM0721/3187



The best of both worlds: tank + tankless.

Every. Detail. Matters.SM

The innovative Demand Duo[®] H-Series combines tank and tankless technologies to give you the very best of both systems. Featuring a durable storage tank, this super-efficient system provides all the hot water you need and is backed by the industry's best warranty. Featuring new preassembled natural gas and electrical connections, it's easy to install and ideal for emergency replacements. It's another way we're Creating a healthier way of living.[®] **See how at [Rinnai.us/demand-duo](https://www.rinnai.us/demand-duo)**

Copyright 2021. All rights reserved. Rinnai[®] and creating a healthier way of living[®] are the registered trademarks of Rinnai Corporation used under license by Rinnai America Corporation. Every. Detail. Matters.SM is the trademark of Rinnai America Corporation.

Rinnai[®]



EVOLVE

Premium entertainment at a price you'll love. Plus, no upfront equipment costs.

With EVOLVE, guests can access all their favorite content through a premium entertainment platform that seamlessly integrates with your existing in-room TVs.



Netflix built-in

DISH is the only national pay-TV provider to have Netflix built-in to a hotel entertainment platform.

Netflix streaming membership required.

Seamless casting

With Chromecast built-in™, guests can cast their favorite content to your TV.

Chromecast built-in is a trademark of Google LLC.



Small box. Big entertainment.

Power your premium entertainment platform with SMARTBOX, one microwave-sized box capable of delivering up to 96 HD channels property-wide through your existing infrastructure.

Discover true efficiency.

SMARTBOX takes up 93% less space and consumes 90% less power than previous DISH systems.

Entertainment made easy.

SMARTBOX integrates with your current network. No costly rewires necessary.



LIMITED TIME ONLY

Get free programming for your first two months.

Offer ends 1/13/22. Commitment required and other restrictions apply. Early termination fee applies.

Visit us at

AAHOACON

Booth #747



dish business

Visit dish.com/hotels

5 Things To Know About AAHOA This Month

1 EARLY BIRD REGISTRATION DEADLINE IS UPON US.

We're one month away from AAHOACON21 in Dallas, but you only have until July 6 to take advantage of discounted registration. You don't want to miss the chance to meet with fellow hoteliers at the industry's largest hospitality event of the year. Don't put it off – register today!

AAHOA.com/Convention.



2 AAHOA IS HEADED TO ALIS/ALIS LAW.

AAHOA Chairman Biran Patel, Interim President & CEO Ken Greene, Past Chair Jagruti Panwala, EVP & COO Rachel Humphrey, and Vice President, Government Affairs Dean Heyl will share the hotel owners' perspective at the 20th annual ALIS/ALIS Law conferences, one of the leading and largest hotel investment conferences in the world. ALIS is set for July 26-28 at the JW Marriott/Ritz-Carlton Los Angeles L.A. LIVE, while the 7th annual ALIS Law is scheduled for July 25-26 at the Courtyard/Residence Inn Los Angeles L.A. LIVE.

www.Burba.com/ALIS



3 ENSURE YOUR MEMBERSHIP IS RENEWED TO VOTE IN THE 2021 ELECTIONS.

To be eligible to vote in the 2021 elections, you must have become a Lifetime Member on or before Dec. 31, 2020, OR pay your annual membership for 2021 on or before election day (August 6) AND

have paid your annual membership dues in at least two of the preceding three years. Additional information on voter eligibility guidelines can be found at AAHOA.com/Convention. Not sure if you've renewed yet? Confirm your membership at myAAHOA.com or contact AAHOA today.



4 AAHOA NAMES KEN GREENE AS INTERIM PRESIDENT & CEO.

Last month, AAHOA appointed Ken Greene as Interim President & CEO in the wake of the announcement of a leadership transition. Prior to joining AAHOA, Greene served as a global leader of many iconic hotel brands, including President, Americas for Radisson Hotel Group, and President & CEO for Delta Hotels and Resorts, as well as in various roles at Centand Corporation and Wyndham Worldwide and many of its divisions. Join us in welcoming him to the AAHOA family!



5 AAHOA REGIONAL CONFERENCES & TRADE SHOWS START NEXT MONTH.

We are pleased to announce our 2021 slate of Regional Conferences & Trade Shows kicks off in August and continues through December. After going virtual last year, we are overjoyed to once again be hosting a full schedule of in-person events. Register for the one closest to you, and join us for a day of timely updates and networking, and then go make some deals on the trade show floor.

AAHOA.com/Calendar

HLUBOKI/DZIANIS/SHUTTERSTOCK.COM, INKED PIXELS/SHUTTERSTOCK.COM, BEST VECTOR ELEMENTS/SHUTTERS TOCK.COM, LERINAIK/SHUTTERSTOCK.COM

Give your guests the best in entertainment with the DIRECTV Residential Experience

Get up to \$10,400 in equipment subsidies¹ for your property.



Plus, offer includes:
(Conditions apply)

The DIRECTV Residential Experience offers premium entertainment benefiting your hotel and guests.

- Access to over 100 HD channels²
- Technology that's easy, flexible and compatible with most TVs and wiring
- No Pro:Idiom TVs required
- Simplified, anti-microbial remote
- Customizable Guest Welcome Screen allows you to share information with guests Available with DRE Plus. Ask how.

New or renewing approved H&I customers only. 5-year programming agreement req'd. Credit card required (except MA & PA). Early Cancellation Fee may apply.



2021 NFL SUNDAY TICKET
at no extra cost.³

ASK HOW!

Offer ends 1/2/22.

HBO
&

CINEMAX

Package

Starting at
\$2.25 per
room per
month⁴

Offer ends 12/31/21.

ADD
SHOWTIME
AS A SECOND
PREMIUM

99¢ per room
per mo.⁵

13 channels of premium entertainment including original series, movies, sports, documentaries and more.

Offer ends 12/31/21.

Call **ALVI SATELLITES** today at **877-233-1787**.



DIRECTV RESIDENTIAL EXPERIENCE (DRE) OFFER: Offer ends 12/31/21. Offer is available to new or renewing Hospitality and Institutions customers with a 5-year programming agreement. Properties must subscribe to the ENTERTAINMENT Pack (\$899/room/mo.) or above. ENTERTAINMENT Pack promotional bundle price includes the ENTERTAINMENT Pack, local channels and technology fee. Bundled rate will be listed as two separate line items on customer bill. Maximum HD equipment subsidy of \$10,400 for DRE and/or DRE Plus System. 15-room minimum is req'd per property. Properties with 130+ rooms are eligible for an additional \$25 per room per month credit. Customers will begin receiving credits within two billing cycles. To access DIRECTV HD programming, HD equipment req'd. **IN THE EVENT YOU FAIL TO MAINTAIN YOUR SUBSCRIPTION TO THE REQUIRED PROGRAMMING PACKAGES YOU AGREE TO PAY AN EARLY CANCELLATION FEE EQUAL TO THE FULL SUBSIDY AMOUNT YOU RECEIVED PRORATED BY THE NUMBER OF MONTHS YOU PAID FOR THE REQUIRED PROGRAMMING PACKAGES DURING THE COMMITMENT PERIOD. Payment is due within thirty (30) days of receipt of a notice of failure to complete the commitment period. INSTALLATION:** Custom installation charges apply, and installation fee is based on property size. Applicable use tax adjustment may apply on retail value of installation. Availability of DIRECTV service may vary by location. In certain markets, programming/pricing may vary. Make and model of system at DIRECTV's sole discretion. Offers void where prohibited or restricted. Programming available separately. Receipt of DIRECTV programming subject to terms of the DIRECTV Terms of Service for Hospitality Establishments and the DIRECTV Terms of Service for Institutions; copy provided with new customer information packet. Taxes not included. DIRECTV programming, hardware, pricing, terms and conditions subject to change at any time. ⁴To access DIRECTV HD service, HD equipment req'd. Number of HD channels varies based on package selection. **2021 NFL SUNDAY TICKET OFFER:** Offer ends 1/2/22. 2021 NFL SUNDAY TICKET will be delivered at no extra cost in all guest rooms for the 2021 season for all new DIRECTV Residential Experience (DRE) customers, COM System customers and DIRECTV Residential Experience Plus (DRE Plus) customers must subscribe to FAMILY™ Pack (\$499/room/mo.) or above, with a 3-, 5- or 7-year programming agreement. Other conditions apply. **Subscription will automatically continue in the 2nd year at a special renewal rate of \$99 and renew at regular rate thereafter provided that DIRECTV still carries these services at the time of renewal and unless customer calls to cancel prior to start of the season. Subscription cannot be canceled (in part or in whole) after the start of the season and subscription fees cannot be refunded.** Commercial locations require an appropriate license agreement. Offer excludes University accounts. NFL, the NFL Shield design and the NFL SUNDAY TICKET name and logo are registered trademarks of the NFL and its affiliates. **HBO® AND CINEMAX® PACKAGE (New Customers):** Offer ends 12/31/21. Only available to new customers that have not received or subscribed to DIRECTV for 12 months prior to activation. Monthly rate is (\$225/room/mo.) and requires a 5- or 7-year programming agreement. Customer must also subscribe to SELECT™ Pack (\$799/room/mo.) or above (with DRE or COM) or ENTERTAINMENT Pack (\$899/room/mo.) or above with the Advanced Entertainment Platform. University accounts excluded. **HBO AND CINEMAX PACKAGE (Existing Customers):** Available to existing DIRECTV subscribers with a 5- or 7-year programming agreement. Monthly charge is (\$2.25/room/mo.). University accounts excluded. **IN THE EVENT YOU FAIL TO MAINTAIN YOUR PROGRAMMING AGREEMENT, YOU AGREE THAT DIRECTV MAY CHARGE YOU AN EARLY CANCELLATION FEE. CANCELLATION FEES ARE BASED ON PROGRAMMING PACKAGE SELECTION AND COMMITMENT PERIOD.** In certain markets, programming/pricing may vary. Offers void where prohibited or restricted. Hardware and programming available separately. Taxes not included. DIRECTV programming, hardware, pricing, terms and conditions subject to change at any time. HBO®, Cinemax® and related channels and service marks are the property of Home Box Office, Inc. **SHOWTIME OFFER:** Offer ends 12/31/21. The SHOWTIME programming offer (\$0.99/room/mo.) is available only as a 2nd Premium add-on. Offer available to qualifying new or existing Hospitality accounts with a 3-, 5- or 7-year programming agreement and must not have received SHOWTIME programming from DIRECTV or any other distributor during the 24 months prior to activation. Offer is available for accounts activated on or before 12/31/21. After the applicable promotional period (3-, 5- or 7-years) ends, then-prevailing rate for SHOWTIME applies unless canceled or changed by customer prior to end of the promotional period. Offer may not be combined with any other SHOWTIME offer. SHOWTIME and related marks are trademarks of Showtime Networks Inc., a ViacomCBS Company. Premium Channel subscriptions are only available for Private Viewing or Lodging & Institution customers. ©2021 AT&T Intellectual Property. All Rights Reserved. AT&T, Globe logo, DIRECTV, and all other DIRECTV marks included herein are trademarks of AT&T Intellectual Property and/or AT&T affiliated companies. All other marks are the property of their respective owners.



BIRAN PATEL
AAHOA CHAIRMAN (2020-2021)

Serving the hotelier today and on the road ahead

“While we have weathered the worst of the pandemic, there are bound to be lingering effects on our industry and our businesses.”

AAHOA HAS A LONGSTANDING COMMITMENT TO BEING THE FOREMOST RESOURCE and advocate for America’s hotel owners. During the past 18 months, the core mission of AAHOA was never more salient as our industry endured the brunt of the COVID-19 pandemic. We scrambled to adjust to public health and safety guidelines while keeping our businesses afloat by any means possible. AAHOA served our members through education, advocacy, and industry leadership. Thanks to AAHOA Members’ incredible resolve and impactful community engagement, we’re here for you today and for the road ahead.

BUSINESS IS BACK AND BETTER IN PERSON

Professional development and industry networking are staple components of an AAHOA membership. We resumed in-person events in early spring and expanded Town Halls, Regional Conferences, and charity events to in-person formats as more Americans got vaccinated and local restrictions were lifted. The AAHOA Events team has demonstrated a remarkable ability to navigate local guidelines and evolve through shifting circumstances to resume our slate of events.

Every year, AAHOA hosts more than 150 events to connect our members, vendor partners, and industry leaders. The 2021 AAHOA Convention & Trade Show, the hospitality industry’s premier annual event, will take place next month in Dallas, TX. Thousands of AAHOA Members, non-member hoteliers, exhibitors, and vendors have registered to attend. I encourage you to register to join us in Dallas if you haven’t already done so. It has been too long since we all gathered to elect the leaders of our association, strike a deal, and celebrate with one another.

The 2021 AAHOA Convention & Trade Show will host a world-class lineup of industry experts and leaders to inform you of the best practices, recovery strategies, and more. There will be no better place to learn about adapting to current circumstances while preparing for the long haul on the road to recovery. The key to realizing our potential for success in the coming months and years is maintaining your trust and engagement. While we have weathered the worst of the pandemic, there are bound to be lingering effects on our industry and our businesses. The lessons learned from these past hardships will allow us to confront the next challenge with efficiency, flexibility, and poise.

As your AAHOA Chairman, I am grateful for the work of the AAHOA Board of Directors, AAHOA Officers, and every AAHOA volunteer who engaged with the association to further our pursuits in a time of crisis. We have a tried-and-tested membership that will continue to build upon the foundation of resilience and community cultivated throughout the pandemic. ■



A brand new way to extended stay.*

Not all the news
in 2020 was bad.



HISTORICALLY HIGH
OCCUPANCIES

80%*

PROTOTYPE DESIGNED FOR
*maximum efficiency,
longevity
and guest appeal.*

OUT-PERFORMED THE
COMPETITIVE SET REVENUE
PER AVAILABLE ROOM

124.1%*

All backed by Red Roof, known for Genuine Relationships. Real Results.®

To get in on a new way to extended stay Contact Matthew Hostetler, Chief Development Officer,
mhostetler@redroof.com, 713.576.7426 / redrooffranchising.com



now includes



THE Red COLLECTION®



*Average Occupancy and Revenue per Available Room Index based performance for all Affiliate-Owned Hotels open and operating for at least one year and for all of January 1, 2020 through December 31, 2020 with any temporary closures being less than 90 days, 51 hotels. STR RevPAR Index. This is not an offer. No offer or sale of franchise will be made except by a Franchise Disclosure Document first filed and registered with the applicable authorities. For New York: An offering can only be made by a prospectus filed first with the Department of Law for the State of New York. Such filing does not constitute approval by the Department of Law. For Minnesota #F-9524. HomeTowne Studios by Red Roof, 7815 Walton Pkwy New Albany, Ohio 43054. © 2021 HomeTowne Studios by Red Roof



KEN GREENE
AAHOA INTERIM
PRESIDENT & CEO

A Heartfelt “Thank You”

“
I hope you
will consider
this my
handwritten
‘thank-you’
note for
giving me this
opportunity
to serve and
lead this great
organization.”

EARLY IN MY CAREER, WHILE AT MY FIRST JOB IN HOSPITALITY, THERE WAS A LOT of skepticism from the more seasoned staff members about me. I was young, but eager to prove myself. That year, I visited nearly 200 Howard Johnson hotels. I flew what was then Continental Airlines to visit those hotels and racked up plenty of miles. I remember receiving a handwritten note from the airline, thanking me for my business.

There is something about a handwritten thank-you note that seems so small yet carries a big message. As I traveled the country visiting thousands of franchisees, I shared the story of that single note. I was hoping they would engage customers in the same way.

Creating these memorable experiences is a habit I have maintained throughout my career, including when I became involved with AAHOA 20 years ago. I have gotten to know the members and built long-lasting relationships with many of them during those two-plus decades.

When the opportunity to become the interim President & CEO of AAHOA was presented to me, it seemed like an obvious transition and the perfect next step in my career.

AAHOA and its members have made a huge impact on my life and the industry that’s so important to all of us. I want to continue making strong connections while giving back to an organization that has given me and the entire industry so much through the years.

In looking back at the past year and a half, the industry has been challenged in ways none of us saw coming, and the pandemic shut down travel, hotels, and many other things. The industry that caters to guest experiences was left without guests, and there were no longer experiences to be had. The isolating nature of the pandemic also changed the way we interacted and communicated overnight.

As someone who has a passion to succeed and a passion for people, the devastating hit the hotel industry took during the past year and a half only made me want to work harder to turn things around and help hotel owners adapt in an ever-changing environment.

I have traveled to more than 50 countries, worked around the world, and have had many cross-cultural experiences. My hotel experience has enabled me to meet people from so many different cultures, reminding me that my world view is not the same as everyone else’s. There is no one way to live. If this pandemic has taught us anything, it’s just that. We must learn to adapt with the times. The hotel industry and hotel owners will bounce back, and AAHOA will be there to help lead the way.

As I take on this new role, I’m looking forward to leading the AAHOA team and working closely with the board of directors to support hoteliers, their guests, and employees. I’m excited to use my extensive background in hospitality and my passion for people to help AAHOA thrive and grow.

While the skepticism that comes with being young and new has long tapered off, what remains are the lessons I’ve carried with me over the years. I hope you will consider this my handwritten “thank-you” note for giving me this opportunity to serve and lead this great organization. ■



ESSENTIALS



OUTSTANDING COMFORT

An experience that exceeds guest expectations



GEL-INFUSED FOAMS

High-density foams, all pre-compressed and infused with gel to minimize body impressions



EXCEPTIONAL VALUE

Excellent choice for economy, midscale and upper-midscale properties



Get Rave Reviews at Very Attractive Prices.

The all-new Sealy Essentials Collection is engineered from the same key components as our legendary Sealy Posturepedic® mattresses to ensure the Sealy *preferred feel* for your guests and the durability you need for years of rave guest reviews.

expect  raves

TEMPUR + SEALY

tempursealyhospitality.com/new-rave-reviews | 866.251.6471



The future of 1031 like-kind exchanges in Washington, D.C.'s political climate

by SEAN GROSSNICKLE

THE BIDEN ADMINISTRATION and the 117th Congress blazed into the 2021 legislative session intent on passing pandemic relief and sticking to promises made on the campaign trail. President Biden sold himself as the candidate to bridge the divisions between Democrats and Republicans, setting extensive pandemic relief and vaccination rollouts as cornerstones of a bipartisan agenda. Yet, as the months have ticked by, prospects of bipartisan cooperation have been waning.

Congressional Republicans have wielded immense influence even from their minority positions in both chambers of Congress, particularly in the split Senate. The Senate filibuster has been used less for consensus-building and more as a tool of obstruction. The American Rescue Plan, the first package of President Biden's three-part "Build Back Better" agenda, was only able to clear Congress through the budget reconciliation process, bypassing the 60 votes needed in the Senate. The Biden administration and Congressional Democrats will be hard-pressed to utilize this process again as they seek to push the next two relief packages.

AAHOA has actively engaged with state and federal lawmakers on all three parts of the "Build Back Better" agenda. The American Rescue Plan appropriated nearly \$200 billion in aid to state governments based on unemployment figures, and we continue to work closely alongside our partner state associations to direct this funding to our industry and others severely battered by the pandemic. Parts 2 and 3 of the Biden administration's agenda, the American Jobs Plan and the American Families Plan, respectively, face similar challenges in the halls of Congress.

In April, President Biden unveiled the American Families Plan, the third and final phase of his relief agenda. The American Families Plan proposes substantial changes to several existing tax laws. Of the proposed tax reforms, the \$500,000 cap on the like-kind exchange (LKE) rules of Section 1031 of the Internal Revenue Code would be the most detrimental to the hotelier and our industry's budding recovery.

Since 1921, LKEs have encouraged capital investment by allowing funds to be reinvested back into a small business or other enterprises. LKEs allow taxpayers to exchange their property for more productive like-kind property, to diversify or

consolidate holdings, and to transition to meet changing business needs. In a 1031 exchange, the investor does not immediately realize a gain or loss when they exchange assets for "like-kind" property that will be used in their trade or business. For all successful 1031 transactions, the federal government receives the full amount of taxes once the property or other investment is liquidated.

AAHOA has strongly advocated against the proposed \$500,000 cap. In a recent survey, many of our members reported that LKEs were essential to growing their businesses, spurring job creation and capital investments in local communities. As currently written, the American Families Plan would substantially hinder economic recovery in towns and cities across the nation while further delaying the years-long road to recovery our industry faces. Given the partisan gridlock enveloping the "Build Back Better" agenda, the discourse on the American Families Plan could be drawn out for weeks or even months. As we continue to meet with lawmakers and operate our grassroots advocacy campaigns, it is imperative our members take part and contact their elected officials to help oppose this cap on LKEs. ■

Nevada lawmakers tighten regulations on short-term rentals

Common Ground profiles members of opposing parties who are working together to advance issues important to hoteliers

THE ISSUE

States across the country have a swath of unique tax codes, especially as they apply to lodging accommodations. When short-term rental (STR) platforms, synonymous with Airbnb and VRBO, entered the market, they were able to grow in many states without proper oversight from state, local, and county authorities. In recent years, many states and communities have passed regulations to provide oversight on STRs. In Nevada, STRs have proliferated and captured a significant market share.

Nevada does not levy a statewide lodging tax, leaving the jurisdiction for lodging accommodations and tax collection to county and city officials. House parties and illegal rentals hosted on STR platforms can negatively impact local communities, particularly in cities like Las Vegas. City and county authorities also have lacked proper means to impose lodging taxes and maintain comprehensive oversight over their community's STR market.

COMMON GROUND

Aiming to stitch together a patchwork of county and city regulations, two bipartisan lawmakers in the Nevada State Assembly – Assemblymember Rochelle Nguyen (D-NV-10) and



Assemblymember Tom Roberts (R-NV-13) – introduced Assembly Bill (A.B.) 363 in March 2020 to require local governments to collect lodging taxes in counties with more than 700,000 residents and in cities of 25,000 or more residents. The bill also establishes a minimum of two-nights stays in STRs, limited occupancy, permit limits for STR owners, and other regulations. The bill passed in the Assembly by a vote of 30 to 11 and in the Senate by a vote of 15 to 6. Gov. Steve Sisolak signed the bill into law on June 4 and takes effect on July 1, 2022. ■

Quotes sourced from the Nevada Independent

Assemblymember Rochelle Nguyen (D-NV-10), Sponsor of A.B. 363

“Right now, I suggest you look at your app for Airbnb or HomeAway or VRBO or any of the other types of apps, and you will see hundreds, if not thousands, of listings, most of them operating unlawfully. We are not collecting those taxes, we are not collecting that revenue, and so I believe that there does need to be parity in this situation.”

Assemblymember Tom Roberts (R-NV-13), Cosponsor of A.B. 363

“I know from my law enforcement time that [short-term rentals] and the bans that we have in Clark County provide a number of issues for neighborhoods throughout the valley, and our police officers don’t have the tools necessary to police those; neither do code enforcement.”

Building a winning team

by CARTER DAVIS

WHEN SHEILA Johnson decided to enter the hospitality industry, the renowned businesswoman and entrepreneur set about developing a talented and experienced team.

In 2005, she asked Prem Devadas to serve as her new company's president. Johnson, well-known for co-founding Black Entertainment Television, had two goals: develop a 340-acre luxury resort in the Virginia countryside near Washington, D.C., and launch a luxury hotel management company. It was the perfect fit as Devadas had led the development and opening of Five-Star properties throughout his career, including The Sanctuary at Kiawah Island.

Today, Johnson's resort vision, Salamander Resort & Spa in Middleburg, VA, has become extraordinarily successful, making Johnson the only African-American woman to wholly own a Forbes Five-Star resort.

Meanwhile, the company, Salamander Hotels & Resorts, has established a unique niche in the luxury market, managing properties in the U.S. and the Caribbean, and employing more than 2,500 staff across its corporate office and distinct resorts and hotels.

Here, Johnson and Devadas speak candidly about the state of hospitality and the industry's diversity efforts in the following Q&A:

HOW WERE SALAMANDER'S PROPERTIES IMPACTED BY THE COVID-19 PANDEMIC, AND HOW HAVE THEY RESPONDED?

Sheila Johnson: We temporarily closed all our properties to help protect our associates and communities but were among the first luxury hotel companies to implement a plan to safely re-open. Like everyone else in our industry, we had to rethink so much of what we do on a daily basis, but we received consistent feedback from our guests that they appreciated our commitment to safety. Interestingly, most of our properties were originally designed with ample gathering spaces to specifically encourage people to relax and reconnect. For years, we have called it "comfortable luxury." For example, at The Henderson in Destin, FL, we worked alongside ownership to design a spacious Living Room vs. a typical lobby, while also ensuring a significant amount of terrace seating and outdoor dining spaces. In today's climate, these types of spaces and experiences have been in high demand as people look to gather and celebrate after significant time away from each other.

WHAT IS A HOSPITALITY TREND THAT SURPRISED YOU DURING THE PANDEMIC?

Prem Devadas: The demand for luxury resort residences has exploded as a result of the pandemic. When Sheila first laid out her vision for Salamander Resort & Spa in Middleburg, it included luxury homes. It took a while for us to find the right residential development partner that understood the value we created with a successful Five-Star resort, as well as the market's expectation of branded Salamander residences of similar quality. At the start of 2020, we engaged with South Street Partners, which is well-known for its

work at Kiawah Island and in The Cliffs Communities. We were poised to launch the marketing of our Residences at Salamander when the pandemic struck. Anticipating the business climate would not be conducive, we initially put the project on hold for a year. But, by July, it was clear that desire for this type of product had dramatically increased, mostly driven by buyers moving out of crowded environments. So, we brought our timeline forward and launched our introductory offering to our Salamander loyalists in September 2020. It has been extraordinarily successful. Fifty-five percent of the homes already have contracts.

Sheila Johnson,
Founder and CEO,
Salamander Hotels
& Resorts

THIS INDUSTRY HAS WEATHERED DOWNTURNS, SLOWDOWNS, SLUMPS, AND RECESSIONS BEFORE. WHAT IS IT ABOUT THIS INDUSTRY THAT MAKES IT SO RESILIENT?

SJ: Hoteliers are a creative group of people. And I think it's this creativity that helps inform resilience and adaptability. For example, we are fortunate to work with some great ownership partners, including Guy Steuart III, who is Chairman of Half Moon in Jamaica. Along with his board, Guy had a vision to create a stunning new resort experience. Salamander was hired in 2019 as Half Moon's hospitality partner and to help launch the new expansion, which we named Eclipse

at Half Moon. However, after just three weeks of operation, the pandemic hit and Jamaica closed its borders to travelers. Collectively, we had to reset and develop a new, creative plan that relaunched Eclipse toward the end of 2020. But we prevailed, and the property was just named one of the world's best new hotels by *Travel + Leisure*. It's also a little-known fact that the salamander symbolizes courage, strength, and fortitude. So, you could say our company was born to adapt.

PRIOR TO THE PANDEMIC, LARGER HOTEL COMPANIES SEEMED TO BE THRIVING. DO YOU BELIEVE THIS WILL CONTINUE?

PD: Larger hotel brands have a pivotal and vital role to play in the rebound of our industry. When they are successful, we are all successful. But, as properties around the world closed due to the

The Salamander Collection features:

- Salamander Resort & Spa, *Middleburg, VA*
- Hotel Bennett, *Charleston, SC*
- The Henderson, *Destin, FL*
- Innisbrook Resort, *Tampa Bay, FL*
- Half Moon, *Montego Bay, Jamaica*

pandemic, larger companies were extraordinarily stretched. Salamander approached the crisis from an ownership perspective because we also are owners. To help our managed properties recover quickly, we exercised flexibility in terms of our fees throughout the closure and re-opening periods. We worked with our hotel partners on behalf of ownership to reduce and defer fees and expenses. We have always had a nimble corporate team, and with this unique challenge, we were able to adapt quickly to hour-by-hour changing business environments and identify new opportunities to grow revenues and recover quickly. The large hotel brands also have talented and creative teams, and I have no doubt they will thrive in the future. Our goal is certainly to continue to grow the Salamander brand. Prior to the pandemic, we hired our first chief development officer and began to develop our pipeline. Today, it remains strong with several new projects on the horizon. We also are seeing interest from owners of existing properties who have experienced challenges during the past year.

HOW DO YOU THINK PROPERTIES ARE FACING THE CHALLENGE OF A MORE DIVERSE TRAVEL SPACE?

SJ: I consider it less of a challenge and more of an opportunity, and we have faced it head on. Our type of luxury is about inclusiveness

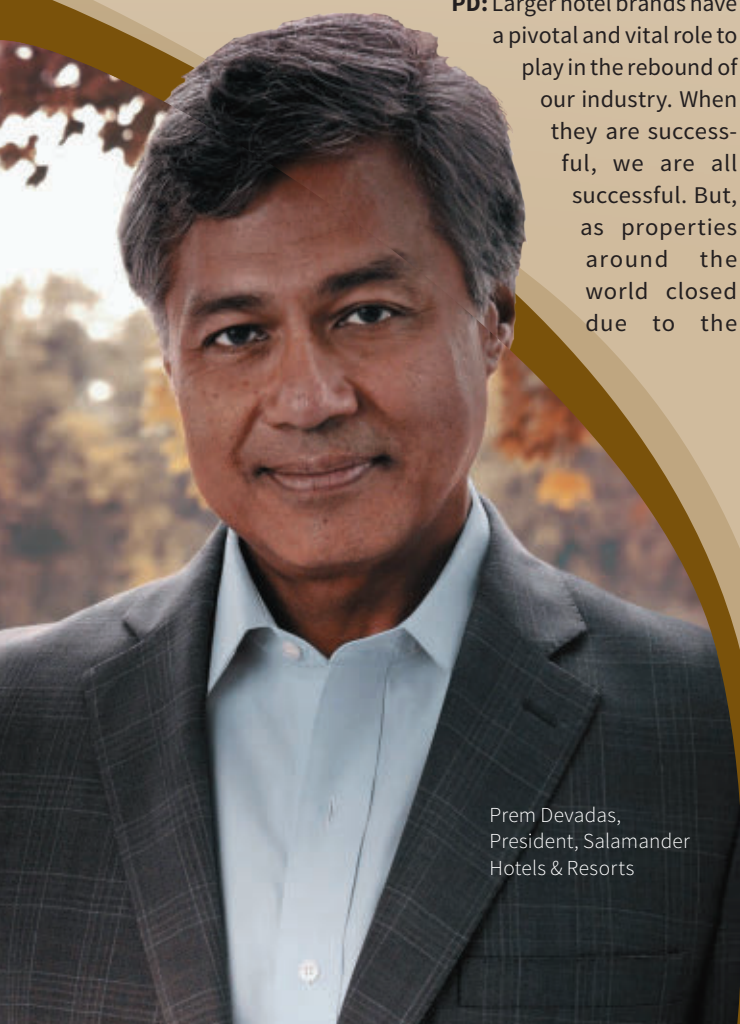
and diversity, both from a guest and employee perspective. We haven't had to make big statements; we demonstrate by our actions that we are taking a leading role in the industry.

WHAT HAS YOUR TIME IN THE HOSPITALITY INDUSTRY TAUGHT YOU ABOUT DIVERSITY? IS IT POSSIBLE?

PD: I believe the hospitality industry can provide unparalleled opportunities for career growth. We have to lead in all areas, including recruitment and development, and corporate support for programs and initiatives. We simply should not allow the pandemic to slow our efforts to shift the culture of the hospitality industry. Salamander Hotels & Resorts is a company founded on Sheila's inclusive vision, and our team lives by that vision every day.

HOW DOES DIVERSITY IN MANAGEMENT ENABLE A COMPANY'S GROWTH?

PD: We believe a company's core values should reflect its commitment to diversity. We can start by encouraging companies to rethink their approach and help companies understand it's not only a moral obligation, but it's critical to their success. And it starts at the top. We're fortunate that Salamander's brand has become synonymous with Sheila's ideals and beliefs surrounding luxury travel, as well as her own core values. ■



Prem Devadas,
President, Salamander
Hotels & Resorts

The future's so bright...

Catching up
with a few
leaders of
tomorrow

by CARTER DAVIS

IN AN INDUSTRY FILLED WITH COUNTLESS seasoned veterans and deeply entrenched experts, AAHOA is fortunate to enjoy a growing number of Young Professional members among its ranks. As any business owner is painfully aware, the current economic climate has nearly everyone looking to the future for growth, fresh ideas, and stability. What, then, can Young Professionals offer in the name of recovery, training, and growth? As it turns out, they bring quite a lot to the table. Here are just a few of AAHOA's best and brightest.

If you have been in this industry for more than a handful of years, be sure to take the time to identify the Young Professionals in your orbit and bring them under your wing. And if you're newer to this profession, welcome! Find a mentor and find out how to best channel your enthusiasm and take your career to the next level.





Name: Shreyas (JR) Patel
Job Title: President and Chief Operating Officer
Current Employer: Helix Hospitality
Current Age: 33



Motivated to start acquiring distressed assets and growing the company, my dad made me an offer: Find a buyer and figure out how to sell the property I was managing, and he would reinvest the proceeds into a deal I brought him.”

WHAT PROMPTED YOU TO GET INVOLVED IN THE HOSPITALITY INDUSTRY?

My family has been involved in developing, investing, and operating commercial real estate since the early 1980s and has been active in the hospitality industry since the early 1990s. My interest in hospitality stemmed from growing up in the business, watching, learning operations hands on, and wanting to improve the way we did things as well as enhancing the guest experience. My practical experience coupled with my background in finance was a natural fit for growing a hospitality company.

HOW DO YOU THINK YOUR PERSPECTIVE MIGHT DIFFER FROM SOMEONE WHO HAS BEEN IN THIS INDUSTRY FOR 20 OR 30 YEARS?

I think my perspective is a bit more flexible, and I tend to have more risk appetite than someone who has been in the industry for 20+ years. From a flexibility perspective, I feel I’m more willing and able to make changes to properties and service levels than others mainly because of my age and ability to understand a younger consumer. I think my risk appetite dovetails into flexibility as I would likely be bullish, for instance, on a gentrifying site, where a more-seasoned executive might look at the opportunity as having more unknowns.

CAN YOU GIVE AN EXAMPLE OF HOW A PERSON OR EMPLOYER INVESTED IN YOU TO HELP ADVANCE YOUR CAREER?

Just after the last recession, my dad had a hotel in his portfolio he desperately needed to sell. It was one I was managing for him and that he was unsuccessful in selling for several years. Motivated to start acquiring distressed assets and growing the company, my dad made me an offer: Find a buyer and figure out how to sell the property I was managing, and he would reinvest the proceeds into a deal I brought him. Well, 120 days later the property was sold, and I had brought him a handful of new opportunities to reinvest in, which he gladly took. If it were not for my dad’s willingness to stake my first deal, I wouldn’t be here today. My dad’s philosophy has always been to pay

it forward. As a first-time business owner 40-plus years ago, someone took a chance on my dad and saw something in him that maybe he didn’t see, so I guess this was his way of paying it forward.

WHAT ADVICE CAN YOU SHARE WITH YOUNGER EXECUTIVES IN THE INDUSTRY LOOKING TO TAKE THE NEXT STEP IN THEIR CAREERS?

Stay humble. It’s easy to be blinded by big developments, magazine covers, and so much more, but the reality is we’re all small business owners. If you’re committed to the hospitality industry, take your time and learn it inside and out. It has taken a lifetime to build, develop, and hone the skills you use. Don’t rush to failure. Take your time to succeed.

And stay curious and keep learning. We have an old saying in the hospitality world: “The day you think you’ve seen it all, the industry throws you a curveball.” Learning, growing, and continuing to challenge yourself are some of the most important qualities in a dynamic and ever-changing industry. Your ability to make mistakes, learn, grow, and pivot is what will keep you going for the long haul!

Decide and be ready to problem solve. One of the most important pieces of advice I give younger executives is simply to make a decision. As a leader, not making a decision is worse than making the wrong decision. Secondly, you need to problem solve and figure out a solution if that decision didn’t work out the way you planned, because it probably won’t.

WHAT RESOURCES CAN YOU RECOMMEND FOR YOUNGER PROFESSIONALS TO ADVANCE THEIR CAREERS?

AAHOA does an amazing job at allowing Young Professionals to network, and grow through professional training and certifications. Attend Regional Conferences, speak to your state lodging association leaders, and most importantly, ask for help! You would be surprised how many people are willing to make introductions, provide some guidance through difficult situations, and so much more.



Name: Nauman Panjwani
Job Title: Director of Strategic Operations
Current Employer: SNS Investments
Current Age: 26

WHAT PROMPTED YOU TO GET INVOLVED IN THE HOSPITALITY INDUSTRY?

Like a lot of young immigrant families, I've grown up in the industry. It's in my blood and has made me the man I am today. With that, post-grad, I decided going out into the corporate world and broadening my horizons would add more to my perspective in the long run. Somehow, I knew hospitality would call my name again, and when I got the call to spearhead three custom properties from design to opening, it was an offer I couldn't pass up. It's always been a dream of mine to build something from the ground up, to make a lasting impact on this world. This is where I thrive, building strong connections, serving the community, and leading in a high-paced and challenging industry.

HOW DO YOU THINK YOUR PERSPECTIVE MIGHT DIFFER FROM SOMEONE WHO HAS BEEN IN THIS INDUSTRY FOR 20 OR 30 YEARS?

Our average traveler is no longer limited to the Baby Boomer category. We are seeing equal parts of production from the millennial and even Gen Z travelers now. With this comes a shift in expectations. The traveling mindset, like any consumer mindset, has shifted. In a global platform, it's important to find ways to customize the experience to

feel personal and serve the individual. I'm able to leverage key marketing and social media platforms to quickly take our brand and business to the next level. That's the biggest shift, knowing this industry is ever evolving with amenities that clients may value and technology that makes it more convenient, as well as changing trends and industry standards. It's our job to pivot strategically to ensure we are well-positioned to best serve today's traveler.

WHAT SKILLS SHOULD YOUNG PROFESSIONALS WORK ON DEVELOPING TO BETTER SERVE THEIR CAREER?

When your manager or employer treats you as an asset and fosters a sense of partnership, it creates the desire to do more and grow for both yourself and the company. Also, never be afraid of constructive criticism. It helps you learn how to improve on key development areas. Keeping that line of communication open for honest and real feedback will only help you become better. Bottom line? We need more genuine partnerships and constructive criticism.

WHAT ADVICE CAN YOU SHARE WITH YOUNGER EXECUTIVES IN THE INDUSTRY LOOKING TO TAKE THE NEXT STEP IN THEIR CAREERS?

There are three key pieces I can offer: (1) Build out your network but focus on the quality and diversity of those connections. You never know when serendipity can hit, and luck often favors those who put themselves out there. (2) Get involved with local

organizations like your local restaurant & lodging association, your chamber's young professionals' group, a non-profit about which you're passionate. This will help you get to know those around you, bring up opportunities that would have never come across your path, and become an engaged partner in the community. Lean into your passions, which will lead to meaningful relationships and impacts. (3) Don't forget your struggles and the lessons they bring with them. More importantly, use them to make you stronger both mentally and experientially, rather than letting them break you. No two people will go through the same path, but each of us face our share of challenges. Take in the learnings from these setbacks and use it to add a level of empathy in the way you lead and build your business.

WHAT RESOURCES CAN YOU RECOMMEND FOR YOUNGER PROFESSIONALS TO ADVANCE THEIR CAREERS?

Very likely, every city has a leadership class that young professionals can use to familiarize and get involved with the city's leadership. Additionally, the amount of online hospitality resources that have opened up during the pandemic are quite impressive. Top universities have started offering free or extremely affordable online courses on everything you can imagine via platforms like Coursera, edX, Udemy, etc. There are, of course, also resources via your brand partners and trade associations. The resources are abundant; you just have to be open to asking about them and/or getting involved!



Name: Dhruti Patel
Job Title: Vice President of Revenue and Sales
Current Employer: ALKO Hotels
Current Age: 26

CAN YOU GIVE AN EXAMPLE OF HOW A PERSON OR EMPLOYER INVESTED IN YOU TO HELP ADVANCE YOUR CAREER?

My parents (also my employers) invested heavily in my education and haven't stopped. My favorite quote from my dad is "No one can ever take away your knowledge." So, with that mindset, I've developed an appetite to learn as much as I can, from whomever I can.

WHAT ADVICE CAN YOU SHARE WITH YOUNGER EXECUTIVES IN THE INDUSTRY LOOKING TO TAKE THE NEXT STEP IN THEIR CAREERS?

Just start. This is the best industry to work and build a future in.

WHAT RESOURCES CAN YOU RECOMMEND FOR YOUNGER PROFESSIONALS TO ADVANCE THEIR CAREERS?

My favorites are AAHOA and Cornell, but the resources truly are endless. I have personally completed a couple of programs from Cornell and have found them to be very helpful in my career along with various certifications from AAHOA. ■

WHAT PROMPTED YOU TO GET INVOLVED IN THE HOSPITALITY INDUSTRY?

I've always had a passion for working with and helping others. And like most of us, I grew up in the industry.

HOW DO YOU THINK YOUR PERSPECTIVE MIGHT DIFFER FROM SOMEONE WHO HAS BEEN IN THIS INDUSTRY FOR 20 OR 30 YEARS?

We may think of things that have not been done before and use newer technologies to help innovate and improve our lives. I'm assuming most are like me, a first-generation American. We have a different perspective on life and how business works, growing up in it.



The bottom line is that AAHOA is no longer just the voice of Asian American hotel owners. We are now the voice of this industry, and the Young Professional platform will continue to help the next generation of leaders succeed.”

Miraj S. Patel, AAHOA Young Professional Director, Western Division



The best advice I can give veterans is to help mentor young minds. Younger generations are still learning at a rapid pace and are able to absorb and apply all the information they're learning.”

Bhavik Patel, AAHOA Young Professional Director, Eastern Division
Bhavik Patel, AAHOA Young Professional Director, Eastern Division

Moving on *UP*

To retain their best workers, hotel companies are providing a path for career advancement

by PETER SOHN

WHEN MATTHEW WEST interviews job candidates, he asks them what they've done in the past year to further their career development, and the typical response reveals that employers aren't doing nearly enough to nurture their top performers.

West is the Director of Talent Acquisition and Development and Corporate Responsibility for Real Hospitality Group, a third-party hotel-management company based in Ocean City, Md., and operating more than 100 properties across the country. He said about 25% of job applicants report their current employer hasn't offered them any opportunities for advancement, and that's the main reason they're seeking a new job.

"This was already an important topic before the pandemic," West said, "but since the pandemic, it's been exacerbated because we really do need to retain that talent and make sure people are developing and growing within the industry. For us, communication is really key in regards to finding people who have 'the juice,' which is the passion and drive to go the extra mile and be successful in the industry."

West said that communication strategy involves an ongoing effort to inform employees about the tools and resources his company offers to help them achieve their goals. Real Hospitality Group regularly updates its internal learning-management system, providing training tools such as online modules, a calendar of instructional webinars, and classroom sessions.

West travels to different regions of the country to teach quarterly classes in supervision and leadership to help

employees learn managerial skills, covering topics such as performance management, company culture, improving the customer experience, and interviewing job candidates.

A YEAR OF MENTORSHIP

To create a solid relationship between mentor and protégé, West recommends a longer timeframe – Real Hospitality Group offers 12-month mentorships – to serve as a bridge between employees' current positions and the roles they desire, giving them on-the-job experience in a job function or department with which they may have no familiarity.

Mentors should meet with employees on a regular schedule to review a competency checklist that spells out the skills they'll need to move up and to create a plan to develop those skills. Front-desk associates interested in sales and marketing, for example, may be partnered with regional sales directors to shadow them on the job, accompany them to industry events and complete cross-training exercises.

“It requires a commitment from both the associate and the mentor,” West said. “They’re putting in a lot of time. That mentor will work with the general manager to put that plan together, so that employee’s development isn’t one person’s responsibility, it’s everyone’s responsibility. It’s all about working together as a team to develop that associate.

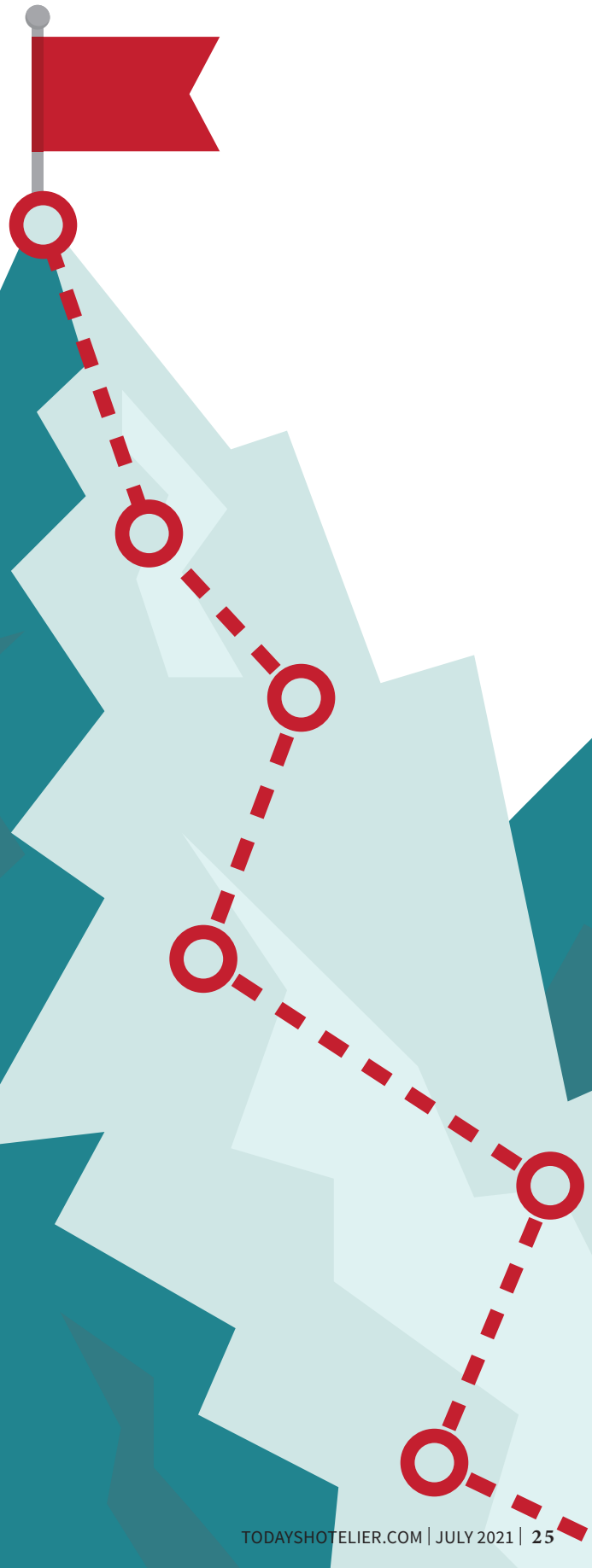
“Our mentorship is 12 months, for example” West said, “but that doesn’t mean the mentor stops being a resource after that time. It often becomes almost a lifelong relationship in terms of mentee and mentor.”

MANAGERS IN TRAINING

“One of the things we want to get out there is that hospitality is a career,” West affirmed. “It might take you in a lot of different directions; that’s one of the great things about it. It’s so flexible. You’re never pigeonholed into one thing, and I think that’s really important for people to know.



Mentors should meet with employees on a regular schedule to review a competency checklist that spells out the skills they’ll need to move up and to create a plan to develop those skills.”



““

For us, communication is really key in regards to finding people who have ‘the juice,’ which is the passion and drive to go the extra mile and be successful in the industry.”

“And it’s important for associates to know this is possible career for them,” he added. “I think companies in the hospitality industry have realized that to build bench strength and reduce turnover, they have to become more proactive. That’s why a lot of companies have decided to develop more structured [career-development] programs.

And, according to West, many properties also understand they need to identify their best leaders and be able to utilize their skills to mentor the next generation of leaders.

STARTING SMALL

In preparing the next generation of supervisors, one challenge for employers is that the best entry-level workers don’t always make the best managers. Being the best housekeeper or front-desk associate, for example, doesn’t necessarily mean you’ll excel as a housekeeping or front-office manager. But if hoteliers never give star employees a chance to shine, they risk losing them, according to Doug Meyer-Cuno, author of “The Recipe for Empowered Leadership.”

“You have to come up with ways to attract people to the industry because you’re competing against everybody else, not just your own industry,” said Meyer-Cuno, a business executive turned consultant. “The company needs to create a pathway to success – moving up the chain – and that has to be an intentional process from the management team, top down.”

Meyer-Cuno said the answer for hoteliers is to start small, giving top employees a taste of responsibility and evaluating their performance. Find a low-stakes project that needs to be completed and empower a promising employee to supervise it. If the employee succeeds, then find another project that involves a bit more responsibility.

Conversely, if the employee fails, work with him to identify the reason. Based largely on the worker’s effort and attitude, a skilled manager should be able to determine whether that employee is worth giving another shot or if it’s time to cut bait.

“You give them the guardrails to work within and let them go do it, and you see how they do,” Meyer-Cuno said. “As long as you give them incremental bits of growth, you’re going to help mature the person into a manager over time.”

REGULAR ONE-ON-ONE MEETINGS

Managers should meet individually with employees quarterly or every six months to talk about their job satisfaction, goals, and opportunities within the company, Meyer-Cuno said. For large hotel companies, he said, making it easy for employees to relocate for promotions will help keep more talented workers in the fold.

To the extent possible, managers should establish key performance metrics to evaluate the job performance and progress of employees, he added. Maintenance workers may be evaluated on their response times, for example.

“We’re measuring their success based on what we ask them to accomplish, and that one-on-one meeting holds that person accountable to it,” Meyer-Cuno said.

“When you do that, you will recognize the ambition, the drive, and the self-motivation of that employee, and you will be able to measure whether that employee



has the skillset and talent to go up to the next level. Are they able to pivot and respond to criticism that will help them become a better employee or are they just ignoring the advice you give them?”

Even without a formal mentoring program in place, hotel executives can help their best employees develop simply by “making themselves available,” according to David Salcfas, general manager of The Algonquin Hotel Times Square, a Marriott property. Part of Cayuga Hospitality Consultants, Salcfas also started his own company, iYou Hospitality Consulting, last year.

Salcfas said he speaks at career fairs and has worked with community colleges and universities on programs that steer graduates toward careers in the hospitality industry. But the most talented people sometimes come from within. Several years ago, he noticed a pastry chef who was especially personable and professional and had made a real connection with a soon-to-be bride during a wedding tasting event.

At the time, the company was looking to create the new position of social catering manager, and Salcfas saw a top prospect right in front of him.

“I knew this lady had talent beyond the pastry department,” he said. “She’s got the ability to connect with people, to sell something, and to bring true value to the experience of the guest.”

Salcfas said he allowed the worker to shadow him to learn about the sales process, including prospecting and booking business, and today, she’s the director of catering for a major hotel brand.

“That’s just one example of sourcing talent, redeploying, and then mentoring them along the way, and I still act as a mentor to this young lady today,” Salcfas said. “I put myself out there, and I wish more professionals would do that.” ■

BLUEASTRO/SHUTTERSTOCK.COM

AUGUST 11-13, 2021

REGISTER TODAY!

Join us for data-packed sessions and expert commentary to build your recovery playbook.

hoteldataconference.com



HOTEL DATA CONFERENCE

Hosted by STR and Hotel News Now | Presented by **IDEAS**
A B&B COMPANY



ASIAN AMERICAN HOTEL OWNERS ASSOCIATION

THE FOREMOST RESOURCE
AND ADVOCATE FOR
AMERICA'S HOTEL OWNERS

THE ROAD TO RECOVERY RUNS THROUGH AAHOA

AMERICA'S LEADING ORGANIZATION FOR HOTEL OWNERS

Nearly 20,000 hotel owners rely on AAHOA for the critical information they need to navigate the current landscape and protect their investments. It's during unpredictable times that the power of an association really shines through – letting every one of our members realize that because of AAHOA, they never have to go it alone.

JOIN TODAY AT AAHOA.COM

Preparing for the next downturn

Will you remember lessons learned from the pandemic?

by NICK FORTUNA

TO MAKE IT THROUGH AN EXISTENTIAL threat like COVID-19, hoteliers need close relationships with business partners and lenders, as well as a digital management system that provides data-driven insights into operations. Those were among the key takeaways from the pandemic for David Duncan, President and Chief Executive Officer of First Hospitality, a Chicago-based hotel investment and management company operating about 50 properties across the country.

Duncan said that prior to the pandemic, his company had consistently returned healthy profits to investors and never defaulted on a loan, and that strong track record earned

First Hospitality a little leeway when it needed it most. Partners were more willing to ante up, and lenders were more willing to adjust the terms of loans, he said.

“Our partners came to the beginning of COVID-19 having had a very positive experience, so if we needed it, they were willing to put in new money and recapitalize things,” Duncan said. “We’ve also never given back a loan, which is somewhat unusual for a company that’s been an investor in so many deals. So, when we needed help from our lenders, such as forbearance agreements, loan extensions, or modifications, they really gave us the benefit of the doubt because we’d always been such a good borrower.”





“Where that really helped us a lot was allowing us to extend mortgage loans, whereas folks who didn’t have the benefit of that background were put on a much shorter leash.”

Duncan said the pandemic arrived after First Hospitality had spent two years upgrading its digital infrastructure, including its revenue-management and business-intelligence systems, and that investment paid dividends. When business slowed down, the digital technology allowed the company to quickly evaluate the potential impact of renting out large blocks of rooms to government agencies and first responders at discounted rates for 30, 60, or 90 days at a time.

“That’s an interesting idea, but you always have to compare it to what the alternatives are, and because we had a pretty sophisticated revenue-management system, we were able to quickly find out what those new contracts would do in terms of displacing revenue,” Duncan said.

More recently, the business analytics have given First Hospitality the confidence to rehire much of its salesforce sooner than its competitors, Duncan said.

Forward-booking data and other indicators suggested travelers would return to the company’s hotels in three separate waves – transient visitors, business travelers and group business travelers – and bringing sales representatives back into the fold is key to capturing that second consumer segment, he said.

“The majority of our competitors have eliminated their salesforces and are slow to bring them back,” Duncan said. “What we realized is that the opportunity to gain market share in business travel is right now. You can’t wait three-to-six months for it to be here. Now is when you have to find those customers and bring them to your hotels.”

And First Hospitality is betting on a near-future return of business travel. “We immediately started doubling down on hiring salespeople,” Duncan said. “Business travel will come back slowly, but it doesn’t need to come back that slowly to our hotels if we can capture a greater share. Capturing those various insights is what we built this revenue-management system for.” ■

An ounce of prevention...

No one can be sure when the next downturn will occur or what will cause it, but there are steps hoteliers can take now to better position themselves for it. Here's some advice from industry experts.

Step up your training regimen. As guidance from health officials changed throughout the pandemic, hotels had to adapt their safety and sanitization protocols quickly, and that experience should serve them well if another health emergency or natural disaster occurs. Going forward, hoteliers should conduct quarterly or semiannual training sessions so employees remain familiar with emergency-response plans, said John Welty, President of SUITELIFE Underwriting Managers, which administers insurance programs to luxury hotels and resorts.

In addition, hoteliers should take advantage of risk-management educational resources provided by many insurers, he said.

"I think a lot of hotels have learned from the pandemic and now are more proactive in their approaches to things like a pandemic or a natural disaster," Welty said.

At the 2021 *Today's Hotelier* Roundtable, cross-training employees to serve multiple job functions was a hot topic. As many hotels operated with skeleton staffs during the pandemic, employees with broad skillsets became more valuable than ever. With business picking up now, some hoteliers may struggle to find the time to cross-train workers, but it's a necessity that will pay off during the next downturn, said Amman Patidar, whose hotel properties include the Scottish Inn & Suites in Houston.

All employees should get periodic cross-training to ensure they can perform the basic tasks of customer service and hotel management in a pinch, including general managers and hoteliers themselves, Patidar said.

"Employees such as maintenance workers are hard to come across, so I'm doing a lot of that myself," he said. "My GMs are on board, and my desk clerks are performing duties that they've never done in the past. And owners were working shifts themselves, answering phone calls and doing things we haven't done in years.

"Some hoteliers actually don't know much about operations, maintenance, and housekeeping. They've never really done that hands-on labor, so they really don't understand it, but you have to be able to help out in any way you can."

Establish an emergency fund. Hotels digging out from the pandemic might not be able to save money just yet, but it should be a major long-term priority, according to Welty.

Welty noted that financial advisers often tell clients to have at least three months of expenses set aside for emergencies. While that wouldn't have been enough to get hotels through the pandemic, it could have softened the blow, he said.

"I think hotels have seen the value of having a very similar strategy, of having those financial resources in place," Welty said.

Patidar said some of his hotels entered the pandemic without a rainy-day fund, while others had \$50,000 to \$100,000 in reserves. Partners in the some of the properties lacking emergency funds had to inject capital on several occasions to maintain operations. But at the properties with emergency funds, "it was easier for us to maintain day-to-day operations without hunting for money," he said.

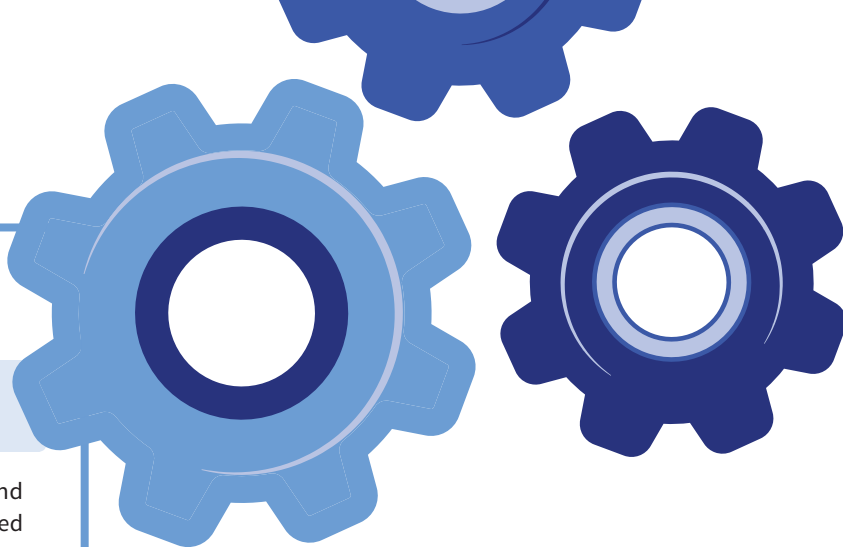
Patidar recommended that hoteliers gradually build a reserve fund with six months of expenses, including their mortgage payments.

"If you need \$20,000, you don't want to have to ask four different partners to deposit \$5,000 each," Patidar said. "Nobody likes to put in money, ever. Once that business is open and running, everyone wants distribution, and that's all they want. So, at least if you have these funds set aside, you'll always be able to distribute something on a quarterly basis."

Reward your most loyal employees. Patidar said when the pandemic forced him to lay off managers and staff, he allowed many of them to live in their hotels for an additional month or more, and many continued performing some work duties despite not being paid.

As hotels return to profitability, hoteliers should do what they can to reward their most skilled and reliable workers, especially in light of the difficulty many hotels are having attracting enough employees, Patidar said.

"The employees that stuck around during these hard times are the ones in it for the long haul," he said. "Treat them the way you would want to be treated."



Consider diversifying your portfolio.

Hoteliers looking to expand their portfolios may be tempted to stick with what they know best, but pigeonholing yourself into one market segment is risky.

Jill Atfield, Owner and Manager of Highland Hills Cabins, a Master Hosts Resort in Boone, N.C., said her property enjoyed a record year in 2020, proving that no downturn affects all industry segments in precisely the same way. Her 35-unit property, nestled in the Blue Ridge Mountains near Appalachian State University, has multiple types of rentals, from motel rooms to log cabins, that can accommodate six to 10 people.

Since her cabins have full kitchens and separate entrances, business remained brisk last year. Families that didn't want to fly but needed to escape their homes flocked to the property, and with construction projects at the university continuing uninterrupted, laborers provided a steady income stream.

"We wound up being lucky up here," Atfield said. "People still wanted to come up here because it's something different. We had a waiting list of people wanting to rent rooms with a kitchen."

If the next economic downturn includes spiking gas prices, destination properties such as Atfield's may not fare as well as other industry segments. But developing a diverse portfolio of properties can serve as a hedge against that unpredictability.

"It makes sense not to have all of your eggs in one basket," Atfield said.

WATCO
WATCO UNIVERSAL NUFIT

Grid strainer keeps hair and other items out of bathtub drain



Makes old bathtub drains new again.

- Fits **OVER** old tub drain
- No removing strainer body
- Installs in minutes
- Ideal for hotels, apartments and repairs



Installs with Watco pin (if drain has crossbars)



...or installs with silicone (if drain crossbars are missing)



816.796.3900
watcomfg.com

Generosity sparked by tragedy

Passing of AAHOA Member's 5-year-old daughter leads to outpouring of support for charity

by NICK FORTUNA

MYA VIMAL PATEL, A 5-year-old girl with a passion for dance and an irresistible smile, had her life cut short by a stray bullet in March. But even

that most tragic of events can't stop her from making a positive impact on the world.

Mya was the daughter of Vimal Patel and his wife, Sneha Patel, of Shreveport, Louisiana, who own and manage branded and independent hotels primarily located in the state.

On March 20, Mya was with her mother in a Super 8 motel in Shreveport, LA, when two men got into an argument in the parking lot. Police say Joseph Lee Smith, 34, fired a shot at the other man, and the bullet grazed Sneha Patel before striking Mya. The little girl had been playing by the window. Sneha Patel was treated at a local hospital for a minor injury and released, but Mya succumbed to her injuries two days later, a

crushing blow to her family and the tight-knit AAHOA community.

FULL OF LIFE

The child's death left all around her stunned and deeply anguished. Jena Johnston, a lead dance instructor who worked with Mya at Vicki's School of Dance in Shreveport, described Mya as "so full of life," and "just a precious, precious soul that we're definitely going to miss," according to the local ABC affiliate, KTBS-TV.

"It's something unfathomable," Johnston said. "No parent should ever have to bury a child and especially in this way. We are covering them in prayer, and I hope they know that they're so loved."

The last time Johnston and her fellow dance instructors saw Mya, she was happy, having just tried on a dress for an upcoming recital.

"We're just happy that she got to try that on because that's something that she looked forward to," Johnston told KTBS-TV.

After her death, Mya's family became determined not to let her story end in tragedy. They donated her organs to save the lives of others, and they organized a Facebook fundraiser to benefit Tiny Smiling Faces, a nonprofit that helps underprivileged children in India. The response from AAHOA Members and the public was overwhelming, with \$60,805 donated to the charity, shattering the organizers' modest goal of \$2,500.

Tiny Smiling Faces was founded by AAHOA Member Arun (Andy) Patel, the CEO of Visions Hotels, a hotel management company based in Corning, NY. The group's mission is to "aid and advance the development and well-being of disadvantaged children by providing proper

food, medicine, clothing, opportunities for educational advancement, and safe and meaningful recreational activities."

Arun Patel said that as more wealthy families in rural India send their kids to private schools in nearby cities, move out of villages, or emigrate, the money and resources that support rural government schools shrink. The result is a cycle in which rundown schools lead to lower attendance, and vice versa, he said.

Tiny Smiling Faces provides a wide array of services to these rural schools. Since the students typically are poor, the children of subsistence-level farmers, they often arrive to school hungry, so the organization has set up a free breakfast program.

"If they come to school hungry, in my opinion, they'll never be able to study," Patel said.

ALL FOR ONE

Tiny Smiling Faces provides medical checkups, school supplies, uniforms, computers, internet service, and extracurricular activities such as field trips and science fairs. In the poorest and most remote villages, there often are no schools, Patel said, so parents send their children to live in dormitory-style hostels attached to schools. The buildings often are dilapidated, so the charity renovates them or builds new facilities.

The charity only works with schools that are funded by the government or charitable trusts and provide a free education to students. Private schools that charge tuition are ineligible to receive aid, Patel said. To date, the group has helped approximately 150,000 schools, which each getting about \$2,000 to \$5,000 a year in funding. Since Tiny Smiling Faces is a volunteer-run organization, there are no administrative costs, and every dollar donated goes to help kids.

Patel said he was inspired to start the charity after visiting his own primary school in India about a decade ago and seeing it in bad shape. The charity encourages AAHOA Members and others to

donate to their former primary schools, and it matches the first \$1,000 donated to each school. In addition, it will fund 25% of any large-scale project aimed at upgrading school facilities.

The group's biggest sponsors include Hilton Hotels & Resorts, which has contributed \$20,000 annually for the past four years. AAHOA also plays a vital role in the group's fundraising efforts by providing a free booth at its annual convention, enabling Tiny Smiling Faces to spread the word about its important work.

"We're very grateful for AAHOA's support," Patel said, adding that Mya's fundraiser has showcased the generosity of AAHOA Members.

"It was a horrible, horrible thing that happened," Patel said. "As far as something good coming out of this, nothing will be as good as having that child alive, but at the end of the day, people are coming together for this. To anyone who contributed any money, I'll personally make sure it's spent wisely."

ONE FOR ALL

Mya's story also will help another worthy charity that encourages people to become organ donors, following in her footsteps. That charity, Samaj Saves Lives, has inspired more than 3,000 people to register as organ donors in just the past four years, according to founder Bhupen B. Amin, President and Chief Operating Officer of Lotus Hotels Inc., a Walnut Creek, CA-based hotel management company.

Mya's family decided to donate her organs independently, but Samaj Saves Lives is committed to serving as a resource for those families who are unsure whether to donate a loved one's organs. Amin, an AAHOA Member, said the charity works to answer questions and address the concerns of family members and serves as a liaison between the hospital and the family.

Amin said grieving family members may not feel equipped to make a decision about organ donation. Moreover, in India and other parts of the world, many people are reticent to register as organ donors because they fear they will get

substandard care in the event of a health emergency, given that organs can fetch high prices on the black market.

"Organ donation in India historically wasn't done very properly, legally, and ethically, so there have been a lot of misconceptions and misunderstandings about it," Amin said. "We're trying to make sure people realize that in the U.S., it's a very well-handled system, and it's done very ethically. We've taken it upon ourselves to better educate people about organ donation. Everyone is going to be treated the same, so you can be confident no one is going to take advantage of you."

Amin said Samaj Saves Lives also helps potential donors connect with potential recipients within the South Asian community. Given the community's strong social ties, it's highly likely that a potential donor knows someone on a transplant waiting list, he said.

According to Samaj Saves Lives, more than 119,000 people in the United States are on waiting lists for transplants, and 22 of them die each day. Although 95% of U.S. adults support organ donation, only 48% are actually signed up as donors. Only three out of every thousand people die in a way that allows for organ donation, but a single donor may save as many as eight lives.

Like Tiny Smiling Faces, Samaj Saves Lives gets a free booth at AAHOA



conventions so it can highlight its life-saving work and encourage attendees to become organ donors.

"AAHOA has been a fantastic promotor and has really given us a platform to communicate our message," Amin said.

Ahead of National Donate Life Month in April, Samaj Saves Lives erected billboards in Texas, Louisiana, and Mississippi to encourage organ donation. Amin said the group has used Mya's story in social media posts to reach potential donors, and her story will appear on billboards.

"This really was a tragic situation," Amin said. "Just every component of it is so sad. She's such an innocent victim, and for the family to be able to put aside that grief and think about how they can turn this horrible situation into something inspirational is just so amazing."

AAHOA Chairman Biran Patel said supporting Tiny Smiling Faces and Samaj Saves Lives reflects the association's ongoing commitment to rallying around its members and providing support in even the most difficult circumstances. ■

“...among many other things, the pandemic proved that it is not the cache that pays the bills and services the mortgages on the assets – it’s the durability of cash flow that does.”

THIS ONCE-IN-A-CENTURY GLOBAL CRISIS has had a profound impact on our professional and personal lives. Hospitality was one of the hardest-hit industries, and the pandemic fallout was a wake-up call for many hotel developers and owners. Within the aftermath of this black swan event, all participants now face a recalibration of the risk-return calculation. Hotel room supply in any given submarket will be directly impacted, and there will be a renewed focus on demand drivers for a particular hotel property. Owners, developers, lenders, investors, and franchisors will need to adjust their models and not assume perpetual growth rates. This means they won’t be able to be overly exuberant when making investment decisions. On the plus side, increased discipline should lead to a healthier hotel industry overall.

THE RACE TO RECOVERY

by RUSHI SHAH

OUTLOOK FOR RECOVERY

Hotels and office buildings were among the top major-asset classes most impacted by the pandemic, but offices will likely lag behind hotels during recovery. This is mainly because employment leaders have not reached consensus on when workforces will return to the office and how much flexibility their employees will have in a post-pandemic environment. And all market participants agree that travel will be back, and with it demand for hotels. There will be economic casualties, however. During this comeback, product that was obsolete pre-pandemic will be adapted to another use or be culled from the system. Additionally, some new construction projects that penciled out historically simply may not work in the new era. On the plus side, this survival of the fittest and self-elimination of projects that carry too much risk and/or don't deliver enough return for developers will benefit remaining assets and improve the health of the industry overall.

ASSETS LIKELY TO FARE BETTER

Hotel assets that survive this next cycle will likely see tremendous returns, and their owners will be rewarded handsomely. CMBS, the king of capital markets, is already speaking by showing renewed appetite to include hotel mortgages backed by assets that held up well during COVID-19 lockdowns into CMBS pools. Even with lower trailing 12 cash flows, these proven properties are getting financed. This change centers around the institutional buyers' improved view of lower-end flags, exterior-corridor assets, extended stay hotels, and budget-to-limited-service brands after the resiliency that those groups demonstrated during the pandemic and after the vaccine rollout. Market participants are now comfortable with lending money on a non-recourse basis to those assets, which is a welcome change for many owners of middle-tier assets. Historically, capital markets favored large, well-branded hotels

in central business districts over a suburban or tertiary market hotel, just because of the cache the former presented on paper. However, amongst many other things, the pandemic proved that it is not the cache that pays the bills and services the mortgages on the assets, it's the durability of cash flow that does. Hence, the future of secondary and tertiary market limited- and select-service hotels, and especially extended-stay hotels, looks much brighter through the lens of the capital markets.

HOW HOTELIERS CAN MAKE A DIFFERENCE

The fate of the hospitality industry still remains within the hands of its hotel owners. As long as hoteliers don't view the recovery as permission to overbuild and subsequently kill their own markets, the hotel industry will have a healthy return. CMBS mortgages that fuel our industry are back, and lenders are closing hotel loans for properties that maintained decent cash flow on a trailing 12 basis at approximately a 10% debt yield (cash flow divided by loan amount) for a period that includes the lockdown. Lenders are mostly focused on the most recent six months, which means as long as the trailing six months of revenue is strong for a hotel, CMBS loans for those assets are an option once again. ■



Rushi Shah is Principal and CEO of the commercial mortgage and real estate investment banking firm and AAHOA Allied Member Mag Mile Capital. As a leader in hospitality financing, Shah specializes in structuring and

placing high-leverage, nonrecourse bridge and permanent debt with cash out for full- and limited-service hotels nationwide. Since joining the firm's predecessor, Aries Capital, in 2015, Shah has structured and closed hundreds of millions in financing for all property types. Shah has held previous positions at Northern Trust and has an MBA from the University of Chicago's Booth School of Business.

“Vaxication” surge 2021

are you ready?

by ALLISON KIM

SUMMER 2021 IS IN FULL SWING. TRADITIONALLY A TRAVEL SEASON FOR MANY, THIS year, people are especially eager and optimistic for an overdue “vaxication.” After being confined for the past year, travelers are restless and made ready by a culmination of factors: hoteliers’ commitment to restoring safety and confidence; global accessibility to COVID-19 vaccinations, and more relaxed travel restrictions.

vax·i·ca·tion \vak-sə-kā-shən\ noun: a combination of vaccine and vacation – has increased in use as the COVID-19 vaccine has become more available to the public. The word is used humorously to describe the post-vaccination travel plans people are making.
Merriam-Webster 2021

Wanderlust and reopenings are cascading across the globe, signaling a new day for the crippled tourism economy. Asia-Pacific is experiencing high domestic travel demand with searches for domestic travel doubling or tripling compared to 2019. In the U.S., hotels are experiencing the highest peak in weekly demand since the onset of COVID-19. The European Union announced reopening to fully vaccinated international travelers this summer, with countries like Greece, Spain, and Italy ready to welcome visitors.

Resurgence in travel promises a much-needed reprieve and renewed outlook for the future of business and personal livelihood. Despite many hotels and resorts enjoying a boost in bookings for celebratory vaxications, it’s not the time to skimp on health and safety considerations. With the ongoing threat of virus variants, and without vaccine approval for children, paired with an uptick in guests, properties need more support than ever in maintaining and furthering today’s recovery trajectory.

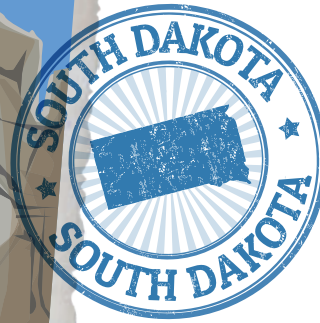


California
Yosemite National Park



Everglades
Florida

ASTUDIO/SHUTTERSTOCK.COM, JOSEPPERIANES/SHUTTERSTOCK.COM, DUCUS80US/SHUTTERSTOCK.COM, ANTARES LIGHT/SHUTTERSTOCK.COM



confront and recover from crises like the current COVID-19 pandemic, which spread to almost every continent within five months. Having these measures in place can slow the spread of infectious disease and minimize secondary mortality. Additionally, creating plans to support business continuity, remote-work readiness, and project re-entry after extended remote periods helps maintain business resilience and individual well-being during and after longer-lasting emergencies. This is even more essential for hotels to safeguard the health, safety, and long-term well-being of hotel staff and ensure a smooth return after emergency situations.

Care of guests AND staff. The COVID-19 pandemic has proven how the behaviors of one person can negatively impact others in severe ways, but interventions in the workplace can help address that. Organizations are encouraging individual actions that support the health and safety of all in a given space, including vaccinations, education on good health habits, paid sick leave, improving access to health care, and supporting smoking cessation.

THE LAST WORD

From living to working to leisure spaces, buildings where we spend most of our time are a primordial line of defense for improving the state of our health, and it's crucial now more than ever that we shift our approach to embrace this reality.

In the short term, adopting measures designed to protect guests and staff from harm offers organizations a viable path for transitioning out of emergency-response mode. As we plan ahead for the future, these same improvements could provide a way for hotels and resorts to differentiate their proposition by putting human health and well-being at the very heart of their operation. ■

Allison Kim is a Senior Director at the International WELL Building Institute (IWBI). She works with global organizations to advance their environmental, social, and governance goals, to enhance building performance, and to improve human well-being at scale. To learn more, visit wellcertified.com/health-safety



Oregon MOUNT HOOD

implemented, but what these mean for guests in their spaces.

There are many opportunities to incorporate and improve health, wellness, and safety measures that don't include a major capital expenditure spend. Organizations can focus on areas of opportunity such as operational policies, maintenance protocols, emergency plans, and stakeholder engagement.

MEETING THE MOMENT

The COVID-19 pandemic has highlighted the critical role buildings play in supporting people's health, safety, and well-being. Transmission of COVID-19 largely occurs within indoor and enclosed environments, where people spend approximately 90% of their time. While longer-term design strategies are important in reducing the risks of infectious disease spread, there is an urgent need to meet optimum health and safety standards in existing buildings to protect building occupants from acute threats.

Most people haven't traveled for months, at the very least. Hospitality companies are prioritizing efforts to restore confidence and address health, wellness, and safety concerns. To instill confidence, organizations must take necessary steps to communicate on their best practices, not only that they're being

Cleaning and sanitization initiatives help address the spread of COVID-19 and many other infectious diseases through cleaning protocols and hand-washing promotion, with a focus on low-hazard cleaning products that reduce negative impacts on indoor air quality and the health of those performing cleaning duties.

Air- and water-quality management interventions focus on reducing exposure to pathogens and infectious diseases, including COVID-19, by mitigating indoor air pollution, avoiding air stagnation, implementing proper maintenance and air filtration, and monitoring water quality. This is critical for hotel guests due to the high frequency of occupant turnarounds.

Emergency plans and preparedness are essential to ensuring organizations are equipped to immediately

Construction

CONTRACTS

Blueprint for success

by ROCCO CAFARO and ANISHA PATEL

DURING THE PAST year, we have seen economies all over the world decimated by a once-in-a-lifetime pandemic. The recovery is well underway, and many hotel owners are considering construction improvements to refresh existing accommodations and amenities in an effort to attract guests that are resuming business and leisure travel schedules.

Here, we will highlight and explain several important provisions common to construction contracts. This is certainly not a comprehensive list of all such provisions, and property owners should consult a construction lawyer when negotiating and drafting construction contracts. And construction contracts are generally not developed in a one-size-fits-all format, so each property owner will need to contract to meet the specific goals of each project.

Here are a few provisions that every owner should look for:

1

PRICING

There are more options for pricing construction improvements than most people realize. The most straightforward option is a “stipulated sum” or “lump sum” arrangement, where the contract price is not subject to any adjustment. This arrangement is straightforward and certain. However, it presents some risk for each side: If the cost of materials or labor fluctuates, then one side or the other may see some benefit.

A “cost-plus” pricing arrangement involves passing the cost of labor and materials directly to the owner and compensating the contractor with an agreed fee. The risk/reward in this arrangement is the owner’s alone, and most owners see the upside potential of significant savings. However, this pricing model requires owners to stay involved and oversee labor and materials costs to ensure competitive pricing.

2

COST ESCALATORS

The cost-plus model can include a guaranteed maximum price, which serves to cap the owner’s cost for the project and add some certainty. Any owner considering a construction contract this year needs to pay special attention to the next part.

The presence or absence of cost-escalator provisions might be the single most-important feature of any construction contract signed this year. Supply chain shortages and inflation are causing materials costs to skyrocket.

Let’s look at lumber. The National Association of Homebuilders reports that a surge in lumber prices in the past year has added \$35,872 to the price of an average new single-family home. Costs of windows, hardware, fixtures, and iron/steel are also on the rise. Smart contractors will try and pass this risk to owners with cost-escalation provisions, which require owners to pay for increases. Smart owners will spot these clauses and weigh the associated risks.

3

COMPLIANCE PROVISIONS

Owners rely on contractors to design and build construction improvements to comply with all applicable codes, regulations, and laws, or at least they should. This means the construction project will be designed and built according to the local building codes. It also means the construction will satisfy all state and federal laws, including the Americans with Disabilities Act (ADA). The ADA and its associated regulations contain very specific instructions to ensure construction improvements do not present barriers to persons with disabilities. The laudable goals of the ADA have been compromised by hundreds of thousands of lawsuits aimed at owners. The responsibility for satisfying requirements of the ADA should be delegated in the construction contract.

“

The presence or absence of cost-escalator provisions might be the single most-important feature of any construction contract signed this year.”

4

DISPUTE RESOLUTION

Most construction contracts include dispute-resolution provisions. Some arbitration provisions include a requirement that the parties mediate the dispute in an effort to reach resolution with a neutral party serving as a facilitator. Venue provisions are sometimes included in the dispute-resolution section to govern where the dispute will be resolved. This should be checked carefully, especially if the contracting parties aren't local to the same geographic area. Similarly, provisions concerning prevailing party attorneys' fees should also be considered carefully as this feature shifts the costs for attorneys' fees from the prevailing party to the losing party. ■



Rocco Cafaro is a shareholder and board-certified construction lawyer in Hill Ward Henderson's Construction & Design Group.

His practice involves litigation, arbitration, and transactional work for property damage, personal-injury claims, lien foreclosure actions, payment and performance bond claims, design negligence, and construction defects. His practice also involves the preparation and negotiation of various contract documents related to the construction industry.



Anisha Patel is an Associate in Hill Ward Henderson's Commercial Litigation Group. She represents individuals and firms in a variety of business-related disputes,

including professional liability matters, insurance coverage disputes, and the defense of lawsuits concerning the Americans with Disabilities Act.



Signs of life

Five reasons why hoteliers are optimistic

by CRAIG CARBONNIERE, JR.

A **S GLOBAL TRAVEL RESTRICTIONS AND LAWS LIMITING GATHERINGS** spread across the United States, the travel industry was hit with an unprecedented 42% decline in 2020. Now, the world takes its first cautious steps toward recovery, and we expect it to release significant pent-up travel demand.

In March 2021, a poll conducted of 10,000 LinkedIn followers indicated 95% of hoteliers felt optimistic, pointing toward the hospitality community's resilience. Our industry's optimism is well-founded, and for a good reason, with these five reports pointing to a brighter future.

AN INCREASE IN TRAVEL DEMAND FOLLOWED PREVIOUS RECESSIONS

The global economy has weathered economic downturns before. However, the travel industry has managed to rebound and even grow following such challenges. Since the 1970s, for example, the airline industry has seen consistent long-term growth, recovering each time following an economic slowdown. Specifically, according to a 2015 report, *Global Air Passenger Markets*, issued by IATA:

- 72% of the initial impact persisted one year following the initial downturn.
- Slightly more than half the impact continued two years after the initial shock.
- Less than one-fifth of the perceived impact remained by five years following the initial event.

Past precedent indicates that travelers will return as the government relaxes its restrictions and the social climate becomes more typical.

OWNERS APPEAR CONFIDENT WITH ADDITIONAL HOTEL SUPPLY

Travel Economics and STR have forecasted that 2021 will see a 5.4% increase in hotel-room supply, with 2022 carrying the trend forward with an additional 2.4% increase. It's encouraging to see hotel owners investing in properties to meet today's guest needs and compete in the markets they serve.

ONLINE INTEREST TRENDING UP FOR SUMMER VACATIONS AND GROUP TRAVEL

As of early spring, people had already begun expressing an interest in travel for the summer of 2021, which is in line with projections that vaccine rollouts will significantly diminish infection rates. As of March 22, 2021, the Google Trends tool shows the following online behavior since the start of the new year:

- A 335% increase in searches for "summer vacation 2021"
- A 400% increase in "wedding 2021"
- A 304% increase in "convention 2021"

Consumers are letting the hospitality industry know they want to return to experience destinations and large gatherings as soon as health and safety precautions allow. If the circulating projections that this summer see fewer restrictions materialize, it's likely the hospitality industry will see a sizable increase in business.

A GROWING NUMBER OF GUESTS ARE BOOKING DIRECTLY WITH HOTELS

Guests have shown an increased pattern of booking directly with hotels throughout the pandemic. According to Kalibri Labs, in February 2021, direct bookings increased by 18.2% YoY. Several of the top-10 markets also have reported significant direct-channel demand growth comparing February 2021 to February 2020.

Kalibri Labs also found that direct bookings are 12.5 percent more profitable than bookings through third parties, even when hotels account for the additional costs associated with paid-advertising campaigns and discount-loyalty programs.

This increase in consumer behavior and bookings offers hotels considerable opportunity for revenue growth as 2021 moves forward.

HOTELIERS CONTINUE TO INNOVATE

One of the best votes of confidence in the hotel industry's future comes from innovations on the part of hoteliers themselves. Marriott teamed with Milestone to create a series of "What to Expect" pages dedicated to providing travelers with up-to-date information regarding their stay, including available amenities and steps the hotel takes to keep the space clean and safe.

Another partner that excelled in innovation was Rhode Island-based Hotel Providence, which targeted and attracted numerous couples forced to cancel their weddings due to the pandemic. Hotel Providence helped them create uniquely memorable micro weddings, answering a pressing market need during times of limited gatherings.

Lastly, building digital presence through local search using Google My Business has become a critical aspect for capturing demand. With several complimentary features being tested by Google, hotels need to manage guest touchpoints to compete in their market.

With the growing interest for property information, the hospitality industry has considerable opportunity for digital growth in 2021 and beyond. Those hoteliers who adapt to guests' needs and focus on the customer journey are well-positioned to capitalize from these online trends.

The COVID-19 pandemic profoundly impacted the travel industry in 2020 and has led many to look for a crystal ball into its future. However, the signs seem to point toward an optimistic future for hoteliers, giving reason to look toward the coming months with hope. Lean on our industry's leaders, who have earned accolades for their work helping hotels recover, share this optimism and are using emerging trends to succeed in 2021.

Join the conversation on LinkedIn at #optimistichotelier, where our hospitality community shares uplifting news and growth strategies. ■



Craig Carboniere, Jr., is the Senior Director of Hospitality for Milestone, Inc. and is a hotel industry veteran and Certified Hospitality Digital Marketer (CHDM). Since the start of the COVID-19 pandemic, he's authored the weekly LinkedIn series titled "The Optimistic Hotelier" (#optimistichotelier) to spread uplifting news throughout the hospitality industry. He can be reached at craigcarboniere.com.

“With the growing interest for property information, the hospitality industry has considerable opportunity for digital growth in 2021 and beyond.”

Uncle Sam, recovery, and you

What is government's role in our future?

by ALFREDO ORTIZ

AS THE ECONOMY CONTINUES TO rebound from the pandemic, nearly every industry is hitting the reset button. Out of necessity, new ways to provide goods and services were honed during the past year, and these changes could partially be here to stay. The hospitality industry is no exception, as temporary rules that allow restaurants to serve alcohol alongside to-go orders are being made permanent. And revamped cleaning standards at hotels alongside increasingly touchless guest experiences will allow consumer comfort levels to grow.

But along with any good situation comes a caveat. In addition to the wave of business innovation triggered by the pandemic, some policymakers could use economic recovery as a Trojan horse for additional government spending, red tape, and taxes, all of which will bridle economic growth down the road.

For example, the trillions of dollars in stimulus legislation passed by Congress and approved by the White House this year were targeted to help businesses stay afloat. But thoughtless add-on expenditures of dollars could fuel inflation.

WHERE DO WE GO NOW?

To pay for these massive spending packages, President Biden is prepared to hike tax rates on wealthier individuals and big businesses. Regardless of what level you believe these groups should be paying, increased taxes on

them could have major unintended consequences for everyone else. Increased tax liabilities could translate to higher prices and decreased investments, which would have a depressing effect on economic growth. Calling on the inverse of the popular saying, a receding tide drags down all boats.

In parallel with an environment of higher taxes and inflation, rising gas prices could suppress consumer demand to

travel. And hospitality businesses, notably hotels, would feel the brunt of the blow. After a year of effectively being shut down, hotels need all the occupants they can get.

Other pandemic-era policies that continue to be extended could also have a lasting impact on the job market and the ability of businesses to fill open positions. It could be argued expanded unemployment benefits from the federal government are incentivizing staying at home rather than returning to work. The labor force participation rate, which is the proportion of the population that currently has a job or is actively seeking one, dropped to 60.2% in 2020. Pushing that number up should be a priority of economic recovery.

As the U.S. continues to emerge from the pandemic and businesses shake-off the lingering effects of the coronavirus, economic prospects look bright. Let's just hope Uncle Sam stays out of the way so Main Street can thrive. ■

Alfredo Ortiz is the President and CEO of the Job Creators Network.



The franchise disclosure document

What to know as a franchisee

by JACLYN SALTZMAN

THE FRANCHISE DISCLOSURE document (FDD) can be overwhelming to a franchisee in the hospitality industry. Some well-known franchisors file FDDs that are almost 400-500 pages in length. Simply knowing where to start can be daunting.

For starters, the franchisee must discriminate between critical points and boiler-plate language. Additionally, some states require that the franchisor register an FDD, while others do not. Reviewing an FDD carefully is critical, as a franchisee is committing to a long-term relationship with the franchisor and this will impact all future business.

HISTORY 101

FDDs were first utilized in California in the 1970s to provide franchisees with essential information about the franchisor, its business, and the franchise agreement offered. California sought to protect potential franchisees against fraud and misrepresentation by providing them with essential information regarding the franchise prior to the franchisee entering into a business relationship with the franchisor. This protection was later codified into federal law to ensure that franchisors provided adequate pre-sale disclosure to franchisees. While each state that requires franchisors to register with them has their own specific process for filing FDDs, many of those states follow the 2008 NASAA Guidelines, which standardized the forms and application process when registering or renewing an FDD.

After California created its franchise law, so did 13 other states. Hawaii, Illinois, Indiana, Maryland, Michigan, Minnesota, New York, North Dakota, South Dakota, Rhode Island, Virginia, Washington, and Wisconsin have all implemented franchise laws. Along with California, these are considered the franchise registration states. Some of these states and others also have what are known as business opportunity laws, which apply to the offer and sale of franchises but do not necessarily require registration of the franchise offering with the applicable state.

FDD STRUCTURE

The FDD starts with a general cover page and state cover page. After these cover pages, there are 23 items that cover topics such as the business experience of the franchisor, the franchisor's litigation and bankruptcy history, initial fees associated with entering into the business relationship, territory rights, and the franchisor's financial statements. Following items 1-23, there are specific state disclosure documents. It is common practice for a franchisor to use a standard FDD for all states and attach state-specific information at the end of the FDD.

HITTING THE HIGH POINTS

The FTC requires that disclosure must be provided to a prospective franchisee no less than 14 days prior to the execution of any binding documents or the franchisee's payment of any consideration. Franchisees should take ample time to review the document. These are some of the key components of the FDD that should be carefully reviewed by the franchisee:

1 Franchisees should pay particular attention to the items pertaining to fees: item 5 (initial fees), item 6 (other fees), and item 7 (estimated initial investment).

It is important for the franchisee to have a full picture of the total scope of investment associated with entering into a business relationship with the potential franchisor.

2 The franchisee should gain a clear understanding of the franchisor's business history, which can be gleaned from item 2 (business experience), item 3 (litigation), item 4 (bankruptcy), item 21 (financial statements).

The information in these items should be considered before a franchisee signs the franchise agreement. For example, if a franchisor has an excessive litigation history or their financial statements show instability, this should be carefully evaluated.

3 Franchisors are required to provide charts outlining the numbers of new and terminated franchisees during the three most recent years.

This gives a prospective franchisee an idea as to the growth or lack thereof of a franchise system. If there are many terminations in a system, that would certainly raise concerns about the health of the system. Franchisees also are required to list information regarding terminated properties. It's recommended that prospective franchisees reach out to terminated franchisees to see why they ended their business relationship with the franchisor.

CONCLUSION

As the purpose of the FDD is to provide a clear picture of the franchisor's business practices, it's important to review the FDD thoroughly. There are many factors to consider before entering into a business relationship with the franchisor. Franchisees should also review the franchisor's litigation and financial history to understand the franchisor's business practices. Once the franchisee understands the FDD's purpose and structure and can pinpoint important sections for review, the FDD is not as daunting a document as it may seem. It's recommended, however, that a franchisee review the FDD with an experienced franchise attorney before entering into a business relationship with the franchisor. ■



Jaclyn Saltzman, Esq., is an Associate Attorney at Saltzman Law Group and works with a variety of clients in the franchise space, focusing on FDD matters in the hospitality industry.



photo taken prior to Covid-19

COMMERCIAL AND INDUSTRIAL LAUNDRY EQUIPMENT

Over 25 years ago, B&C Technologies started as a small business providing laundry equipment parts. Years of hard work and dedication transformed that business into a successful and innovative company that designs and manufactures a complete line of commercial and industrial laundry equipment. We're still a family owned company that takes pride in putting our customers first. We've come a long way and are excited about our upcoming projects and what the next 25 years hold.



www.bandctech.com sales@bandctech.com 850-249-2222

AAHOA MEMBERS IN ACTION



1. In an effort lead by Gujarati Samaj of Manasota, AAHOA Secretary Bharat Patel, Florida Regional Director Rahul Patel (CHO), and many other AAHOA Members worked with the organization to set up and volunteer at a COVID-19 vaccination pop-up site in Florida. Hundreds of individuals have been vaccinated at the location so far, including local State Representative Tommy Gregory.



2. AAHOA Vice Chair Vinay Patel (from left), Chairman Biran Patel, and former President & CEO Cecil P. Staton attended the Hunter Hotel Investment Conference in Atlanta, Ga., on May 10-12. The event also boasted our first AAHOA Young Professional Hotelier Reception at Hunter Conference on May 11.



4. South Pacific Regional Director Mike Riverside welcomed AAHOA Past Chair Hitesh (HP) Patel and many AAHOA Members to a Town Hall in Orange, Calif. The well-attended event took place on April 29.



3. AAHOA Chairman Biran Patel and former North Texas Regional Director Mayur (Mike) Patel joined current North Texas Regional Director Dhiren Masters at a Town Hall in Irving on April 29. It was our second in-person event since 2019 and drew an exceptional crowd of members eager to gather for vital updates and networking.



5. AAHOA Ambassador Hiren Patel and other members met with Kansas City, Mo., Mayor Quinton Lewis to discuss important issues impacting local hoteliers.

6. Ambassador Nanda Patel met with state Sen. Andrew Jones during a chapter meeting for the Alabama Restaurant and Hospitality Association in April.



AAHOA CLUB BLUE, PLATINUM & SILVER MEMBERS

The following companies provide generous ongoing support to AAHOA and its members. A heartfelt and sincere thank you is extended to every one of our vendor partners for their contributions to AAHOA and the industry at large. When searching for a provider, consider doing business with the following members.



AAHOA CLUB BLUE MEMBERS



Always Designing
for People™

ADP, Inc.

Thomas Bell: (973) 510-0196



Chase

Faheem Khan: (800) 727-1872



Lowe's ProServices

Earl Madison : (404) 640-8657



It's how you manage.™

AutoClerk, Inc.

Mohammed Hansia:
(925) 284-1005



Everywhere It Matters.™

Ecolab, Inc.

Michael Pfister: (317) 250-5189



WorldClaim

Russell Heath: (518) 456-8523



Avendra

Mara Radis: (301) 825-0311



Home Box Office

Michelle Mahoney: (347) 610-1081



Zonetail

Mark Holmes:
(416) 583-3773 x228



AAHOA PLATINUM MEMBERS



AMERICA'S BRAND FOR COMFORT™

Amana PTAC

Byron Cortez: (800) 647-2982



G6 Hospitality Franchising, LLC

Mike McGeehan: (972) 360-9000



International WELL Building Institute

Peter Scialla: (212) 464-8907



Red Roof Inn

Matt Hostetler: (713) 576-7426



Best Western Hotels & Resorts

Michelle Zajac: (800) 847-2429



GE Appliances

Amy Kaiser: (502) 452-3073



Marriott International

Christie Patterson:
(301) 380-3200



RLH Corporation

Harry Sladich: (866) 437-4878



Choice Hotels International

Tim Shuy: (301) 592-5000



Guest Supply - A Sysco Company

Justin Haggart: (732) 868-2331



Merchaneer

Bob Ekman: (630) 240-4747



TV Asia

Pradeep Hegde:
(732) 650-1100 x26



Diversey

Deniz Alpaslan: (980) 221-3235



Extended Stay America

Linda Trexler: (980) 345-1600



Hilton

Bill Fortier: (703) 883-1000



Onity, Inc.

Mark Lewitt: (800) 248-6189



Wyndham Hotels & Resorts

Kevin Brickner: (973) 753-7158



Focus Brands

Rani Bhatt: (404) 978-4829



IHG Hotels & Resorts

Karen Rogow: (770) 604-5379



OYO Rooms & Technology, LLC

Stephen Jarrett: (423) 426-3148



Radisson Hotel Group

Phil Hugh: (800) 336-3301



AAHOA SILVER MEMBERS



Access Point Financial
Rhonda Loerzel: (404) 382-9592



AccuLock, Inc.
Dan Brown: (866) 222-8562



Alvi Satellites
Prashant Ajmera: (678) 466-7868



American Express
Merchant Services:
(800) 528-5200



AmeriTech Distribution
Himesh Jeram: (877) 777-9769



Apollo Designs
S. K. Patel: (336) 880-7549



Atlas Concorde
Michael Sautner: (615) 661-7200



BeneChoice
Petrina Skiles: (717) 490-6313



Brand Standard Furnishings
Ansley Sanderson: (404) 697-8578



Coast to Coast Computer Products, Inc.
Kyle Kurtz: (800) 231-4553



Cox Business
Alea Riley: (404) 269-3057



Curve Hospitality
Sargent Khan: (713) 819-7296



DIRECTV, Inc.
Jeff Fox: (310) 560-0323



DISH Business
Tyler Floyd: (303) 723-1854



Docyt Inc.
John Byun: (424) 625-7456



Ferguson
Brian Winterble: (954) 597-3163



Foliot Furniture
Mahesh Parekh: (702) 278-7380



Friedrich Air Conditioning Company
Dave McDonald: (210) 546-0500



GitGo
Amy Infante: (312) 636-7384



Groups360
Tim Floors: (615) 972-5519



HD Supply Facilities Maintenance
Stratton Michaels: (800) 431-3000



Hospitality1
Dhar Patel: (714) 473-9813



Hyatt Hotels Corporation
Jim Tierney: (617) 803-4489



INFINITI HR
Daniel Mormino: (623) 455-6234



Jacaruso Enterprises
Melanie Calcagno: (210) 415-0522



Macrotech
Dipak Patel: (973) 454-2146



Marcus & Millichap
Alexis Hummel: (630) 570-2225



Mass Mutual
Ana Lucia Divins: (800) 835-8612



MSI Surfaces
Anil Palasamudram:
(281) 794-6261



MVM Technology, LLC
Michele Blanton: (800) 596-5080



myDigitalOffice
Matt Curry: (270) 993-1197



My Place Hotels of America
Terry Kline: (605) 229-8684



National Solutions
Keith Hudgins: (800) 222-1028



NextGen Hospitality Consultants
Sean Patel: (210) 478-2734



O'Connor & Associates
Andrew Choy: (713) 375-4224



P&G Professional
Rohan Varty: (609) 933-2925



PMC Commercial Trust
Kristi Lewis-Hodge:
(972) 349-3200



Prem Sales
Deepak Panchmia:
(806) 745-6651



Rheem Manufacturing
Dave Hanley: (817) 680-4117



Rinnai
Dipesh Parekh: (800) 621-9419



Shaw
Sean Finn: (404) 863-7685



Showtime Networks, Inc.
Doug Markott: (770) 698-6937



Simmons Hospitality Bedding
Andrea Hochworter:
(770) 353-0122



Spectrum Enterprise Solutions
David A. Fitts: (212) 379-5826



State Bank of Texas
Sand Patel: (678) 520-7263



USA Digital, Inc.
Aaron Gomez: (909) 200-5445

VSR Cloud Communications
Karann Randall, (530) 889-1500



PREFERRED MANUFACTURER OF HOSPITALITY FLOORING FOR OVER 35 YEARS

FREE SAMPLES: CALL US AT 1-800-225-2948 OR ON OUR WEBSITE: WWW.KINSLEYCARPETS.COM



- 100% Waterproof -
LUXURY VINYL PLANK



- Modern & Affordable -
HOSPITALITY CARPET



KINSLEY CARPET MILLS UNDERSTANDS THE IMPORTANCE OF AFFORDABLE AND RELIABLE FLOORING.

JOIN THE 750+ HOTELS THAT HAVE UPGRADED THEIR FLOORING WITH KINSLEY CARPET MILLS IN 2020.

AAHOA MEMBERS RECEIVE AN EXCLUSIVE DISCOUNT!



TIME TO REPLACE? VISIT US AT WWW.KINSLEYCARPETS.COM OR CALL 1-800-225-2948.



GLOBALSAFE
21 YEARS

Hotel Safes from \$89

7 Year Warranty



Our Safes are in Every Major Hotel Brand in the U.S.A.

Custom Colors Available



OUR SAFES HAVE BEEN INSTALLED IN THESE HOTELS.

- | | | |
|---------------------------|-----------------------------------|-------------------------------|
| HILTON DAYTONA BEACH, FL | HYATT MCCORMICK PLACE CHICAGO, IL | MARRIOTT BUFFALO, NY |
| HILTON EAST BRUNSWICK, NJ | HYATT RESORT & SPA GUAM | MARRIOTT LOS ANGELES, CA |
| HILTON HARTFORD, CT | HYATT ROSEMONT, IL | MARRIOTT RIVERSIDE, CA |
| HILTON TORONTO, ON | HYATT VINEYARD CREEK, CA | MARRIOTT NORTH CHARLESTON, SC |

800-545-4947

GlobalSafe Corporation WWW.HOTELSAFES.COM

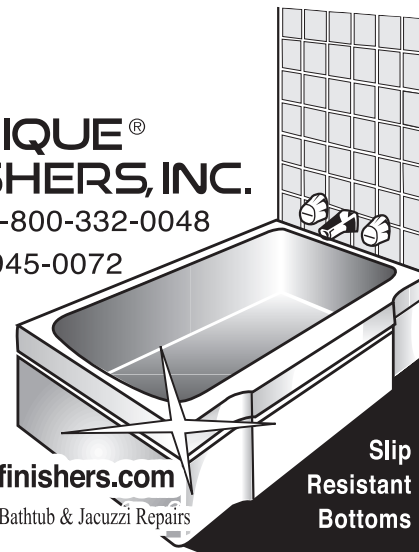
BATHTUBS RESTORED

Don't Let Amateurs and "Fly-By-Nights" Ruin Your Bathtubs!
Unique Refinishers is the nation's oldest and largest bathtub repair, reglazing and restoration company. You can be assured of the highest quality workmanship and materials. Coast to Coast.

UR **UNIQUE®**
REFINISHERS, INC.

Nationwide 1-800-332-0048

Atlanta 770-945-0072



www.uniquerefinishers.com

We specialize in fiberglass Bathtub & Jacuzzi Repairs

Slip Resistant Bottoms

FORMERLY

HOTEL VANITIES INTERNATIONAL



SINCE 1999,
GLOBAL LEADER
IN HOSPITALITY
PRODUCTS

Vanity Tops & Bases
Shower Surrounds & Pans
Granite & Quartz
Domestic & Import Options

Visit our website to download our Catalog
vanitiesinternational.com

888-457-7465
sales@VanitiesInt.com



5 Years Warranty
Easy Financing

5000+ HOTELS-MOTELS WORLD-WIDE TRUST

MATRIX COMMUNICATION & SECURITY SOLUTIONS FOR EFFICIENT FUNCTIONING

- Hospitality IP Phone System
- Time-Attendance and Access Control
- HD IP Security-Camera System



MATRIX
TELECOM | SECURITY

Call: 1-(800)-283-0539
Fax: (888) 717-7472
sales@matrixhotelpbx.com
www.matrixhotelpbx.com

SLG
Saltzman Law Group

A law firm focusing in all matters hospitality and franchise.

Contact us for a free consultation.

Richard Saltzman, Esq.

973.933.2418
rs@saltzmanlg.com
[@SaltzmanLawGroup](https://www.linkedin.com/company/saltzmanlawgroup)

- Liquidated Damage Settlements
- Dispute Resolution
- Franchise Agreement Negotiation
- Franchise Registration

www.saltzmanlawgroup.com

B&C Technologies

17740 Ashley Drive, Suite 109
Panama City Beach, FL 32413
Ph: (850) 249-2222
Fax: (850) 249-2226
Web: www.bandctech.com

Designed for savings, engineered for performance and built for long life. B&C Technologies is focused on building equipment designed to exceed the toughest standards while maintaining the lowest cost of ownership. Each machine begins with a solidly built frame and utilizes simple design to ensure minimal downtime while maximizing savings and productivity. With washers ranging from 30-475 pounds, complementary dryers, ironers, feeders, and folders B&C is your one stop for all your laundry needs.

Chase Merchant Services

14221 Dallas Parkway, Building Two
Dallas, TX 75254
Ph: (800) 824-4313
Web: merchants.chasepaymentech.com

Chase Merchant Services is the global payment acceptance and merchant acquiring business of JPMorgan Chase & Co. and a leading provider of payment, fraud management and data security solutions capable of authorizing transactions in more than 130 currencies. Customers benefit from custom rate pricing that helps save you money, fraud prevention tools to help keep your business secure, 24/7/365 in-house customer support and over 30 years' of experience in payment processing.

Red Lion Hotel Corp - Sonesta

1550 Market Street, #500
Denver, CO 80202
Ph: (303) 809-9916
Web: www.sonesta.com

Sonesta International Hotels Corporation is one of the fastest-growing hospitality companies in the U.S., currently celebrating an approximate 350% increase in its managed hotel portfolio since August 2020. Encompassing nearly 300 hotels, Sonesta operates across seven brands throughout the U.S., Canada, Chile, Colombia, Ecuador, Egypt, Peru and St. Maarten. Sonesta also owns Red Lion Hotels Corporation, boasting eight additional brands, consisting of nearly 900 franchise properties across the U.S. and Canada. Visit Sonesta.com/development or franchise.rlhco.com.

Rinnai

103 International Drive
Peachtree City, GA 30269
Ph: (404) 434-2750
Fax: (916) 315-3947
Web: www.rinnai.us

Rinnai offers worry-free hot water for any size business. More North American businesses rely on Rinnai for hot water than any other tankless manufacturer. It's because we won't waste your time: We promise a 48-hour return on our quotes and 100% guaranteed accuracy on each custom system sizing. Count on worry-free ownership with the industry's most complete set of commercial services and the industry's leading warranty.

Watco Manufacturing Company

2121 Waynoka Road Ed
Colorado Springs, CO 80915
Ph: (719) 572-2667
Email: eclark@wcmind.com
Web: www.wcind.com

Watco Manufacturing Company is the leading manufacturer of bath waste products including bathtub drains, bath stoppers and bathtub trim kits. Headquartered in Independence, Missouri, Watco is committed to high quality manufacturing, excellent customer service and ongoing innovation; Watco has earned over 100 patents. Professional plumbers choose Watco products because of their reliable quality. Watco products are backed by a limited 5-year warranty, save plumbers time and money and offer residential and commercial owners years of trouble-free operation and minimal maintenance.

Wyndham Hotels and Resorts

22 Sylvan Way
Parsippany, NJ 07054
Ph: (800) 889-9710
Web: www.wyndhamdevelopment.com

At Wyndham, we put owners at the center of everything we do. As the world's largest hotel franchising company, we have over 8,900 hotels across nearly 95 countries. The Company operates a portfolio of 20 hotel brands, including Super 8®, Days Inn®, Ramada®, Microtel®, La Quinta®, Baymont®, Wingate®, Trademark Collection® and Wyndham®. The company's award-winning loyalty program—Wyndham Rewards—drives on average nearly 40% of all hotel stays for our owners. For more information, visit www.wyndhamdevelopment.com

Alvi Satellites11
www.alvidirect.com

B&C Technologies..... 44
www.bandctech.com

B&C Technologies.....50

Chase Merchant Services.....50
merchants.chasepaymentech.com

Chase Merchant Services.....4
www.dish.com

DISH Business8-9
www.dish.com

Friedrich Air Conditioning.....3
aahoa.friedrich.com

Global Safe Corporation49
hotelsafes.com

Goodman Global, Inc. Inside Back Cover
www.amana-ptac.com

Kinsley Carpet Mills 48
www.kinsleycarpets.com

Matrix Telecom49
www.matrixhotelpbx.com

Patel & Associates.....50
www.patellaw.net

Red Lion Hotel Corp - Sonesta.....50
www.sonesta.com

Red Lion Hotel Corp -
Sonesta.....Inside Front Cover
franchise.rlhco.com

Red Roof Inn13
redrooffranchising.com

Rinnai50
www.rinnai.us

Rinnai7
Rinnai.us/demand

Saltzman Law Group, LLC.....49
www.saltzmanlawgroup.com

Tempur Sealy15
tempursealyhospitality.com

Unique Refinishers49
uniquerefinishers.com

Vanities International.....49
vanitiesinternational.com

Watco Manufacturing Company.....31
www.watcomfg.com

Watco Manufacturing Company.....50
www.wcind.com

Wyndham Hotels and Resorts50
www.wyndhamdevelopment.com

Wyndham Hotels
and Resorts.....Outside Back Cover
workwithwyndham.com

CLASSIFIEDS

**FRANCHISE
LITIGATION**



Legal assistance in reviewing/
negotiating franchise agreements
and liquidated damages settlements.



Mahesh I. Patel
Patel & Associates, Attorneys at Law
Phone: 972-643-1813
Fax: 972-231-0104
Email: mpatel@patellaw.net



IT'S WHAT THEY DESERVE

Give your guests their ideal experience
with our customizable PTAC

Our PTAC features personalized options you won't find anywhere else.

Options Include:

- Make Up Air (DigiAir)
- Lighting Control
- Power Vent Kit
- High Efficiency
- Power Door Kit
 - Seacoast
 - Quiet Series
- Eden Enabled RF Radio
 - Hydronic
 - Custom Accessories

Pick and choose, or choose them all. The perfect environment is in your hands.



Call your Amana® brand PTAC sales representative at 800-647-2982 for complete details.

WWW.AMANA-PTAC.COM

“ We grew up in a Days Inn—it was my home. So investing with Wyndham is special to me, because you really do feel like family. ”

Mihir “Mark” Pankaj, Days Inn by Wyndham, Paris, TX



HEAR WHAT OUR OWNERS ARE SAYING

Scan the code to watch our owner testimonials or visit workwithwyndham.com to learn more.

WYNDHAM
HOTELS & RESORTS



**WYNDHAM
REWARDS**

VISIT WORKWITHWYNDHAM.COM OR CALL 800-889-9710

This is not an offer. Federal and certain state laws regulate the offer and sale of franchises. An offer will only be made in compliance with those laws and regulations, which may require we provide you with a Franchise Disclosure Document. For a copy contact Wyndham Hotels & Resorts at 22 Sylvan Way, Parsippany, NJ 07054. All hotels are independently owned and operated with the exception of certain hotels managed or owned by a subsidiary of the company. © 2021 Wyndham Hotels & Resorts, Inc. All rights reserved.