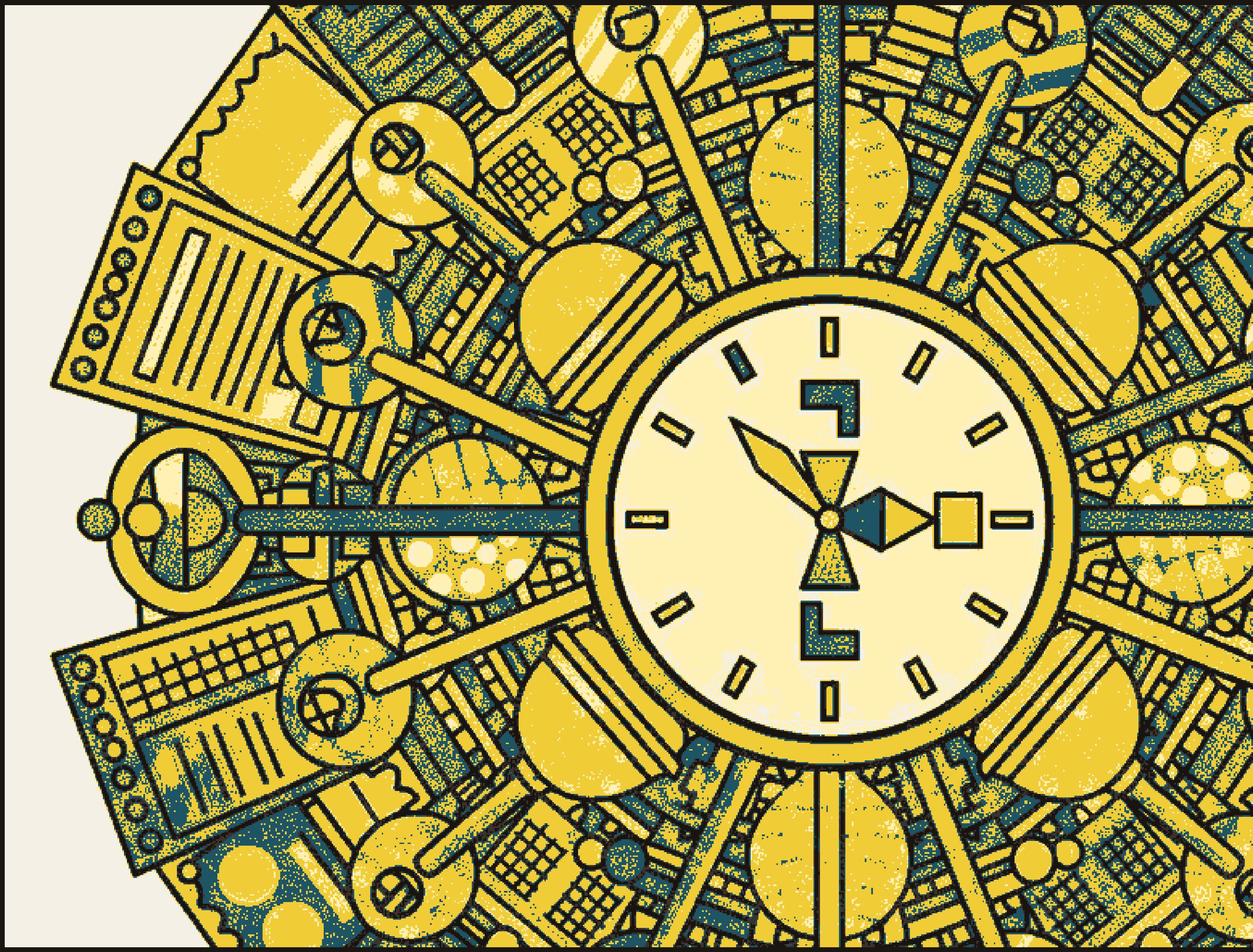
THE STRAIGHTFORWARD GUIDE TO

WF-07

OBLIGATION TRACKING

Fifteen calendars, and none of them talk to each other



mrwilson

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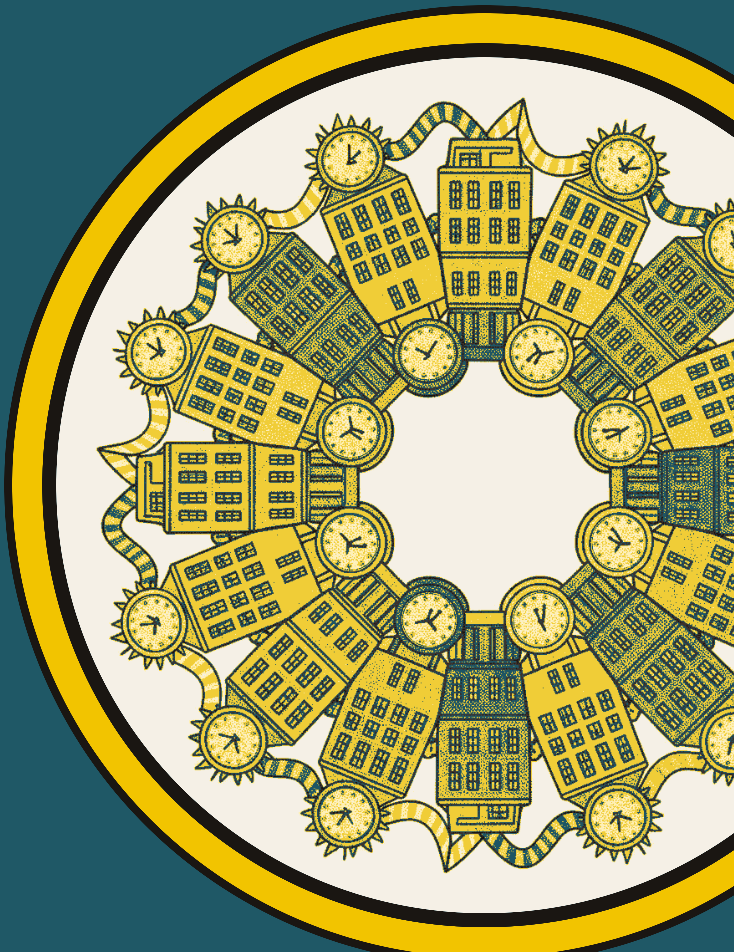
ONE FIX AT A TIME

WHAT YOU'LL LEARN



PREPARED FOR
NEW ENGLAND MULTI-PROPERTY HOTEL OPERATORS

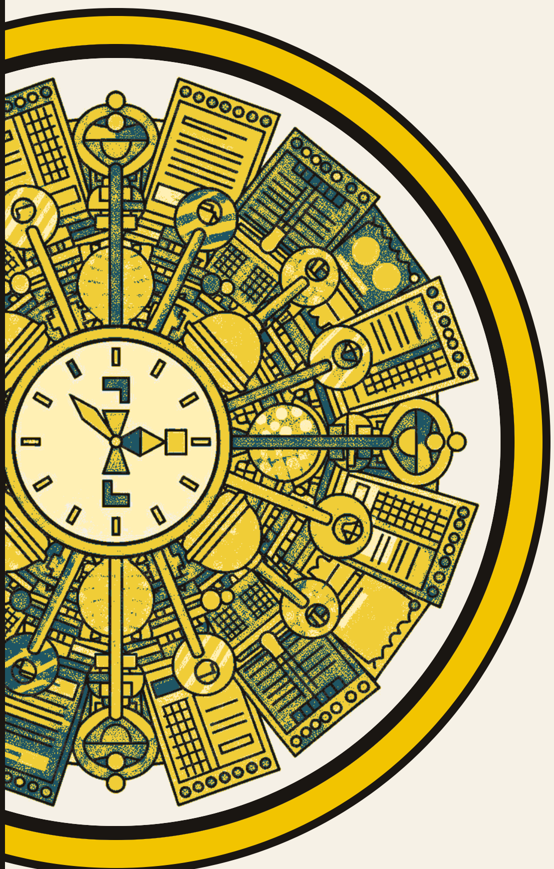
SIXTY CLOCKS

Why one property is easy

One hotel is not hard to run. It has a health inspection, a fire sign-off, an elevator certificate and a pool permit, and a capable general manager holds all four dates in their head without writing them down. For a single building, that is a perfectly good system.

Fifteen buildings is a different job, and not by a factor of fifteen. Each property sits under its own authorities, in its own municipality, sometimes in a different state, with its own history of when things were last signed and by whom.

The corporate office is not managing obligations at that point. It is managing fifteen people who are each managing their own obligations, which is a subtly different and much harder thing to be accountable for.



CLOCKS & KEYS

THE NUMBERS

Fifteen properties carrying four core obligations each is sixty renewal dates — before licences, and before anything brand-specific is counted.

WORTH KNOWING

Health, fire, elevator and pool records are public. The information needed to hold every date already exists outside the building; it simply is not gathered anywhere in one place.

THE TAKEAWAY

Nobody in this story is careless. The failure is structural: no one person was ever holding all fifteen calendars at once.

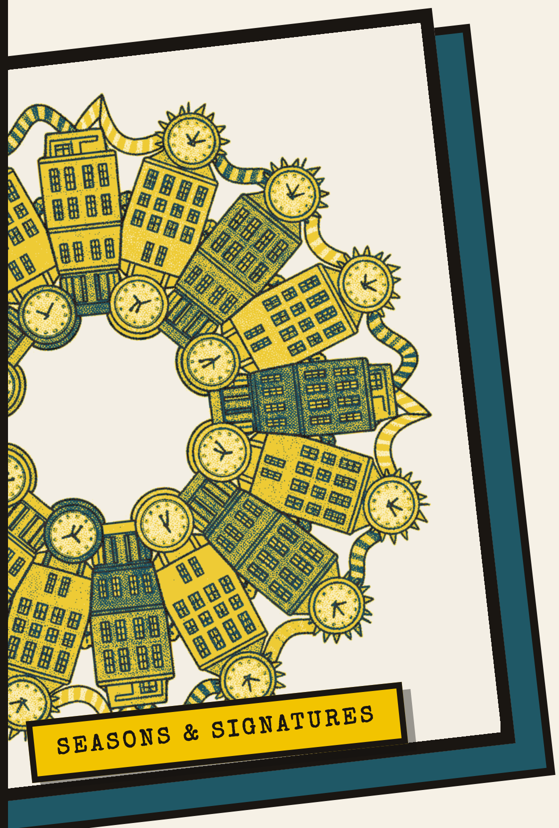
ILLUSTRATION · MR. WILSON STUDIO

Been there twice.

SHOP-FLOOR FACT: THE HANDOVER When a property changes managers, the dates that lived in somebody's head leave the building with them — and the new manager inherits a gap they cannot see.

THE QUIET EXPIRY

How a certificate expires quietly



Some obligations are loud. A health inspection arrives with an inspector, a date and a conversation. Others are quiet, and the quiet ones are the ones that lapse.

A pool certificate on a seasonal property has no daily reminder that it exists. Nothing about a closed pool in February suggests a document is ageing. The obligation surfaces when the season opens, or when somebody outside the company notices first — which is the most expensive way for anyone to learn anything.

Multiply that across three states and three brands, each with different renewal periods and notice requirements, and there is no single calendar available to inherit. There is only the one somebody builds.

THE NUMBERS

Renewal periods and notice requirements differ by state and by municipality, so a portfolio spanning three states is running at least three different rule sets simultaneously.

WORTH KNOWING

Counting days remaining rather than printing dates removes the mental arithmetic. Exposure becomes readable at a glance instead of requiring a calculation per property.

THE TAKEAWAY

Ninety days of warning and zero days of warning are the same information, discovered at different times, at wildly different cost.

ILLUSTRATION · MR. WILSON STUDIO

Put my initials on it.

SHOP-FLOOR FACT: WHO SIGNS Every obligation on the board carries a named owner, assigned before a lapse rather than argued about after one.

EVERY STEP IS NAMED

And the last one is a person

1
IT READS
The public record per property — health, fire, elevator, pool — plus whatever certificates you already hold.

2
IT COUNTS
Days remaining on every obligation rather than printing dates, so exposure reads without arithmetic.

3
IT PRINTS
The board: every property, every clock, and a named owner beside each item.

4
A PERSON INITIALS
Nothing renews, files or schedules itself. The board prepares the decision; a named person makes it.

IF A RECORD IS UNAVAILABLE

The obligation shows as UNCONFIRMED. A registry that refuses the request is logged as refused, not quietly skipped.

IF A DATE IS DISPUTED

Both the record's date and yours appear, flagged, for a person to reconcile.

IF IT IS SIMPLY WRONG

It surfaces at the weekly review with ninety days of runway — which is the entire point of ninety days.

WHAT IT CANNOT DO

Renew a licence, book an inspection, contact an authority, or sign anything.

"A guest found that expired certificate before we did."

ON THE RECORD, OFF THE LOT: Denise Fortier is a character from the Mr. Wilson field film — written from the hospitality dive and played by an actor. A composite of what the research found. Not a client, and not a customer testimonial.

Denise Fortier

FIFTEEN HOTELS · THREE STATES · THREE BRANDS

Who holds the renewal dates?

— Fifteen general managers, each holding their own. That works right up until somebody leaves.

What happens then?

— The dates that lived in their head leave the building with them, and the next manager inherits a gap they cannot see.

What surfaced first?

— A pool certificate, on a property that sat empty through the off season. Nothing about a closed pool says a document is ageing.

Who told you?

— A guest. On a Saturday. That is the most expensive way anybody learns anything.

AND FROM THE OTHER SIDE OF THE DESK

"The board prints what is due. A named person initials it. I have never once wanted that step to happen without me."

MRS. WILSON · SHE RUNS THE SHOP · ALSO A CHARACTER

SO HOW DO I ACTUALLY START?

The audit is free and it reads the public record. Here is what a due board does once it is running:

1	**Reads the record**	Health, fire, elevator and pool records are public. The board reads them rather than asking a manager to remember.
2	**Counts days, not dates**	Exposure across the whole portfolio reads at a glance, without arithmetic.
3	**Names an owner**	Every obligation carries a person, assigned before a lapse rather than after one.
4	**Leaves you the warning**	Ninety days of notice instead of none, on a page anybody can inherit. It prepares what is due; a named person initials it.

One fix at a time. You keep the keys.

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