

# HOTEL COST

## ESTIMATING GUIDE 2023



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# HOTEL COST ESTIMATING GUIDE

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# GUIDE TO THE COST GUIDE

by Warren G. Feldman, AIA, ISHC  
*CEO of Nehmer | Principal of HVS Design*

The 2023 Hotel Cost Estimating Guide is the fifteenth edition of this comprehensive planning tool. Nehmer and HVS Design developed the Guide to examine construction and FF&E costs for renovations in each hotel tier. The Guide is intended to be just that - a guide to help provide approximate costs for your softgoods or full renovation with flexibility to customize your preliminary budget to fit your scope. As with any generic budgeting tool, the final costs for a specific project should be developed on a case-specific basis. Below are some tips to aid in directing you to get the most out of this helpful tool.

## Overall

The Guide is divided into six hotel tiers. Each tier has an assumed hotel size and configuration from which the cost data is derived. The assumptions are a way for you to compare against your property to help determine which tier and hotel size it fits.

Once you have selected a hotel tier, you should determine if you want a quick budget number or want to develop a more detailed version of the budget. For quick numbers use the summary pages (Pages 10 and 11). If you want a detailed budget, then use the detailed numbers within the tier you have selected.

The next step is to apply the scope of your renovation to the forecasted numbers, having determined which tier your hotel falls under and determined your scope of work for the renovation. Let's assume you have a six-story, 200-room hotel that needs a softgoods guestroom renovation, but you are planning to keep the artwork, lighting, and soft seating. Due to the type of hotel, you know that your project falls under the Upper Upscale tier.

## Softgoods Renovation

For a quick preliminary budget using the summary page only, you would use the guestroom softgoods renovation price for an Upper Upscale hotel in the cost range of between \$9,104 and \$12,890. Now, skip ahead to the adjustments section.

For a more detailed budget you would skip ahead to the Guestroom Softgoods Renovation for the Upper Upscale (page 64) category, and highlight each item that you are replacing including demo and FF&E installation. Each item has a cost range (low to high) and an average cost. Utilizing the average cost number will provide you with the general idea of the cost. Add up the select items needed for your renovation and multiply by the number of keys. This number will provide you with an approximate idea of how much it will cost to do a basic softgoods renovation including construction and FF&E.

### Guestroom Softgoods Renovation

Assume guestroom area of approximately 15' x 24' and 7' x 8' entry / closet area (472 SF). Ceilings 9' AFF. Painted drywall.

|  | RANGE      |    | AVERAGE                          |
|--|------------|----|----------------------------------|
| Demolition   | \$412.50   | to | \$587.50                         |
| FF&E Installation  | \$215.45   | to | \$510.19                         |
| Artwork, Mirrors, and Accessories (Installed Package)    | \$728.12   | to | \$1,114.55                       |
| Full-height Framed Dressing Mirror                       | \$247.67   | to | \$348.76                         |
| Bed Skirt or Box Spring Cover                            | \$191.04   | to | \$227.18                         |
| Decorative Pillow  | \$118.70   | to | \$154.28                         |
| Carpet and Pad   | \$1,015.60 | to | \$1,186.40                       |
| Desk Lamp  | \$137.47   | to | \$171.61                         |
| Floor Lamp   | \$206.87   | to | \$276.59                         |
| End Table Lamp   | \$202.02   | to | \$257.80                         |
| Nightstand or Bracket Lamp (2)                           | \$317.61   | to | \$423.90                         |
| Welcome Light (in Existing Location)                     | \$252.28   | to | \$359.65                         |
| Desk Chair (including Fabric)                            | \$380.01   | to | \$502.74                         |
| Lounge Chair (including Fabric)                          | \$737.46   | to | \$966.74                         |
| Ottoman (including Fabric)                               | \$545.23   | to | \$718.71                         |
| Sleeper Sofa (including Fabric; Assumes King Rooms Only) | \$596.57   | to | \$771.23                         |
| Paint Textured or Drywall Ceiling                        | \$409.42   | to | \$534.95                         |
| Paint Trim (Base and Crown)                              | \$285.68   | to | \$611.14                         |
| Paint Entry Doors, Closet Doors, Frames, and Grilles     | \$155.34   | to | \$412.00                         |
| Vinyl Wallcovering (LY 54")                              | \$1,314.61 | to | \$1,792.26                       |
| Window Treatments (Sheer, Blackout, Hardware, Installed) | \$634.89   | to | \$962.27                         |
| <b>Guestroom Softgoods Renovation Cost Per Key</b>       |            |    | <b>\$9,104.53 to \$12,890.43</b> |
|  |            |    | <b>\$10,874.57</b>               |

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## Additional Renovation / Full Renovation

The Guide provides an additional level of renovation costs in the event you want to do a full renovation or even additional elements of a full renovation. Armed with your softgoods renovation cost, you decide you also want to replace the beds, add a tile foyer to the entry, and get new televisions. Under the Upper Upscale Guestroom – Add for a Full Renovation category (page 64), you should highlight the three additions to your scope. Add the average costs associated with each line item.

| Guestroom - Add for a Full Renovation                    |                   |                      |                   |
|--|-------------------|----------------------|-------------------|
|  | RANGE             |                      | AVERAGE           |
| King Bedset (Box Spring, Mattress, and Frame)            | \$968.24          | to \$1,250.28        | \$1,109.26        |
| Entry Area Hard Surface Flooring                         | \$784.00          | to \$1,075.20        | \$951.27          |
| TV and Mount (HD LCD, including Programming Allowance)   | \$918.48          | to \$1,492.26        | \$1,199.02        |
| <b>Guestroom Full Renovation Additional Cost Per Key</b> | <b>\$2,670.72</b> | <b>to \$3,817.74</b> | <b>\$3,259.55</b> |

Take the additional renovation costs and add them to your total softgoods number (before you multiply by the number of keys). Take the combined total of the softgoods and additional renovation item total and multiply that number by the number of keys to get the total construction and FF&E cost for your proposed renovation.

| Total Guestroom Renovation Cost                     |                    |                       |                    |
|---|--------------------|-----------------------|--------------------|
|   | RANGE              |                       | AVERAGE            |
| Guestrooms Softgoods Renovation Cost Per Key        | \$9,104.53         | to \$12,890.43        | \$10,874.57        |
| Guestroom Full Renovation Additional Cost Per Key   | \$2,670.72         | to \$3,817.74         | \$3,259.55         |
| <b>Total Construction and FF&amp;E Cost Per Key</b> | <b>\$11,775.25</b> | <b>to \$16,708.17</b> | <b>\$14,134.12</b> |

## Adjustments

Once you have the construction and FF&E costs for your project, you also need to account for things not included in the costs above. As stated in the Guide, these costs do not include Professional Fees, Contingency, Operating Supplies + Equipment, Attic Stock, Freight or Sales Tax, the Contractor's General Conditions, Overhead and Profit, etc. Typically, the design cost of a project including the Architecture, Interior Design, Project Management, and Procurement make up about 10% of the overall budget. The freight and tax vary greatly by location and should be adjusted based upon your specific location. For the freight and tax calculation, assume that the FF&E costs are 50% of the costs of the construction and FF&E. For our sample project, we will assume it is a Midwestern location with 6% state and local tax. You also need to apply a contingency to the budget. If you are doing a quick budget, you might apply 15%. If you are doing a detailed version, it might be 10%.

| Adjustments for Preliminary Budget                   |                    |                       |                    |
|--|--------------------|-----------------------|--------------------|
|  | RANGE              |                       | AVERAGE            |
| Costs for Guestroom Renovation from the Summary Page | \$9,104.53         | to \$12,890.43        | \$10,874.57        |
| Construction Markups (20%-22% of Construction)       | \$910.45           | to \$1,417.95         | \$1,141.83         |
| Freight and Tax (16%-18%)                            | \$728.36           | to \$1,160.14         | \$924.34           |
| Professional Fees                                    | \$1,074.34         | to \$1,546.85         | \$1,294.07         |
| Contingency (15%)                                    | \$1,772.65         | to \$2,552.31         | \$2,135.22         |
| <b>Total Construction and FF&amp;E Cost Per Key</b>  | <b>\$13,590.34</b> | <b>to \$19,567.67</b> | <b>\$16,370.03</b> |

| Adjustments for Detailed Budget                      |                    |                       |                    |
|--|--------------------|-----------------------|--------------------|
|  | RANGE              |                       | AVERAGE            |
| Costs for Guestroom Renovation from the Detail Pages | \$11,775.25        | to \$16,708.17        | \$14,134.12        |
| Construction Markups (20%-22% of Construction)       | \$1,177.52         | to \$1,837.90         | \$1,484.08         |
| Freight and Tax (16%-18%)                            | \$942.02           | to \$1,503.74         | \$1,201.40         |
| Professional Fees                                    | \$1,389.48         | to \$2,004.98         | \$1,681.96         |
| Contingency (10%)                                    | \$1,528.43         | to \$2,205.48         | \$1,850.16         |
| <b>Total Construction and FF&amp;E Cost Per Key</b>  | <b>\$16,812.70</b> | <b>to \$24,260.26</b> | <b>\$20,351.72</b> |



### About the Author

Mr. Feldman has expertise in all facets of Project Management, Architecture, Interior Design, Design Management, and Construction Administration. His experience includes work as Architect and Owner's Representative in the direction and management of commercial, institutional, educational, residential, and hospitality projects. Complementing his education in Architecture, Mr. Feldman completed his Juris Doctorate from Georgetown University in December 1998 and is a member of the Maryland Bar.

# ABOUT THE COST GUIDE

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### 2023 COST GUIDE CONTRIBUTORS

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The Nehmer and HVS Design Team would like to thank the above firms for the large amount of time they volunteered to provide us with unit cost data for each of the categories and sub-categories included in the Guide. Nehmer and HVS Design have successfully worked with each of these firms on past projects. All of them are well-known, regionally- or nationally-based contractors that specialize in the hospitality industry. These organizations are acutely aware of the crucial need for efficient operation in hotels with regard to noise and guest satisfaction, as well as the primary need to produce complete, guest-ready hotel rooms, broad areas of costs that will likely apply to most types of hotel renovations, and can provide preliminary insight when planning for such work.



# ABOUT THE COST GUIDE

## TIERS, CRITERIA, AND CATEGORIES

### HOTEL MARKET TIERS | MODEL HOTEL CRITERIA

Line item costs included in this Guide have been estimated using the following models in each hotel tier:

**Economy** | 90 guestrooms, 3 stories (all with guestrooms), 30 rooms/floor

**Extended Stay** | 150 guestrooms, 4 stories (all with guestrooms), 38 rooms/floor

**Midscale** | 135 guestrooms, 5 stories (all with guestrooms), 27 rooms/floor

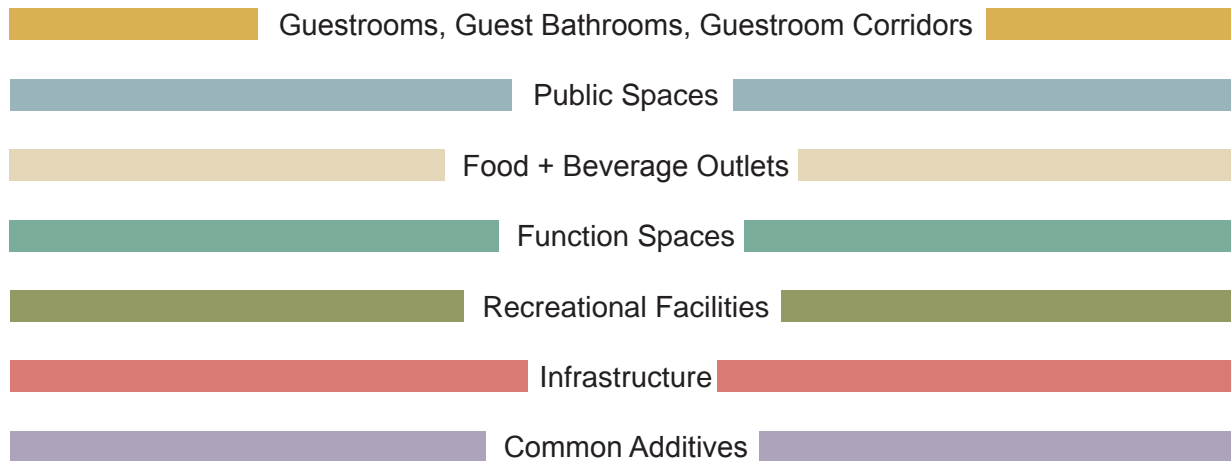
**Upscale** | 304 guestrooms, 9 stories (8 with guestrooms), 34 rooms/floor

**Upper Upscale** | 192 guestrooms, 25 suites, 7 stories (6 with guestrooms), 31 bays/floor

**Luxury** | 200 guestrooms, 20 suites, 6 stories (5 with guestrooms), 37 bays/floor

### COST CATEGORIES

Renovation costs in this Guide have been separated into the following cost categories. Throughout the Guide, the colors shown in the chart below are used to indicate each category.



When using this Guide, please note that since project-specific conditions will affect the final cost of every renovation project, this Estimating Guide will not include all costs for each hotel renovation. Costs such as Professional Fees, Contingency, Operating Supplies + Equipment, Attic Stock, Freight, Sales Tax, etc. have not been included. However, this Guide does identify broad areas of costs that will likely apply to most types of hotel renovations and can provide preliminary insight when planning for such work.

# HOTEL COST ESTIMATING GUIDE 2023 SUMMARY

Cost Per Guestroom | Per Seat | Per Square Foot

|  |   | Economy                                | Extended Stay                           | Midscale                                 |
|--|---|--|---|--|
| <b>Guestrooms &amp; Corridors</b>  |   |  |   |  |
| Guestroom  | Softgoods Renovation                            | \$2,715 to \$4,153 Per Guestroom       | \$7,085 to \$10,131 Per Guestroom       | \$5,517 to \$7,834 Per Guestroom         |
|  | Add for Full Renovation                         | \$2,347 to \$3,356 Per Guestroom       | \$11,248 to \$16,420 Per Guestroom      | \$4,543 to \$6,243 Per Guestroom         |
| Bathroom   | Softgoods Renovation (1)                        | \$802 to \$1,317 Per Guestroom         | \$1,064 to \$1,754 Per Guestroom        | \$1,374 to \$2,266 Per Guestroom         |
|  | Add for Full Renovation (2)                     | \$4,432 to \$6,225 Per Guestroom       | \$9,702 to \$12,171 Per Guestroom       | \$9,138 to \$11,281 Per Guestroom        |
| Guestroom Corridors (3,4)  |   | \$487 to \$753 Per Guestroom           | \$973 to \$1,368 Per Guestroom          | \$1,098 to \$1,509 Per Guestroom         |
| <b>Public Spaces</b>   |   |  |   |  |
| Lobby  | Softgoods Renovation (5)                        | \$37 to \$51 Per SF (180)              | \$13 to \$17 Per SF (1400)              | \$12 to \$16 Per SF (2500)               |
|  | Add for Full Renovation                         | \$171 to \$226 Per SF (180)            | \$84 to \$115 Per SF (1400)             | \$74 to \$102 Per SF (2500)              |
| Marketplace / Sundries   | Full Redo                                       | N/A                                    | \$499 to \$764 Per SF (85)              | \$502 to \$767 Per SF (85)               |
| Public Restrooms   | Softgoods Renovation                            | \$7 to \$11 Per SF (80)                | \$10 to \$15 Per SF (480)               | \$13 to \$19 Per SF (480)                |
|  | Add for Full Renovation                         | \$84 to \$115 Per SF (80)              | \$90 to \$125 Per SF (480)              | \$89 to \$129 Per SF (480)               |
| <b>Food &amp; Beverage Facilities</b>  |   |  |   |  |
| Restaurant<br><i>(Economy: Breakfast Bar Only)</i>                           | Softgoods Renovation                            | \$23 to \$33 Per SF (400)              | \$32 to \$44 Per SF (1400)              | \$35 to \$48 Per SF (1296)               |
|  | Add for Full Renovation                         | \$780 to \$1,110 Per Seat (12)         | \$581 to \$814 Per Seat (76)            | \$658 to \$924 Per Seat (68)             |
|  |   | \$51 to \$77 Per SF (400)              | \$84 to \$125 Per SF (1400)             | \$113 to \$173 Per SF (1296)             |
|  |   | \$1,708 to \$2,571 Per Seat (12)       | \$1,553 to \$2,300 Per Seat (76)        | \$2,155 to \$3,301 Per Seat (68)         |
| Bar & Lounge   | Softgoods Renovation                            | N/A                                    | N/A                                     | \$56 to \$77 Per SF (720)                |
|  |   | N/A                                    | N/A                                     | \$740 to \$1,033 Per Seat (54)           |
|  | Add for Full Renovation                         | N/A                                    | N/A                                     | \$192 to \$271 Per SF (720)              |
|  |   | N/A                                    | N/A                                     | \$2,564 to \$3,614 Per Seat (54)         |
| Kitchen (6)<br><i>(Economy: Storage Pantry Only)</i>                         | Excl. Equipment                                 | N/A                                    | \$67 to \$117 Per SF (80)               | \$82 to \$122 Per SF (400)               |
|  | Select Kitchen Equipment                        | N/A                                    | \$40 to \$52 Per SF (80)                | \$72 to \$95 Per SF (400)                |
| <b>Function Spaces</b>   |   |  |   |  |
| Prefunction  | Softgoods Renovation                            | N/A                                    | N/A                                     | \$23 to \$32 Per SF (750)                |
|  | Add for Full Renovation                         | N/A                                    | N/A                                     | \$89 to \$138 Per SF (750)               |
| Ballroom   | Softgoods Renovation                            | N/A                                    | N/A                                     | N/A                                      |
|  | Add for Full Renovation                         | N/A                                    | N/A                                     | N/A                                      |
| Meeting Rooms  | Softgoods Renovation                            | N/A                                    | \$17 to \$24 Per SF (552)               | \$15 to \$21 Per SF (2964)               |
|  | Add for Full Renovation                         | N/A                                    | \$74 to \$104 Per SF (552)              | \$86 to \$128 Per SF (2964)              |
| Board Rooms  | Softgoods Renovation                            | N/A                                    | N/A                                     | N/A                                      |
|  | Add for Full Renovation                         | N/A                                    | N/A                                     | N/A                                      |
| <b>Guest Amenities</b>   |   |  |   |  |
| Exercise Facility  | Softgoods Renovation                            | N/A                                    | \$21 to \$35 Per SF (728)               | \$27 to \$37 Per SF (728)                |
|  | Add for Full Renovation (7)                     | N/A                                    | \$122 to \$157 Per SF (728)             | \$127 to \$165 Per SF (728)              |
| Outdoor Swimming Pool (8)  |   | N/A                                    | \$18 to \$31 Per SF (1656)              | \$21 to \$36 Per SF (1656)               |
| Indoor Swimming Pool (8,9)   |   | N/A                                    | \$68 to \$92 Per SF (1656)              | \$71 to \$98 Per SF (1656)               |
| Outdoor Amenities  |   | N/A                                    | \$53,019 to \$85,748 Allowance          | \$58,123 to \$93,676 Allowance           |
| <b>Infrastructure</b>  |   |  |   |  |
| Outdoor Parking (Seal Lot & Stripe Spaces)                                   |   | \$605 to \$1,310 Per Space (100)       | \$605 to \$1,310 Per Space (175)        | \$605 to \$1,310 Per Space (150)         |
| Indoor Parking Structure Renovation  |   | N/A                                    | N/A                                     | N/A                                      |
| Landscaping (10)   |   | \$14,441 to \$24,261 Allowance         | \$28,882 to \$39,424 Allowance          | \$28,882 to \$39,424 Allowance           |
| <b>Common Additives (11)</b>   |   |  |   |  |
| New RFID Key System (Nested WiFi)  |   | \$382 to \$547 Per Key                 | \$382 to \$547 Per Key                  | \$382 to \$547 Per Key                   |
|  | Elevator Cab Finishes                           | \$8,665 to \$12,131 Per Cab            | \$12,275 to \$18,651 Per Cab            | \$12,275 to \$15,019 Per Cab             |
| Elevator Modernization   | Hydraulic, per Cab                              | \$60,949 to \$81,608 Per Cab (3 Stops) | \$81,266 to \$108,811 Per Cab (4 Stops) | \$101,582 to \$136,013 Per Cab (5 Stops) |
|  | Traction, per Cab                               | N/A                                    | N/A                                     | N/A                                      |
| Escalator Modernization  |   | N/A                                    | N/A                                     | N/A                                      |
| Electronic Signage Boards  | Basic System - One Lobby Screen (42" diag.)     | N/A                                    | N/A                                     | \$14,441 to \$19,712 Per Screen          |
|  | Additional Lobby / Prefunction screens          | N/A                                    | N/A                                     | N/A                                      |
|  | Additional Meeting Room Door Screen (18" diag.) | N/A                                    | N/A                                     | N/A                                      |
| PTAC Unit Direct Replacement, NIC Finishes                                   | \$1,083 to \$1,402 Each                         | \$1,300 to \$1,516 Each                | \$1,372 to \$1,699 Each                 |  |
| Two-Pipe Horizontal Fan Coil Unit Direct Replacement, NIC Finishes           |   | N/A                                    | N/A                                     | N/A                                      |
| Four-Pipe Vertical Fan Coil Unit Direct Replacement with Drywall Repair      |   | N/A                                    | N/A                                     | N/A                                      |
| Laundry Equipment (Direct Equipment Replacement with Access)                 |   |  |   |  |
| 75# Washer   | \$28,882 to \$39,424 Each                       | \$28,882 to \$39,424 Each              | \$28,882 to \$39,424 Each               | \$28,882 to \$39,424 Each                |
| 125# Dryer   | \$43,323 to \$54,587 Each                       | \$43,323 to \$54,587 Each              | \$43,323 to \$54,587 Each               | \$43,323 to \$54,587 Each                |
| Ironer / Folder  | \$144,411 to \$163,762 Each                     | \$144,411 to \$163,762 Each            | \$144,411 to \$163,762 Each             | \$144,411 to \$163,762 Each              |
| Porte Cochere - Re-image: Demolish and Replace                               |   | \$14,441 to \$60,653 Allowance         | \$14,441 to \$60,653 Allowance          | \$14,441 to \$60,653 Allowance           |
| Guestroom ADA Modifications  |   |  |   |  |
| Bathroom Roll-in Shower Room   | \$16,780 to \$24,953 Per Key                    | \$16,780 to \$33,360 Per Key           | \$18,070 to \$38,124 Per Key            |  |
| Exterior Signage - Monument - New Graphics on Existing Sign                  | \$16,295 to \$36,140 Per Key                    | \$20,041 to \$37,547 Per Key           | \$20,041 to \$39,713 Per Key            |  |
| Exterior Signage - Highway - New Graphics on Existing Sign                   | \$7,221 to \$10,614 Each                        | \$14,441 to \$21,228 Each              | \$14,441 to \$21,228 Each               |  |
| Exterior Signage - New Exterior Brand Sign in Existing Location              | \$28,882 to \$39,424 Each                       | \$36,103 to \$47,006 Each              | \$36,103 to \$47,006 Each               |  |
| Exterior Signage - New Exterior Brand Sign in Existing Location              | \$28,882 to \$34,875 Each                       | \$43,323 to \$54,587 Each              | \$43,323 to \$54,587 Each               |  |
| Dumpster Enclosure (CMU Walls, Wood Gate, Bollards, Concrete Pad)            | \$11,175 to \$22,240 Each                       | \$11,175 to \$22,240 Each              | \$11,175 to \$22,240 Each               |  |
| Power-operated, Bi-parting Entrance Doors (Inner and Outer at a Vestibule)   | \$38,920 to \$41,700 Per Pair                   | \$38,920 to \$41,700 Per Pair          | \$38,920 to \$41,700 Per Pair           |  |
| Fireplace - Natural Gas with Stone Hearth and Surrounding Wall (Public Area) |   | \$7,920 to \$26,097 Allowance          | \$7,920 to \$26,097 Allowance           |  |
| Add Screening for Buffet in Restaurant                                       |   | N/A                                    | N/A                                     |  |
| Replace Guestroom Entry Door and Hardware                                    | \$765 to \$1,250 Each                           | \$765 to \$1,250 Each                  | \$915 to \$1,250 Each                   |  |
| Replace Guestroom Connecting Doors and Hardware                              | \$1,529 to \$2,363 Each                         | \$1,529 to \$2,450 Each                | \$1,946 to \$2,641 Each                 |  |
| Replace Corridor Service Doors and Hardware                                  | \$956 to \$1,642 Each                           | \$956 to \$1,642 Each                  | \$1,216 to \$1,916 Each                 |  |
| Replace Guestroom Closet Door with Pair of Swing Doors and Hardware          |   | \$487 to \$925 Per Pair                | \$556 to \$925 Per Pair                 |  |
| Replace Guestroom Bath Door with Barn Door and Hardware                      |   | \$1,182 to \$1,460 Each                | \$1,182 to \$1,460 Each                 |  |
| Incremental Add for LVT in Guestroom Instead of Carpet                       |   | \$1,671 to \$3,721 Each                | \$1,671 to \$3,721 Each                 | \$1,351 to \$3,697 Each                  |

# HOTEL COST ESTIMATING GUIDE 2023 SUMMARY

Cost Per Guestroom | Per Seat | Per Square Foot

## Upscale

## Upper Upscale

## Luxury

## General Notes

1. This estimating information is a guideline only. Before utilizing this information for any renovation, a full budget estimate should be prepared by Nehmer and HVS Design.
2. Sources: Nehmer historical data, misc. purchasing organization unit price information, input from U.S. General Contractors, geographically diverse.
3. Costs indicated in this Estimating Guide do NOT include Professional Fees, Contingency, Operating Supplies, and Equipment, Attic Stock, Freight or Sales Tax, etc.
4. Costs indicated in this Estimating Guide do NOT include the Contractor's General Conditions, Overhead and Profit. Cost for Performance Bonds and Building Permits are NOT included.
5. Room mix assumption: 50% King, 50% Double bedded.

## Footnotes

1. Includes vanity light, vinyl wallcovering, framed mirror, or back-lit mirror, paint ceiling.
2. Adds vanity (base), vanity top, faucet, stone / tile tub surround, shower valve, tub diverter, tub drain, tub refinish, porcelain tile floor with tile base.
3. Includes carpet and double stick pad, vinyl wallcovering, sconce lighting, artwork, window treatments, paint ceiling, painted millwork running trim, furniture, signage, and ice machines.
4. The guestroom component of a guest corridor occupies an area equal to the width of the guestroom, full height, and one half of the corridor width.
5. Includes finishes and lighting upgrades, no electrical, HVAC or life safety upgrades, nor any reconfiguration.
6. Allowance only; varies with site.
7. Assumes treadmills, elliptical, stationary bike, small free weights, small universal, towel display, dirty towel hamper, art, vinyl wallcovering, lighting, and flooring.
8. Resurface pool bottom, resurface pool deck, new pool furniture; pool equipment, includes ADA lift.
9. Includes interior finishes, lighting, pool pak HVAC.
10. Allowance only; varies geographically.
11. Costs listed in common additives section are for items not typically included in the renovation scopes for the major categories. These costs assume that a full renovation is also occurring at the time of construction.

|                                   |
|-----------------------------------|
| \$6,898 to \$9,716 Per Guestroom  |
| \$8,484 to \$11,483 Per Guestroom |

|                                    |
|------------------------------------|
| \$9,105 to \$12,890 Per Guestroom  |
| \$12,959 to \$18,493 Per Guestroom |

|                                    |
|------------------------------------|
| \$15,792 to \$22,248 Per Guestroom |
| \$24,551 to \$35,054 Per Guestroom |

|                                   |
|-----------------------------------|
| \$1,703 to \$2,707 Per Guestroom  |
| \$9,902 to \$12,822 Per Guestroom |

|                                    |
|------------------------------------|
| \$1,962 to \$3,208 Per Guestroom   |
| \$12,191 to \$16,705 Per Guestroom |

|                                    |
|------------------------------------|
| \$3,551 to \$5,472 Per Guestroom   |
| \$20,066 to \$29,049 Per Guestroom |

|                                  |
|----------------------------------|
| \$1,371 to \$1,893 Per Guestroom |
|----------------------------------|

|                                  |
|----------------------------------|
| \$1,793 to \$2,451 Per Guestroom |
|----------------------------------|

|                                  |
|----------------------------------|
| \$1,950 to \$2,768 Per Guestroom |
|----------------------------------|

|                              |
|------------------------------|
| \$13 to \$19 Per SF (3500)   |
| \$122 to \$177 Per SF (3500) |

|                              |
|------------------------------|
| \$17 to \$24 Per SF (4800)   |
| \$128 to \$188 Per SF (4800) |

|                              |
|------------------------------|
| \$30 to \$43 Per SF (4000)   |
| \$203 to \$292 Per SF (4000) |

|                             |
|-----------------------------|
| \$364 to \$558 Per SF (205) |
|-----------------------------|

|                             |
|-----------------------------|
| \$367 to \$566 Per SF (205) |
|-----------------------------|

|     |
|-----|
| N/A |
|-----|

|                              |
|------------------------------|
| \$20 to \$29 Per SF (1440)   |
| \$126 to \$194 Per SF (1440) |

|                              |
|------------------------------|
| \$23 to \$34 Per SF (1440)   |
| \$147 to \$213 Per SF (1440) |

|                              |
|------------------------------|
| \$21 to \$30 Per SF (1920)   |
| \$167 to \$238 Per SF (1920) |

|                                   |
|-----------------------------------|
| \$40 to \$54 Per SF (3000)        |
| \$849 to \$1,166 Per Seat (140)   |
| \$121 to \$185 Per SF (3000)      |
| \$2,594 to \$3,955 Per Seat (140) |

|                                   |
|-----------------------------------|
| \$39 to \$53 Per SF (4560)        |
| \$909 to \$1,242 Per Seat (195)   |
| \$125 to \$186 Per SF (4560)      |
| \$2,917 to \$4,349 Per Seat (195) |

|                                   |
|-----------------------------------|
| \$51 to \$69 Per SF (3200)        |
| \$1,347 to \$1,843 Per Seat (120) |
| \$133 to \$188 Per SF (3200)      |
| \$3,546 to \$5,018 Per Seat (120) |

|                                  |
|----------------------------------|
| \$51 to \$70 Per SF (1600)       |
| \$904 to \$1,249 Per Seat (90)   |
| \$177 to \$252 Per SF (1600)     |
| \$3,140 to \$4,486 Per Seat (90) |

|                                  |
|----------------------------------|
| \$75 to \$103 Per SF (1200)      |
| \$1,278 to \$1,760 Per Seat (70) |
| \$248 to \$368 Per SF (1200)     |
| \$4,254 to \$6,302 Per Seat (70) |

|                                   |
|-----------------------------------|
| \$87 to \$118 Per SF (1200)       |
| \$2,000 to \$2,724 Per Seat (52)  |
| \$326 to \$529 Per SF (1200)      |
| \$7,517 to \$12,217 Per Seat (52) |

|                            |
|----------------------------|
| \$39 to \$57 Per SF (3500) |
| \$28 to \$42 Per SF (3500) |

|                            |
|----------------------------|
| \$39 to \$58 Per SF (4200) |
| \$44 to \$58 Per SF (4200) |

|                            |
|----------------------------|
| \$24 to \$35 Per SF (4200) |
| \$28 to \$37 Per SF (4200) |

|                             |
|-----------------------------|
| \$18 to \$23 Per SF (7250)  |
| \$74 to \$110 Per SF (7250) |

|                             |
|-----------------------------|
| \$21 to \$28 Per SF (6250)  |
| \$85 to \$129 Per SF (6250) |

|                              |
|------------------------------|
| \$32 to \$42 Per SF (3100)   |
| \$153 to \$220 Per SF (3100) |

|                              |
|------------------------------|
| \$13 to \$17 Per SF (8550)   |
| \$119 to \$177 Per SF (8550) |

|                              |
|------------------------------|
| \$16 to \$21 Per SF (4500)   |
| \$215 to \$326 Per SF (4500) |

|                              |
|------------------------------|
| \$17 to \$22 Per SF (4800)   |
| \$267 to \$397 Per SF (4800) |

|                              |
|------------------------------|
| \$16 to \$22 Per SF (11900)  |
| \$84 to \$121 Per SF (11900) |

|                              |
|------------------------------|
| \$24 to \$32 Per SF (8400)   |
| \$131 to \$178 Per SF (8400) |

|                              |
|------------------------------|
| \$43 to \$60 Per SF (3000)   |
| \$211 to \$287 Per SF (3000) |

|                             |
|-----------------------------|
| \$28 to \$38 Per SF (728)   |
| \$117 to \$172 Per SF (728) |

|                              |
|------------------------------|
| \$33 to \$43 Per SF (1456)   |
| \$129 to \$189 Per SF (1456) |

|                              |
|------------------------------|
| \$42 to \$56 Per SF (1456)   |
| \$174 to \$238 Per SF (1456) |

|                              |
|------------------------------|
| \$29 to \$43 Per SF (1092)   |
| \$148 to \$198 Per SF (1092) |

|                              |
|------------------------------|
| \$30 to \$42 Per SF (1456)   |
| \$152 to \$200 Per SF (1456) |

|                              |
|------------------------------|
| \$32 to \$44 Per SF (1820)   |
| \$157 to \$202 Per SF (1820) |

|                             |
|-----------------------------|
| \$30 to \$46 Per SF (2700)  |
| \$84 to \$114 Per SF (2016) |

|                             |
|-----------------------------|
| \$26 to \$39 Per SF (3300)  |
| \$97 to \$131 Per SF (2496) |

|                              |
|------------------------------|
| \$18 to \$27 Per SF (6600)   |
| \$108 to \$150 Per SF (3576) |

|                                  |
|----------------------------------|
| \$141,765 to \$254,222 Allowance |
|----------------------------------|

|                                  |
|----------------------------------|
| \$263,052 to \$409,840 Allowance |
|----------------------------------|

|                                  |
|----------------------------------|
| \$349,509 to \$537,588 Allowance |
|----------------------------------|

|                                  |
|----------------------------------|
| \$605 to \$1,310 Per Space (486) |
| N/A                              |
| \$57,764 to \$90,979 Allowance   |

|                                    |
|------------------------------------|
| N/A                                |
| \$1,562 to \$2,278 Per Space (347) |
| \$86,647 to \$121,305 Allowance    |

|                                    |
|------------------------------------|
| N/A                                |
| \$1,679 to \$2,449 Per Space (352) |
| \$129,970 to \$181,958 Allowance   |

|                              |
|------------------------------|
| \$382 to \$547 Per Key       |
| \$18,051 to \$25,626 Per Cab |

|                              |
|------------------------------|
| \$382 to \$547 Per Key       |
| \$25,272 to \$36,846 Per Cab |

|                              |
|------------------------------|
| \$417 to \$584 Per Key       |
| \$36,103 to \$47,006 Per Cab |

|  |
|--|
| N/A                                      |
| \$287,233 to \$361,914 Per Cab (9 Stops) |
| N/A                                      |

|  |
|--|
| N/A                                      |
| \$236,545 to \$295,287 Per Cab (7 Stops) |
| \$433,233 to \$636,852 Per Flight        |

|  |
|--|
| N/A                                      |
| \$214,017 to \$264,931 Per Cab (6 Stops) |
| \$433,233 to \$636,852 Per Flight        |

|                                 |
|---------------------------------|
| \$21,662 to \$31,236 Per Screen |
| \$7,221 to \$10,412 Per Screen  |
| \$7,011 to \$10,192 Per Screen  |
| N/A                             |

|                                 |
|---------------------------------|
| \$21,662 to \$31,236 Per Screen |
| \$7,221 to \$10,412 Per Screen  |
| \$10,831 to \$13,495 Per Screen |
| N/A                             |

|                                 |
|---------------------------------|
| \$36,103 to \$59,136 Per Screen |
| \$12,034 to \$19,712 Per Screen |
| \$10,831 to \$13,495 Per Screen |
| N/A                             |

|                         |
|-------------------------|
| \$2,340 to \$4,332 Each |
| \$3,256 to \$4,587 Each |

|                         |
|-------------------------|
| \$3,256 to \$4,587 Each |
|-------------------------|

|                         |
|-------------------------|
| \$3,256 to \$4,587 Each |
|-------------------------|

|                                |
|--------------------------------|
| \$28,882 to \$39,424 Each      |
| \$43,323 to \$54,587 Each      |
| \$144,411 to \$163,762 Each    |
| \$36,103 to \$83,397 Allowance |

|                                |
|--------------------------------|
| \$28,882 to \$39,424 Each      |
| \$43,323 to \$54,587 Each      |
| \$144,411 to \$163,762 Each    |
| \$50,544 to \$98,560 Allowance |

|                                 |
|---------------------------------|
| \$28,882 to \$39,424 Each       |
| \$43,323 to \$54,587 Each       |
| \$144,411 to \$163,762 Each     |
| \$72,205 to \$160,729 Allowance |

|                              |
|------------------------------|
| \$18,070 to \$39,930 Per Key |
| \$20,041 to \$41,518 Per Key |
| \$21,662 to \$28,810 Each    |
| N/A                          |

|                              |
|------------------------------|
| \$27,105 to \$48,450 Per Key |
| \$39,650 to \$55,600 Per Key |
| \$21,662 to \$28,810 Each    |
| N/A                          |

|                              |
|------------------------------|
| \$35,625 to \$59,642 Per Key |
| \$39,650 to \$66,720 Per Key |
| \$21,662 to \$28,810 Each    |
| N/A                          |

|                           |
|---------------------------|
| \$57,764 to \$69,750 Each |
| N/A                       |

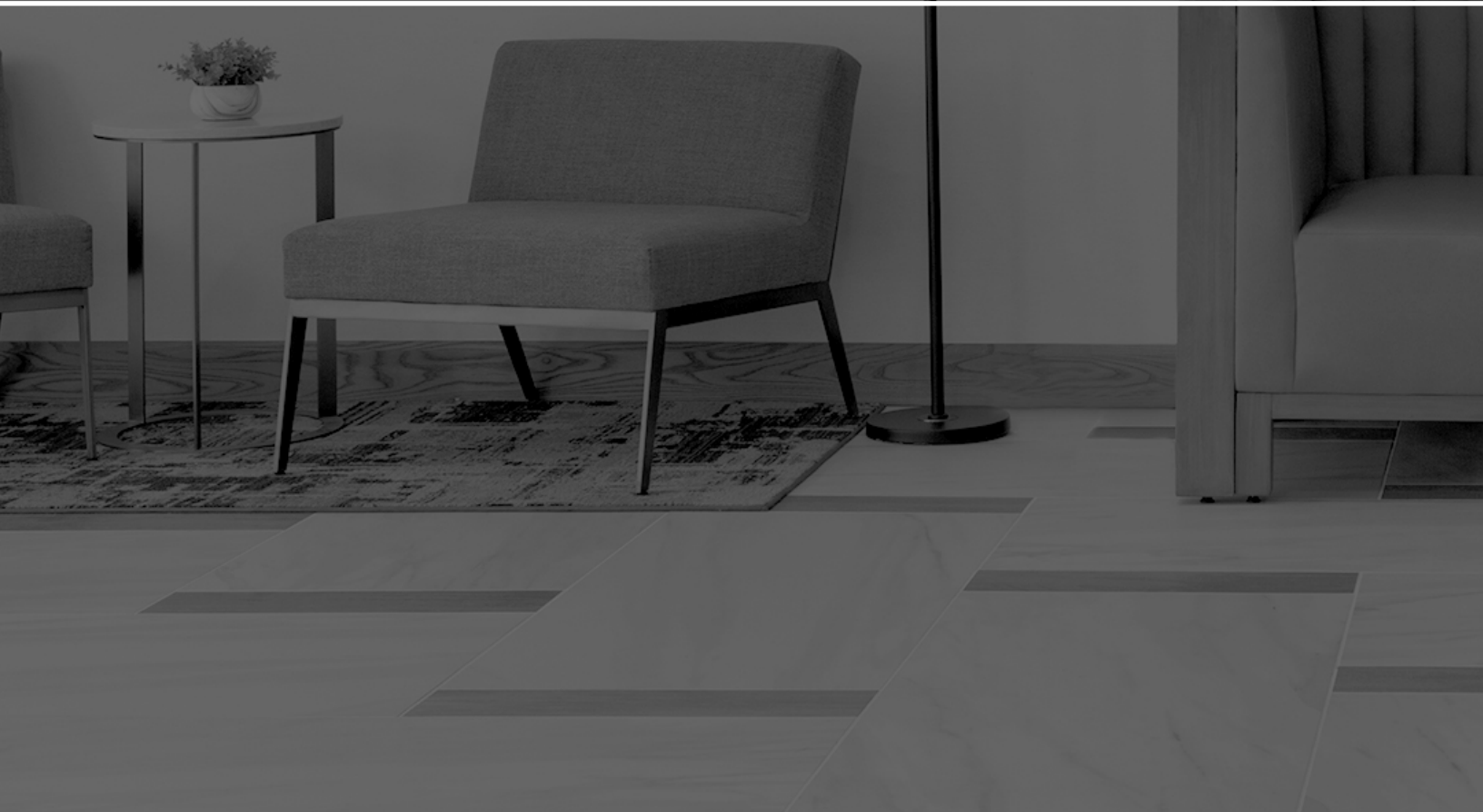
|                           |
|---------------------------|
| \$57,764 to \$69,750 Each |
| N/A                       |

|                           |
|---------------------------|
| \$57,764 to \$69,750 Each |
| N/A                       |

|                                |
|--------------------------------|
| \$38,920 to \$41,700 Per Pair  |
| \$7,920 to \$26,097 Allowance  |
| \$14,595 to \$69,500 Allowance |
| \$915 to \$1,250 Each          |
| \$2,122 to \$2,711 Each        |
| \$1,668 to \$2,189 Each        |
| \$626 to \$925 Per Pair        |
| \$1,321 to \$1,529 Each        |
| \$1,177 to \$2,813 Each        |

|                                |
|--------------------------------|
| \$38,920 to \$41,700 Per Pair  |
| \$20,850 to \$34,750 Allowance |
| \$14,595 to \$69,500 Allowance |
| \$1,077 to \$1,761 Each        |
| \$2,122 to \$3,058 Each        |
| \$1,807 to \$2,335 Each        |
| \$895 to \$2,156 Per Pair      |
| \$1,374 to \$1,668 Each        |
| \$1,269 to \$3,124 Each        |

|                                |
|--------------------------------|
| \$38,920 to \$41,700 Per Pair  |
| \$24,325 to \$36,488 Allowance |
| N/A                            |
| \$1,077 to \$2,116 Each        |
| \$2,122 to \$3,336 Each        |
| \$1,946 to \$2,700 Each        |
| \$925 to \$2,156 Per Pair      |
| \$1,374 to \$1,807 Each        |
| N/A                            |





# ECONOMY

# ECONOMY

Prototype Hotel: 90 guestrooms, 3 stories, 30 rooms/floor  
Other assumptions and allowances are listed in each section below.

## Guestroom Softgoods Renovation

Assume typical guestroom area of approximately 12' x 19' and 7' x 5' entry area / closet (303 SF). Ceilings 8'-0" AFF, textured finish.

|  | RANGE             |                      | AVERAGE           |
|--|-------------------|----------------------|-------------------|
| Demolition   | \$152.90          | to \$357.58          | \$270.46          |
| FF&E Installation  | \$191.13          | to \$325.00          | \$230.95          |
| Artwork, Mirrors and Accessories (Installed Package)     | \$136.73          | to \$207.39          | \$160.85          |
| Carpet and Pad   | \$564.57          | to \$626.52          | \$598.04          |
| Carpet Base  | \$118.30          | to \$175.24          | \$141.06          |
| Desk Lamp  | \$63.13           | to \$80.98           | \$72.24           |
| Nightstand or Bracket Lamp (2)                           | \$139.49          | to \$178.32          | \$159.32          |
| Welcome Light (in Existing Location)                     | \$146.29          | to \$230.15          | \$179.11          |
| Desk Chair (including Fabric)                            | \$116.69          | to \$159.44          | \$138.46          |
| Paint Existing Knockdown-finish Walls                    | \$509.52          | to \$771.04          | \$656.62          |
| Paint Textured or Drywall Ceiling                        | \$144.65          | to \$390.81          | \$264.90          |
| Paint Entry Doors, Closet Doors, Frames, and Grilles     | \$77.67           | to \$134.69          | \$100.38          |
| Window Treatments (Sheer, Blackout, Hardware, Installed) | \$354.27          | to \$515.95          | \$437.39          |
| <b>Guestroom Softgoods Renovation Cost Per Key</b>       | <b>\$2,715.33</b> | <b>to \$4,153.12</b> | <b>\$3,409.76</b> |

## Guestroom - Add for a Full Renovation

|  | RANGE             |                      | AVERAGE           |
|--|-------------------|----------------------|-------------------|
| Casegoods Installation                                   | \$250.20          | to \$401.36          | \$336.03          |
| King Bedsets (Box Spring, Mattress, and Frame)           | \$658.68          | to \$835.56          | \$748.60          |
| Headboard  | \$235.53          | to \$336.81          | \$287.41          |
| Nightstands  | \$172.94          | to \$202.91          | \$187.87          |
| Desk   | \$289.88          | to \$374.58          | \$333.12          |
| Closet Rack  | \$111.20          | to \$182.44          | \$151.86          |
| TV and Mount (HD LCD, including Programming Allowance)   | \$628.75          | to \$1,022.61        | \$823.84          |
| <b>Guestroom Full Renovation Additional Cost Per Key</b> | <b>\$2,347.18</b> | <b>to \$3,356.27</b> | <b>\$2,868.72</b> |

## Guest Bathroom Softgoods Renovation

Assume guest bathroom area of 5' x 8'. Ceilings 8' AFF, textured finish.

|   | RANGE           |                      | AVERAGE           |
|---|-----------------|----------------------|-------------------|
| Demolition  | \$107.99        | to \$208.50          | \$139.39          |
| Artwork (Installed)                                     | \$49.16         | to \$89.51           | \$71.99           |
| Framed Mirror   | \$40.00         | to \$50.54           | \$45.14           |
| Vanity Lighting   | \$174.73        | to \$259.42          | \$207.93          |
| Paint Ceiling   | \$32.25         | to \$53.07           | \$43.04           |
| Paint Walls   | \$116.09        | to \$171.90          | \$142.82          |
| Shower Curtain and Hooks                                | \$36.38         | to \$39.93           | \$38.17           |
| Curved Shower Rod                                       | \$57.76         | to \$86.65           | \$75.52           |
| Paint Door and Trim                                     | \$77.67         | to \$110.00          | \$95.44           |
| RegROUT Floor Tile                                      | \$110.00        | to \$247.70          | \$157.81          |
| <b>Guest Bathroom Softgoods Renovation Cost Per Key</b> | <b>\$802.03</b> | <b>to \$1,317.22</b> | <b>\$1,017.25</b> |

# ECONOMY

Prototype Hotel: 90 guestrooms, 3 stories, 30 rooms/floor  
Other assumptions and allowances are listed in each section below.

## Guest Bathroom - Add for a Full Renovation

|   | RANGE             |                      | AVERAGE           |
|---|-------------------|----------------------|-------------------|
| Additional Demolition   | \$370.00          | to \$568.62          | \$511.46          |
| Architectural Lighting  | \$144.41          | to \$303.77          | \$233.69          |
| Replace Bathroom Door and Hardware                            | \$385.00          | to \$709.64          | \$579.95          |
| Electrical Upgrades (Add One GFI Outlet)                      | \$93.87           | to \$158.69          | \$133.05          |
| Shower Valve and Head, Tub Diverter, Tub Drain                | \$345.00          | to \$512.35          | \$427.97          |
| Tub Surround (Solid Panel)                                    | \$1,105.05        | to \$1,355.25        | \$1,231.85        |
| Lavatory  | \$159.85          | to \$180.51          | \$171.34          |
| Faucet (and Connections)                                      | \$264.10          | to \$324.00          | \$294.90          |
| Vanity Top  | \$298.41          | to \$447.86          | \$376.99          |
| Vanity Base   | \$231.16          | to \$335.30          | \$282.83          |
| Toilet Accessories  | \$216.62          | to \$288.82          | \$255.25          |
| Tile Flooring   | \$385.00          | to \$535.15          | \$452.66          |
| Toilet and Seat   | \$433.23          | to \$505.44          | \$459.23          |
| <b>Guest Bathroom Full Renovation Additional Cost Per Key</b> | <b>\$4,431.70</b> | <b>to \$6,225.41</b> | <b>\$5,411.16</b> |

## Corridors

Per room with each unit 12' long by half of a 5'-wide corridor; 30 rooms per floor.

|  | RANGE           |                    | AVERAGE         |
|--|-----------------|--------------------|-----------------|
| Demolition   | \$49.73         | to \$89.38         | \$67.05         |
| Artwork (Installed)                                  | \$2.97          | to \$4.08          | \$3.51          |
| Carpet and Pad                                       | \$165.30        | to \$247.43        | \$209.79        |
| Carpet Base  | \$24.91         | to \$38.74         | \$31.38         |
| Ceiling-mounted Lighting                             | \$5.07          | to \$6.94          | \$5.85          |
| Paint Ceiling  | \$26.02         | to \$53.49         | \$37.80         |
| Signage Package (Room Numbers, Wayfinding, Complete) | \$69.50         | to \$90.49         | \$79.81         |
| Vinyl Wallcovering (LY 54")                          | \$139.14        | to \$217.22        | \$169.13        |
| Window Treatments (with Hardware and Installation)   | \$3.94          | to \$5.72          | \$4.86          |
| <b>Corridors Renovation Cost Per Key</b>             | <b>\$486.58</b> | <b>to \$753.48</b> | <b>\$609.18</b> |

## Lobby Softgoods Renovation

Assume a 180 SF area. Ceiling 8' AFF.

|  | RANGE             |                      | AVERAGE           |
|--|-------------------|----------------------|-------------------|
| Demolition   | \$311.93          | to \$382.11          | \$349.20          |
| Artwork and Artifacts (Installed)                  | \$508.53          | to \$783.99          | \$640.11          |
| Carpet and Pad                                     | \$677.02          | to \$781.42          | \$722.61          |
| Millwork (Refinish)                                | \$433.23          | to \$758.16          | \$599.31          |
| Paint Drywall Ceiling                              | \$165.13          | to \$267.47          | \$209.04          |
| Paint Doors and Trim                               | \$155.34          | to \$220.00          | \$186.26          |
| Vinyl Wallcovering (LY 54", 40% Openings)          | \$430.45          | to \$672.01          | \$523.25          |
| Window Treatments (with Hardware and Installation) | \$526.15          | to \$775.54          | \$654.88          |
| Seating Groups                                     | \$3,460.33        | to \$4,499.83        | \$3,990.56        |
| <b>Lobby Softgoods Renovation Cost Subtotal</b>    | <b>\$6,668.12</b> | <b>to \$9,140.54</b> | <b>\$7,875.21</b> |
| <b>Lobby Softgoods Renovation Cost Per SF</b>      | <b>\$37.05</b>    | <b>to \$50.78</b>    | <b>\$43.75</b>    |

# ECONOMY

Prototype Hotel: 90 guestrooms, 3 stories, 30 rooms/floor  
Other assumptions and allowances are listed in each section below.

## Lobby - Add for a Full Renovation

|   | RANGE              |                       | AVERAGE            |
|---|--------------------|-----------------------|--------------------|
| Additional Demolition                                 | \$1,039.76         | to \$1,310.10         | \$1,166.61         |
| Decorative Lighting                                   | \$2,239.57         | to \$3,118.75         | \$2,683.96         |
| Electrical  | \$1,341.07         | to \$1,889.01         | \$1,630.43         |
| Hard Surface Flooring                                 | \$504.00           | to \$727.83           | \$581.19           |
| HVAC  | \$519.88           | to \$655.05           | \$583.30           |
| Life Safety   | \$714.83           | to \$859.75           | \$780.21           |
| Architectural Lighting                                | \$1,949.55         | to \$2,729.37         | \$2,300.15         |
| Front Desk (New Pods, in Existing Location)           | \$13,900.00        | to \$17,222.10        | \$15,537.42        |
| Front Desk Equipment                                  | \$4,332.33         | to \$5,155.47         | \$4,699.13         |
| Acoustical Ceiling Tile and Grid (New)                | \$1,125.90         | to \$1,620.00         | \$1,421.90         |
| Drywall Partitions                                    | \$3,197.56         | to \$5,469.12         | \$4,190.19         |
| <b>Lobby Full Renovation Additional Cost Subtotal</b> | <b>\$30,864.45</b> | <b>to \$40,756.54</b> | <b>\$35,574.50</b> |
| <b>Lobby Full Renovation Additional Cost Per SF</b>   | <b>\$171.47</b>    | <b>to \$226.43</b>    | <b>\$197.64</b>    |

## Marketplace / Sundries

Typically, hotels in this market segment do not have marketplaces.

## Public Restrooms Softgoods Renovation

Assume one, 80 SF unisex restroom. Ceiling 8' AFF.

|  | RANGE           |                    | AVERAGE         |
|--|-----------------|--------------------|-----------------|
| Demolition   | \$60.65         | to \$90.98         | \$69.75         |
| Artwork and Artifacts (Installed)                          | \$142.00        | to \$214.45        | \$174.65        |
| Framed Mirrors   | \$36.10         | to \$48.65         | \$42.25         |
| Paint Drywall Ceiling                                      | \$68.00         | to \$106.14        | \$91.19         |
| Paint Doors and Trim                                       | \$80.62         | to \$126.00        | \$101.32        |
| Decorative Vanity Lighting                                 | \$204.15        | to \$318.29        | \$260.27        |
| <b>Public Restrooms Softgoods Renovation Cost Subtotal</b> | <b>\$591.53</b> | <b>to \$904.52</b> | <b>\$739.43</b> |
| <b>Public Restrooms Softgoods Renovation Cost Per SF</b>   | <b>\$7.39</b>   | <b>to \$11.31</b>  | <b>\$9.24</b>   |

## Public Restrooms - Add for a Full Renovation

|  | RANGE             |                      | AVERAGE           |
|--|-------------------|----------------------|-------------------|
| Additional Demolition  | \$1,155.29        | to \$1,516.32        | \$1,328.58        |
| Toilet Accessories   | \$324.92          | to \$521.04          | \$438.58          |
| Replace Doors  | \$577.50          | to \$1,083.08        | \$894.69          |
| Toilets / Urinals  | \$737.50          | to \$1,084.21        | \$872.07          |
| Architectural Lighting   | \$970.44          | to \$1,213.05        | \$1,052.93        |
| Tile Flooring  | \$1,120.00        | to \$1,386.66        | \$1,259.22        |
| Motion-sensing Flush Valves                                      | \$725.88          | to \$928.00          | \$796.76          |
| Motion-sensing Faucets   | \$605.00          | to \$764.50          | \$683.11          |
| Vanity Top, Sinks  | \$541.54          | to \$691.89          | \$628.65          |
| <b>Public Restrooms Full Renovation Additional Cost Subtotal</b> | <b>\$6,758.08</b> | <b>to \$9,188.75</b> | <b>\$7,954.59</b> |
| <b>Public Restrooms Full Renovation Additional Cost Per SF</b>   | <b>\$84.48</b>    | <b>to \$114.86</b>   | <b>\$99.43</b>    |



# ECONOMY

Prototype Hotel: 90 guestrooms, 3 stories, 30 rooms/floor  
Other assumptions and allowances are listed in each section below.

## Restaurant Softgoods Renovation

Assume a 12-seat breakfast bar area of approximately 20' x 20' (400 SF). Ceiling 8' AFF.

|  | RANGE             |                       | AVERAGE            |
|--|-------------------|-----------------------|--------------------|
| Demolition   | \$577.64          | to \$849.14           | \$712.81           |
| Artwork (Installed)                                  | \$1,581.20        | to \$2,308.95         | \$1,951.48         |
| Carpet and Pad (75% of Floor Area)                   | \$1,374.31        | to \$1,611.91         | \$1,487.09         |
| Millwork Buffet, Host Station (Refinish)             | \$577.64          | to \$1,091.75         | \$842.20           |
| Acoustical Tile Ceiling (New)                        | \$2,407.26        | to \$3,600.00         | \$3,140.82         |
| Paint Doors and Trim                                 | \$80.62           | to \$126.00           | \$101.32           |
| Vinyl Wallcovering (LY 54", 40% Openings)            | \$536.45          | to \$825.56           | \$647.78           |
| Window Treatments (with Hardware and Installation)   | \$577.59          | to \$847.35           | \$716.62           |
| Dining Chairs (No Arms, including Fabric)            | \$1,644.12        | to \$2,059.92         | \$1,857.64         |
| <b>Restaurant Softgoods Renovation Cost Subtotal</b> | <b>\$9,356.83</b> | <b>to \$13,320.57</b> | <b>\$11,457.77</b> |
| <b>Restaurant Softgoods Renovation Cost Per SF</b>   | <b>\$23.39</b>    | <b>to \$33.30</b>     | <b>\$28.64</b>     |
| <b>Restaurant Softgoods Renovation Cost Per Seat</b> | <b>\$779.74</b>   | <b>to \$1,110.05</b>  | <b>\$954.81</b>    |

## Restaurant - Add for a Full Renovation

|  | RANGE              |                       | AVERAGE            |
|--|--------------------|-----------------------|--------------------|
| Additional Demolition                                      | \$577.64           | to \$849.14           | \$712.81           |
| Buffet Equipment   | \$1,444.11         | to \$2,122.84         | \$1,782.03         |
| Architectural Lighting                                     | \$1,819.58         | to \$3,032.63         | \$2,450.37         |
| Electrical   | \$3,032.63         | to \$4,245.68         | \$3,426.87         |
| Tile Flooring (25% of Floor Area)                          | \$1,400.00         | to \$1,830.77         | \$1,603.53         |
| HVAC   | \$1,213.05         | to \$2,426.10         | \$1,837.77         |
| Life Safety  | \$1,819.58         | to \$3,032.63         | \$2,450.37         |
| Millwork Buffet, Host Station (New, in Existing Location)  | \$3,892.00         | to \$4,962.30         | \$4,439.66         |
| Tables   | \$419.61           | to \$531.15           | \$476.46           |
| Drywall Partitions   | \$3,742.99         | to \$6,481.92         | \$4,913.57         |
| TV and Mount (55", including Programming Allowance)        | \$1,139.96         | to \$1,341.95         | \$1,228.06         |
| <b>Restaurant Full Renovation Additional Cost Subtotal</b> | <b>\$20,501.15</b> | <b>to \$30,857.12</b> | <b>\$25,321.50</b> |
| <b>Restaurant Full Renovation Additional Cost Per SF</b>   | <b>\$51.25</b>     | <b>to \$77.14</b>     | <b>\$63.30</b>     |
| <b>Restaurant Full Renovation Additional Cost Per Seat</b> | <b>\$1,708.43</b>  | <b>to \$2,571.43</b>  | <b>\$2,110.13</b>  |

## Bar / Lounge

Typically, hotels in this market segment do not have bar / lounge areas.

## Kitchen

Typically, hotels in this market segment do not have kitchens; a small pantry area is included in the breakfast bar costs above.

# ECONOMY

Prototype Hotel: 90 guestrooms, 3 stories, 30 rooms/floor  
Other assumptions and allowances are listed in each section below.

## Function Spaces

Typically, hotels in this market segment do not have function spaces.

## Guest Amenities

Typically, hotels in this market segment do not have exercise facilities, outdoor amenities, or pools.

## Outdoor Parking

Assume 100 parking spaces, 9' x 19', and 25'-wide aisles.

|  | RANGE              |                        | AVERAGE            |
|--|--------------------|------------------------|--------------------|
| Clean and Seal Asphalt                           | \$7,290.00         | to \$15,795.00         | \$10,964.83        |
| Stripe Spaces                                    | \$2,502.00         | to \$3,800.00          | \$3,085.66         |
| Pavement Resurfacing                             | \$50,714.52        | to \$111,375.00        | \$70,342.00        |
| <b>Outdoor Parking Renovation Cost Subtotal</b>  | <b>\$60,506.52</b> | <b>to \$130,970.00</b> | <b>\$84,392.49</b> |
| <b>Outdoor Parking Renovation Cost Per Space</b> | <b>\$605.07</b>    | <b>to \$1,309.70</b>   | <b>\$843.92</b>    |

## Structured Parking

Typically, hotels in this market segment do not have structured parking.

## Landscaping

|   | RANGE              |                       | AVERAGE            |
|---|--------------------|-----------------------|--------------------|
| Landscaping Allowance                       | \$14,441.10        | to \$24,261.04        | \$19,437.72        |
| <b>Landscaping Renovation Cost Subtotal</b> | <b>\$14,441.10</b> | <b>to \$24,261.04</b> | <b>\$19,437.72</b> |

# ECONOMY

Prototype Hotel: 90 guestrooms, 3 stories, 30 rooms/floor  
 Other assumptions and allowances are listed in each section below.

## Common Additives

|  | RANGE        |                 | AVERAGE      |
|--|--------------|-----------------|--------------|
| New RFID Key System  | \$382.25     | to \$547.31     | \$461.13     |
| Elevator Cab Finishes  | \$8,664.66   | to \$12,130.52  | \$10,368.71  |
| <b>Elevator Modernization</b>  |              |                 |              |
| Hydraulic, per Cab   | \$60,949.37  | to \$81,608.08  | \$72,103.39  |
| PTAC Unit Direct Replacement, NIC Finishes                                 | \$1,083.08   | to \$1,402.41   | \$1,207.60   |
| <b>Laundry Equipment (Direct Equipment Replacement with Access)</b>        |              |                 |              |
| 75# Washer   | \$28,882.19  | to \$39,424.19  | \$34,023.22  |
| 125# Dryer   | \$43,323.29  | to \$54,587.35  | \$48,608.73  |
| Ironer / Folder  | \$144,410.97 | to \$163,762.04 | \$152,324.69 |
| <b>Guestroom ADA Modifications</b>   |              |                 |              |
| Bathtub Room   | \$16,780.00  | to \$24,953.28  | \$20,774.43  |
| Roll-in Shower Room  | \$16,295.00  | to \$36,140.00  | \$26,299.84  |
| Exterior Signage - Monument - New Graphics on Existing Sign                | \$7,220.55   | to \$10,614.21  | \$8,910.16   |
| Exterior Signage - Highway - New Graphics on Existing Sign                 | \$28,882.19  | to \$39,424.19  | \$34,023.22  |
| Exterior Signage - New Exterior Brand Sign in Existing Location            | \$28,882.19  | to \$34,875.25  | \$31,597.12  |
| Dumpster Enclosure (CMU Walls, Wood Gate, Bollards, Concrete Pad)          | \$11,175.00  | to \$22,240.00  | \$16,946.64  |
| Power-operated, Bi-parting Entrance Doors (Inner and Outer at a Vestibule) | \$38,920.00  | to \$41,700.00  | \$40,312.67  |
| Replace Guestroom Entry Door and Hardware                                  | \$764.50     | to \$1,250.00   | \$1,051.33   |
| Replace Guestroom Connecting Doors and Hardware                            | \$1,529.00   | to \$2,363.00   | \$1,925.56   |
| Replace Corridor Service Doors and Hardware                                | \$955.63     | to \$1,641.94   | \$1,353.51   |





# EXTENDED STAY

# EXTENDED STAY

Prototype Hotel: 150 guestrooms, 4 stories, 38 rooms/floor  
Other assumptions and allowances are listed in each section below.

## Guestroom Softgoods Renovation

Assume guestroom area of approximately 25' x 16' and 8' x 6' kitchen area (548 SF). Ceilings 8' AFF, textured finish. (Studio)

|  | RANGE    |    | AVERAGE           |           |                    |                   |
|--|----------|----|-------------------|-----------|--------------------|-------------------|
| Demolition   | \$495.00 | to | \$705.00          | \$594.07  |                    |                   |
| FF&E Installation  | \$293.64 | to | \$422.50          | \$345.39  |                    |                   |
| Artwork, Mirrors and Accessories (Installed Package)     | \$219.28 | to | \$313.51          | \$267.46  |                    |                   |
| Full-height Framed Dressing Mirror                       | \$99.51  | to | \$143.42          | \$127.23  |                    |                   |
| Bed Skirt or Box Spring Cover                            | \$75.35  | to | \$82.70           | \$79.05   |                    |                   |
| Decorative Pillow  | \$36.17  | to | \$46.38           | \$41.38   |                    |                   |
| Carpet and Pad   | \$878.67 | to | \$975.11          | \$930.75  |                    |                   |
| Rigid Vinyl Base   | \$408.66 | to | \$627.20          | \$542.11  |                    |                   |
| Desk Lamp  | \$72.54  | to | \$92.92           | \$82.96   |                    |                   |
| Floor Lamp   | \$109.06 | to | \$145.80          | \$127.72  |                    |                   |
| End Table Lamp   | \$96.43  | to | \$124.34          | \$110.71  |                    |                   |
| Nightstand or Bracket Lamp (2)                           | \$168.77 | to | \$220.88          | \$195.16  |                    |                   |
| Welcome Light (in Existing Location)                     | \$168.27 | to | \$258.71          | \$206.54  |                    |                   |
| Desk Chair (including Fabric)                            | \$214.79 | to | \$283.31          | \$249.82  |                    |                   |
| Lounge Chair (including Fabric)                          | \$167.75 | to | \$213.13          | \$190.88  |                    |                   |
| Ottoman (including Fabric)                               | \$194.58 | to | \$246.68          | \$221.25  |                    |                   |
| Dining Chair (including Fabric)                          | \$479.14 | to | \$604.18          | \$542.85  |                    |                   |
| Sleeper Sofa (including Fabric)                          | \$766.74 | to | \$959.23          | \$862.49  |                    |                   |
| Paint Existing Knockdown-finish Walls                    | \$632.06 | to | \$956.48          | \$814.54  |                    |                   |
| Paint Textured or Drywall Ceiling                        | \$220.00 | to | \$594.39          | \$402.88  |                    |                   |
| Paint Entry Doors, Closet Doors, Frames, and Grilles     | \$233.01 | to | \$469.13          | \$324.84  |                    |                   |
| Luxury Vinyl Kitchen Flooring                            | \$316.80 | to | \$552.00          | \$389.21  |                    |                   |
| Window Treatments (Sheer, Blackout, Hardware, Installed) | \$738.94 | to | \$1,094.50        | \$922.94  |                    |                   |
| <b>Guestroom Softgoods Renovation Cost Per Key</b>       |          |    | <b>\$7,085.13</b> | <b>to</b> | <b>\$10,131.48</b> | <b>\$8,572.24</b> |

## Guestroom - Add for a Full Renovation

|  | RANGE      |    | AVERAGE            |            |                    |                    |
|--|------------|----|--------------------|------------|--------------------|--------------------|
| Additional Demolition                                    | \$98.10    | to | \$178.35           | \$140.64   |                    |                    |
| Casegoods Installation                                   | \$750.60   | to | \$1,082.07         | \$881.79   |                    |                    |
| King Bedsets (Box Spring, Mattress, and Frame)           | \$713.70   | to | \$919.13           | \$818.29   |                    |                    |
| Headboard  | \$367.29   | to | \$542.01           | \$457.38   |                    |                    |
| Nightstands  | \$298.11   | to | \$383.24           | \$341.31   |                    |                    |
| Dresser  | \$1,027.76 | to | \$1,323.68         | \$1,179.11 |                    |                    |
| Desk   | \$435.92   | to | \$561.15           | \$499.99   |                    |                    |
| Side Table   | \$389.94   | to | \$500.04           | \$446.39   |                    |                    |
| Coffee Table   | \$249.25   | to | \$313.68           | \$282.07   |                    |                    |
| Dining Table   | \$301.91   | to | \$390.13           | \$346.95   |                    |                    |
| Closet Rack  | \$111.20   | to | \$186.25           | \$162.66   |                    |                    |
| Draperies Valance - Painted Wood                         | \$479.07   | to | \$523.71           | \$500.83   |                    |                    |
| Kitchen Cabinetry  | \$2,879.91 | to | \$4,925.00         | \$4,074.92 |                    |                    |
| Kitchen Appliances                                       | \$1,887.44 | to | \$2,546.61         | \$2,254.56 |                    |                    |
| TV and Mount (HD LCD, including Programming Allowance)   | \$1,257.50 | to | \$2,045.22         | \$1,642.69 |                    |                    |
| <b>Guestroom Full Renovation Additional Cost Per Key</b> |            |    | <b>\$11,247.69</b> | <b>to</b>  | <b>\$16,420.25</b> | <b>\$14,029.56</b> |

# EXTENDED STAY

Prototype Hotel: 150 guestrooms, 4 stories, 38 rooms/floor  
Other assumptions and allowances are listed in each section below.

## Guest Bathroom Softgoods Renovation

Assume guest bathroom area of 12' x 8'. Ceilings 8' AFF, textured finish.

|   | RANGE             |                      | AVERAGE           |
|---|-------------------|----------------------|-------------------|
| Demolition  | \$107.99          | to \$173.63          | \$136.14          |
| Artwork (Installed)                                     | \$59.42           | to \$95.14           | \$77.07           |
| Lighted Mirror  | \$135.00          | to \$216.00          | \$169.56          |
| Night Light   | \$56.22           | to \$108.31          | \$82.30           |
| Paint Ceiling   | \$77.40           | to \$127.37          | \$103.29          |
| Vinyl Wallcovering (LY 54")                             | \$266.83          | to \$352.44          | \$313.94          |
| Shower Curtain and Hooks                                | \$36.29           | to \$40.02           | \$38.17           |
| Curved Shower Rod                                       | \$78.54           | to \$94.52           | \$86.86           |
| Paint Door and Trim                                     | \$77.67           | to \$166.07          | \$110.22          |
| RegROUT Floor Tile                                      | \$43.75           | to \$98.52           | \$62.77           |
| RegROUT Wall Tile                                       | \$125.00          | to \$281.48          | \$179.33          |
| <b>Guest Bathroom Softgoods Renovation Cost Per Key</b> | <b>\$1,064.10</b> | <b>to \$1,753.50</b> | <b>\$1,359.65</b> |

## Guest Bathroom - Add for a Full Renovation

|  | RANGE             |                       | AVERAGE            |
|--|-------------------|-----------------------|--------------------|
| Additional Demolition  | \$530.71          | to \$606.53           | \$558.76           |
| Architectural Lighting   | \$199.29          | to \$303.77           | \$250.40           |
| Replace Bathroom Door and Hardware   | \$577.64          | to \$734.09           | \$640.44           |
| Electrical Upgrades (Add One GFI Outlet)                                     | \$93.87           | to \$158.69           | \$133.05           |
| Tub-to-Shower Conversion (New Pan, Solid Panel Surround, Value, Shower Head) | \$3,822.50        | to \$4,170.00         | \$3,978.63         |
| Shower Valve and Head, Tub Diverter, Tub Drain                               | \$345.00          | to \$541.54           | \$462.03           |
| Tub Surround (Solid Panel)   | \$1,105.05        | to \$1,355.25         | \$1,231.85         |
| Lavatory   | \$195.00          | to \$252.72           | \$219.33           |
| Faucet (and Connections)   | \$288.82          | to \$324.00           | \$302.12           |
| Vanity Top   | \$345.63          | to \$517.19           | \$435.60           |
| Vanity Base  | \$261.90          | to \$422.82           | \$343.11           |
| Toilet Accessories   | \$330.82          | to \$486.50           | \$378.94           |
| Tile Flooring  | \$1,064.00        | to \$1,690.24         | \$1,337.22         |
| Toilet and Seat  | \$541.54          | to \$607.43           | \$568.14           |
| <b>Guest Bathroom Full Renovation Additional Cost Per Key</b>                | <b>\$9,701.77</b> | <b>to \$12,170.76</b> | <b>\$10,839.63</b> |

## Corridors

Per room with each unit 25' long by half of a 5'-wide corridor; 38 rooms per floor.

|  | RANGE           |                      | AVERAGE           |
|--|-----------------|----------------------|-------------------|
| Demolition   | \$63.00         | to \$113.21          | \$84.93           |
| Artwork (Installed)                                  | \$3.69          | to \$5.28            | \$4.48            |
| Carpet and Pad                                       | \$177.13        | to \$260.77          | \$222.34          |
| Rigid Vinyl Base                                     | \$70.06         | to \$111.68          | \$97.76           |
| Ceiling-mounted Lighting                             | \$43.46         | to \$59.21           | \$50.17           |
| Sconces  | \$72.35         | to \$100.62          | \$83.99           |
| Vending Area Floor Tile                              | \$9.21          | to \$12.63           | \$11.18           |
| Ice Machine  | \$219.29        | to \$242.10          | \$230.65          |
| Paint Ceiling  | \$26.02         | to \$53.49           | \$37.80           |
| Signage Package (Room Numbers, Wayfinding, Complete) | \$118.15        | to \$145.95          | \$132.05          |
| Vinyl Wallcovering (LY 54")                          | \$159.84        | to \$247.24          | \$193.45          |
| Window Treatments (with Hardware and Installation)   | \$11.05         | to \$16.26           | \$13.74           |
| <b>Corridors Renovation Cost Per Key</b>             | <b>\$973.22</b> | <b>to \$1,368.43</b> | <b>\$1,162.52</b> |

# EXTENDED STAY

Prototype Hotel: 150 guestrooms, 4 stories, 38 rooms/floor  
Other assumptions and allowances are listed in each section below.

## Lobby Softgoods Renovation

Assume a 1,400 SF area. Ceiling 10' AFF.

|  | RANGE              |           | AVERAGE            |                    |
|--|--------------------|-----------|--------------------|--------------------|
| Demolition   | \$2,426.10         | to        | \$2,971.98         | \$2,716.01         |
| Artwork and Artifacts (Installed)                  | \$738.30           | to        | \$1,103.70         | \$925.25           |
| Carpet and Pad                                     | \$5,368.38         | to        | \$6,393.29         | \$5,857.82         |
| Millwork (Refinish)                                | \$649.85           | to        | \$985.60           | \$818.09           |
| Paint Drywall Ceiling                              | \$1,284.36         | to        | \$2,080.35         | \$1,625.83         |
| Paint Doors and Trim                               | \$155.34           | to        | \$220.00           | \$186.26           |
| Vinyl Wallcovering (LY 54", 40% Openings)          | \$1,233.83         | to        | \$1,908.50         | \$1,493.31         |
| Window Treatments (with Hardware and Installation) | \$589.29           | to        | \$846.07           | \$721.26           |
| Seating Groups                                     | \$5,611.58         | to        | \$7,183.09         | \$6,412.68         |
| <b>Lobby Softgoods Renovation Cost Subtotal</b>    | <b>\$18,057.03</b> | <b>to</b> | <b>\$23,692.58</b> | <b>\$20,756.51</b> |
| <b>Lobby Softgoods Renovation Cost Per SF</b>      | <b>\$12.90</b>     | <b>to</b> | <b>\$16.92</b>     | <b>\$14.83</b>     |

## Lobby - Add for a Full Renovation

|   | RANGE               |           | AVERAGE             |                     |
|---|---------------------|-----------|---------------------|---------------------|
| Additional Demolition                                 | \$10,108.77         | to        | \$12,312.48         | \$11,115.60         |
| Decorative Lighting                                   | \$3,368.88          | to        | \$4,786.90          | \$4,085.14          |
| Electrical  | \$13,349.56         | to        | \$17,611.30         | \$15,637.28         |
| Hard Surface Flooring                                 | \$5,880.00          | to        | \$8,064.00          | \$7,134.56          |
| HVAC  | \$6,065.26          | to        | \$8,491.36          | \$7,258.10          |
| Life Safety   | \$8,592.45          | to        | \$11,144.92         | \$9,810.56          |
| Architectural Lighting                                | \$15,163.15         | to        | \$21,228.41         | \$17,890.09         |
| Front Desk (New Pods, in Existing Location)           | \$19,460.00         | to        | \$25,395.30         | \$22,643.10         |
| Front Desk Equipment                                  | \$5,054.38          | to        | \$6,216.89          | \$5,590.15          |
| Acoustical Ceiling Tile and Grid (New)                | \$5,558.00          | to        | \$6,450.99          | \$5,944.09          |
| Articulated Drywall Ceiling (New)                     | \$6,696.55          | to        | \$12,259.80         | \$10,039.30         |
| Sound System  | \$2,166.16          | to        | \$2,729.37          | \$2,430.44          |
| Drywall Partitions                                    | \$8,882.10          | to        | \$15,192.00         | \$11,639.41         |
| Business Center (Millwork / Finishes / Seating)       | \$6,565.10          | to        | \$8,812.00          | \$7,598.38          |
| <b>Lobby Full Renovation Additional Cost Subtotal</b> | <b>\$116,910.37</b> | <b>to</b> | <b>\$160,695.72</b> | <b>\$138,816.19</b> |
| <b>Lobby Full Renovation Additional Cost Per SF</b>   | <b>\$83.51</b>      | <b>to</b> | <b>\$114.78</b>     | <b>\$99.15</b>      |



# EXTENDED STAY

Prototype Hotel: 150 guestrooms, 4 stories, 38 rooms/floor  
Other assumptions and allowances are listed in each section below.

## Marketplace / Sundries

Assume an 85 SF space with display millwork, refrigeration, and coffee offering.

|  | RANGE              |                       | AVERAGE            |
|--|--------------------|-----------------------|--------------------|
| Demolition   | \$933.98           | to \$1,395.65         | \$1,186.64         |
| Drywall Partitions   | \$1,973.80         | to \$3,376.00         | \$2,586.54         |
| Acoustical Tile Ceiling (New)                              | \$357.30           | to \$414.71           | \$382.12           |
| Articulated Drywall Ceiling (New)                          | \$382.66           | to \$701.39           | \$573.84           |
| Millwork - Base Cabinets and Hard Surface Top              | \$1,094.63         | to \$1,634.64         | \$1,333.98         |
| Millwork - Display Millwork and Hard Surface Top - 8' Tall | \$4,378.50         | to \$9,100.00         | \$6,950.52         |
| Millwork - Island Cabinets and Hard Surface Top            | \$1,000.80         | to \$1,685.72         | \$1,354.62         |
| Hard Surface Flooring and Base                             | \$1,190.00         | to \$1,632.00         | \$1,443.90         |
| Paint  | \$137.50           | to \$371.49           | \$271.96           |
| Architectural Lighting                                     | \$1,240.58         | to \$1,767.82         | \$1,540.97         |
| Electrical   | \$1,801.79         | to \$2,357.09         | \$2,097.16         |
| Plumbing   | \$1,063.35         | to \$1,470.08         | \$1,288.84         |
| Life Safety  | \$521.68           | to \$676.66           | \$595.64           |
| Nesting Tables   | \$396.62           | to \$515.15           | \$455.89           |
| Refrigerator / Freezer                                     | \$2,100.00         | to \$3,150.00         | \$2,590.00         |
| Refrigerated Merchandiser                                  | \$11,025.00        | to \$16,537.50        | \$13,965.00        |
| Espresso Machine / Coffee                                  | \$12,600.00        | to \$17,850.00        | \$15,225.00        |
| Signage  | \$235.72           | to \$306.17           | \$270.95           |
| <b>Marketplace / Sundries Renovation Cost Subtotal</b>     | <b>\$42,433.90</b> | <b>to \$64,942.07</b> | <b>\$54,113.56</b> |
| <b>Marketplace / Sundries Renovation Cost Per SF</b>       | <b>\$499.22</b>    | <b>to \$764.02</b>    | <b>\$636.63</b>    |

## Public Restrooms Softgoods Renovation

Assume two, 12' x 20' (480 SF total) restrooms. Each with 2 lavs, 3 fixtures. Ceiling 10' AFF.

|  | RANGE             |                      | AVERAGE           |
|--|-------------------|----------------------|-------------------|
| Demolition   | \$363.92          | to \$545.87          | \$418.50          |
| Artwork and Artifacts (Installed)                          | \$362.84          | to \$543.09          | \$446.53          |
| Framed Mirrors   | \$443.37          | to \$578.00          | \$511.04          |
| Paint Drywall Ceiling                                      | \$408.00          | to \$636.86          | \$547.12          |
| Paint Doors and Trim                                       | \$161.24          | to \$252.00          | \$202.63          |
| Vinyl Wallcovering (LY 54")                                | \$1,924.74        | to \$2,822.10        | \$2,274.08        |
| Decorative Vanity Lighting                                 | \$1,094.72        | to \$1,627.64        | \$1,357.91        |
| <b>Public Restrooms Softgoods Renovation Cost Subtotal</b> | <b>\$4,758.82</b> | <b>to \$7,005.57</b> | <b>\$5,757.82</b> |
| <b>Public Restrooms Softgoods Renovation Cost Per SF</b>   | <b>\$9.91</b>     | <b>to \$14.59</b>    | <b>\$12.00</b>    |

# EXTENDED STAY

Prototype Hotel: 150 guestrooms, 4 stories, 38 rooms/floor  
Other assumptions and allowances are listed in each section below.

## Public Restrooms - Add for a Full Renovation

|  | RANGE              |           | AVERAGE            |                    |
|--|--------------------|-----------|--------------------|--------------------|
| Additional Demolition  | \$5,545.38         | to        | \$7,278.31         | \$6,377.19         |
| Toilet Partitions  | \$3,080.00         | to        | \$6,672.00         | \$4,673.91         |
| Toilet Accessories   | \$1,299.70         | to        | \$1,626.30         | \$1,473.92         |
| Replace Doors  | \$1,155.00         | to        | \$2,166.16         | \$1,789.37         |
| Toilets / Urinals  | \$4,425.00         | to        | \$6,505.27         | \$5,232.39         |
| Architectural Lighting   | \$5,822.65         | to        | \$7,278.31         | \$6,317.58         |
| Tile Flooring  | \$6,720.00         | to        | \$9,216.00         | \$8,153.78         |
| Tile Walls   | \$5,040.00         | to        | \$6,912.00         | \$6,115.33         |
| Motion-sensing Flush Valves                                      | \$4,355.31         | to        | \$5,568.00         | \$4,780.58         |
| Motion-sensing Faucets   | \$2,420.00         | to        | \$3,058.00         | \$2,732.44         |
| Vanity Top, Sinks  | \$3,177.04         | to        | \$3,942.42         | \$3,616.60         |
| <b>Public Restrooms Full Renovation Additional Cost Subtotal</b> | <b>\$43,040.08</b> | <b>to</b> | <b>\$60,222.78</b> | <b>\$51,263.10</b> |
| <b>Public Restrooms Full Renovation Additional Cost Per SF</b>   | <b>\$89.67</b>     | <b>to</b> | <b>\$125.46</b>    | <b>\$106.80</b>    |

## Restaurant Softgoods Renovation

Assume a 76-seat restaurant area of approximately 35' x 40' (1,400 SF). Ceiling 10' AFF.

|  | RANGE              |           | AVERAGE            |                    |
|--|--------------------|-----------|--------------------|--------------------|
| Demolition   | \$2,021.75         | to        | \$2,971.98         | \$2,494.84         |
| Artwork (Installed)  | \$3,702.68         | to        | \$5,389.13         | \$4,572.29         |
| Carpet and Pad (75% of Floor Area)                                 | \$5,369.61         | to        | \$6,115.22         | \$5,700.19         |
| Millwork Buffet, Host Station (Refinish)                           | \$1,805.14         | to        | \$3,411.71         | \$2,631.89         |
| Millwork Running Trim (Refinish - Hardwood Crown, Chair, and Base) | \$197.55           | to        | \$417.60           | \$281.10           |
| Reupholster Banquettes   | \$4,425.60         | to        | \$6,560.40         | \$5,526.60         |
| Acoustical Tile Ceiling (New)                                      | \$8,425.40         | to        | \$12,600.00        | \$10,992.87        |
| Paint Doors and Trim   | \$161.24           | to        | \$252.00           | \$202.63           |
| Vinyl Wallcovering (LY 54", 40% Openings)                          | \$1,515.43         | to        | \$2,217.97         | \$1,789.09         |
| Window Treatments (with Hardware and Installation)                 | \$1,349.28         | to        | \$1,961.46         | \$1,664.41         |
| Dining Chairs (No Arms, including Fabric)                          | \$15,217.48        | to        | \$19,972.80        | \$17,647.96        |
| <b>Restaurant Softgoods Renovation Cost Subtotal</b>               | <b>\$44,191.17</b> | <b>to</b> | <b>\$61,870.27</b> | <b>\$53,503.88</b> |
| <b>Restaurant Softgoods Renovation Cost Per SF</b>                 | <b>\$31.57</b>     | <b>to</b> | <b>\$44.19</b>     | <b>\$38.22</b>     |
| <b>Restaurant Softgoods Renovation Cost Per Seat</b>               | <b>\$581.46</b>    | <b>to</b> | <b>\$814.08</b>    | <b>\$704.00</b>    |

# EXTENDED STAY

Prototype Hotel: 150 guestrooms, 4 stories, 38 rooms/floor  
Other assumptions and allowances are listed in each section below.

## Restaurant - Add for a Full Renovation

|  | RANGE               |                        | AVERAGE             |
|--|---------------------|------------------------|---------------------|
| Additional Demolition                                      | \$6,065.26          | to \$8,491.36          | \$7,258.10          |
| Banquettes   | \$8,175.00          | to \$16,506.00         | \$12,484.20         |
| Buffet Equipment   | \$11,815.00         | to \$21,892.50         | \$17,166.50         |
| Decorative Lighting  | \$6,128.09          | to \$8,912.29          | \$7,558.17          |
| Architectural Lighting                                     | \$11,625.08         | to \$19,636.28         | \$15,511.90         |
| Electrical   | \$16,982.73         | to \$21,228.41         | \$18,426.26         |
| Tile Flooring (25% of Floor Area)                          | \$4,900.00          | to \$6,407.70          | \$5,865.06          |
| HVAC   | \$4,245.68          | to \$8,491.36          | \$6,432.21          |
| Life Safety  | \$8,592.45          | to \$11,144.92         | \$9,810.56          |
| Millwork Buffet, Host Station (New, in Existing Location)  | \$18,125.00         | to \$20,849.33         | \$19,356.77         |
| Sound System   | \$2,166.16          | to \$2,729.37          | \$2,430.44          |
| Tables   | \$8,200.97          | to \$10,642.66         | \$9,450.85          |
| Drywall Partitions   | \$8,772.64          | to \$15,192.00         | \$11,516.19         |
| TV and Mount (55", including Programming Allowance)        | \$2,260.66          | to \$2,698.60          | \$2,454.60          |
| <b>Restaurant Full Renovation Additional Cost Subtotal</b> | <b>\$118,054.73</b> | <b>to \$174,822.78</b> | <b>\$145,721.80</b> |
| <b>Restaurant Full Renovation Additional Cost Per SF</b>   | <b>\$84.32</b>      | <b>to \$124.87</b>     | <b>\$104.09</b>     |
| <b>Restaurant Full Renovation Additional Cost Per Seat</b> | <b>\$1,553.35</b>   | <b>to \$2,300.30</b>   | <b>\$1,917.39</b>   |

## Bar / Lounge

Typically, hotels in this market segment do not have bar / lounge areas.

## Kitchen

Assume a kitchen area of approximately 80 SF.

|  | RANGE             |                      | AVERAGE           |
|--|-------------------|----------------------|-------------------|
| Selective Demolition                                   | \$973.00          | to \$1,196.79        | \$1,093.37        |
| Vinyl-coated Tile Ceiling (2' x 4' Tiles and New Grid) | \$496.05          | to \$907.39          | \$689.56          |
| Lighting (2' x 4')                                     | \$363.92          | to \$606.53          | \$440.34          |
| Paint Door Frames and Trim                             | \$179.22          | to \$330.00          | \$236.38          |
| Paint Walls  | \$48.96           | to \$76.42           | \$65.65           |
| Quarry Tile Flooring                                   | \$1,120.00        | to \$1,444.11        | \$1,241.21        |
| Replace Doors  | \$1,877.34        | to \$4,239.50        | \$3,258.33        |
| Kydex-paneled Walls                                    | \$267.84          | to \$560.45          | \$463.78          |
| <b>Kitchen Renovation Cost Subtotal</b>                | <b>\$5,326.33</b> | <b>to \$9,361.19</b> | <b>\$7,488.62</b> |
| <b>Kitchen Renovation Cost Per SF</b>                  | <b>\$66.58</b>    | <b>to \$117.01</b>   | <b>\$93.61</b>    |

## Kitchen Equipment

|  | RANGE             |                      | AVERAGE           |
|--|-------------------|----------------------|-------------------|
| Select Kitchen Equipment               | \$3,177.04        | to \$4,189.88        | \$3,664.27        |
| <b>Kitchen Equipment Cost Subtotal</b> | <b>\$3,177.04</b> | <b>to \$4,189.88</b> | <b>\$3,664.27</b> |
| <b>Kitchen Equipment Cost Per SF</b>   | <b>\$39.71</b>    | <b>to \$52.37</b>    | <b>\$45.80</b>    |

# EXTENDED STAY

Prototype Hotel: 150 guestrooms, 4 stories, 38 rooms/floor  
Other assumptions and allowances are listed in each section below.

## Ballroom and Prefunction

Typically, hotels in this market segment do not have ballrooms or prefunction.

## Meeting Rooms Softgoods Renovation

Assume a meeting room area of approximately 24' x 23' (552 SF). Ceiling 12' AFF.

|  | RANGE             |           | AVERAGE            |                    |
|--|-------------------|-----------|--------------------|--------------------|
| Demolition   | \$797.15          | to        | \$1,171.81         | \$983.68           |
| Carpet and Pad   | \$2,422.13        | to        | \$2,774.98         | \$2,576.35         |
| Paint Articulated Drywall Ceiling  | \$469.20          | to        | \$673.44           | \$608.80           |
| Paint Doors and Trim   | \$300.00          | to        | \$436.70           | \$337.74           |
| Millwork Running Trim (Refinish - Stained Hardwood Crown, Chair, and Base) | \$346.15          | to        | \$534.50           | \$434.79           |
| Protect / Remove / Reinstall All Light Fixtures                            | \$556.00          | to        | \$875.70           | \$724.19           |
| Vinyl Wallcovering (LY 54")  | \$1,884.64        | to        | \$2,763.31         | \$2,226.70         |
| Window Treatments (with Hardware and Installation)                         | \$2,857.57        | to        | \$4,171.31         | \$3,534.39         |
| <b>Meeting Rooms Softgoods Renovation Subtotal</b>                         | <b>\$9,632.84</b> | <b>to</b> | <b>\$13,401.74</b> | <b>\$11,426.65</b> |
| <b>Meeting Rooms Softgoods Renovation Cost Per SF</b>                      | <b>\$17.45</b>    | <b>to</b> | <b>\$24.28</b>     | <b>\$20.70</b>     |

## Meeting Rooms - Add for a Full Renovation

|   | RANGE              |           | AVERAGE            |                    |
|---|--------------------|-----------|--------------------|--------------------|
| Additional Demolition   | \$3,985.74         | to        | \$4,854.63         | \$4,382.72         |
| Banquet Chairs  | \$8,068.66         | to        | \$11,038.42        | \$9,595.34         |
| Artwork, Accessories, and Mirrors (Installed)                   | \$1,284.04         | to        | \$1,871.13         | \$1,581.80         |
| Acoustical Tile Ceiling (New)                                   | \$3,537.16         | to        | \$4,396.99         | \$4,113.52         |
| Decorative Lighting   | \$1,207.25         | to        | \$1,845.67         | \$1,545.16         |
| Electrical  | \$6,696.05         | to        | \$8,370.06         | \$7,265.21         |
| HVAC  | \$1,674.01         | to        | \$3,348.02         | \$2,536.13         |
| Life Safety   | \$3,387.88         | to        | \$4,394.28         | \$3,868.16         |
| Architectural Lighting  | \$5,022.04         | to        | \$6,696.05         | \$5,917.63         |
| Millwork Running Trim (Stained Hardwood Crown, Chair, and Base) | \$2,036.19         | to        | \$3,665.15         | \$2,843.50         |
| Millwork Serving Stations                                       | \$3,892.00         | to        | \$6,671.79         | \$5,812.57         |
| <b>Meeting Rooms Full Renovation Additional Cost Subtotal</b>   | <b>\$40,791.03</b> | <b>to</b> | <b>\$57,152.20</b> | <b>\$49,461.74</b> |
| <b>Meeting Rooms Full Renovation Additional Cost Per SF</b>     | <b>\$73.90</b>     | <b>to</b> | <b>\$103.54</b>    | <b>\$89.60</b>     |

## Board Room Softgoods Renovation

Typically, hotels in this market segment do not have board rooms.

# EXTENDED STAY

Prototype Hotel: 150 guestrooms, 4 stories, 38 rooms/floor  
 Other assumptions and allowances are listed in each section below.

## Exercise Facility Softgoods Renovation

Assume a two-bay facility of approximately 26' x 28' (728 SF). Ceiling 10' AFF.

|   | RANGE              |                       | AVERAGE            |
|---|--------------------|-----------------------|--------------------|
| Demolition  | \$1,051.31         | to \$1,545.43         | \$1,297.32         |
| Artwork (Installed)   | \$269.77           | to \$396.74           | \$330.40           |
| Clock   | \$44.41            | to \$67.71            | \$57.36            |
| Hamper  | \$107.94           | to \$144.31           | \$126.41           |
| Towel Caddy   | \$354.23           | to \$450.97           | \$403.56           |
| Sport Flooring  | \$9,107.28         | to \$14,166.88        | \$12,270.39        |
| Mirrors   | \$1,801.44         | to \$3,215.35         | \$2,379.28         |
| Paint Doors and Trim  | \$358.45           | to \$660.00           | \$472.77           |
| Remove and Reinstall Exercise Equipment                     | \$722.05           | to \$2,274.47         | \$1,537.98         |
| Paint Walls   | \$1,101.60         | to \$1,719.53         | \$1,477.22         |
| Window Treatments (with Hardware and Installation)          | \$404.55           | to \$586.13           | \$498.20           |
| <b>Exercise Facility Softgoods Renovation Cost Subtotal</b> | <b>\$15,323.04</b> | <b>to \$25,227.53</b> | <b>\$20,850.89</b> |
| <b>Exercise Facility Softgoods Renovation Cost Per SF</b>   | <b>\$21.05</b>     | <b>to \$34.65</b>     | <b>\$28.64</b>     |

## Exercise Facility - Add for a Full Renovation

|   | RANGE              |                        | AVERAGE             |
|---|--------------------|------------------------|---------------------|
| Additional Demolition   | \$5,256.56         | to \$6,402.49          | \$5,780.11          |
| Acoustical Tile Ceiling (New)                                     | \$5,780.32         | to \$6,709.03          | \$6,181.86          |
| Exercise Equipment (Installed)                                    | \$52,339.27        | to \$67,129.93         | \$59,885.48         |
| Electrical  | \$8,831.02         | to \$11,038.77         | \$9,581.66          |
| HVAC  | \$2,207.75         | to \$4,415.51          | \$3,344.75          |
| Life Safety   | \$4,468.08         | to \$5,795.36          | \$5,101.49          |
| Architectural Lighting  | \$6,623.26         | to \$8,831.02          | \$7,804.41          |
| TVs and Mounts (42", including Programming Allowance)             | \$971.57           | to \$1,169.86          | \$1,058.28          |
| Water Fountain  | \$1,155.29         | to \$1,637.62          | \$1,393.28          |
| Sound System  | \$1,083.08         | to \$1,364.68          | \$1,215.22          |
| <b>Exercise Facility Full Renovation Additional Cost Subtotal</b> | <b>\$88,716.20</b> | <b>to \$114,494.27</b> | <b>\$101,346.53</b> |
| <b>Exercise Facility Full Renovation Additional Cost Per SF</b>   | <b>\$121.86</b>    | <b>to \$157.27</b>     | <b>\$139.21</b>     |

# EXTENDED STAY

Prototype Hotel: 150 guestrooms, 4 stories, 38 rooms/floor  
Other assumptions and allowances are listed in each section below.

## Outdoor Pool

Assume a 15' x 30' (450 SF) pool and a 12'-wide deck, approximately 1,656 SF surface.

|  | RANGE              |                       | AVERAGE            |
|--|--------------------|-----------------------|--------------------|
| ADA Lift                                     | \$4,865.00         | to \$10,216.50        | \$7,464.30         |
| Pool Furniture                               | \$8,660.40         | to \$12,633.37        | \$10,707.12        |
| Pool Equipment                               | \$7,220.55         | to \$16,679.47        | \$12,144.96        |
| Resurface Pool Bottom                        | \$4,207.50         | to \$6,300.00         | \$4,897.13         |
| Resurface Pool Deck (Kool Deck)              | \$11,532.98        | to \$14,904.00        | \$13,441.36        |
| Signage (Life Safety, Pool Rules)            | \$1,390.00         | to \$3,648.75         | \$2,606.25         |
| <b>Outdoor Pool Renovation Cost Subtotal</b> | <b>\$37,876.43</b> | <b>to \$64,382.09</b> | <b>\$51,261.12</b> |
| <b>Outdoor Pool Renovation Cost Per SF</b>   | <b>\$17.99</b>     | <b>to \$30.57</b>     | <b>\$24.34</b>     |

## Indoor Pool

Assume a 15' x 30' (450 SF) pool and a 12' wide deck, approximately 1,656 SF surface.

|  | RANGE               |                        | AVERAGE             |
|--|---------------------|------------------------|---------------------|
| ADA Lift   | \$4,865.00          | to \$10,216.50         | \$7,464.30          |
| Architectural Lighting   | \$22,703.79         | to \$29,190.58         | \$26,206.66         |
| Acoustical Tile Ceiling with Aluminum Grid (New)               | \$10,914.29         | to \$12,834.00         | \$11,663.50         |
| Paint Doors and Trim   | \$300.00            | to \$436.70            | \$335.34            |
| Pool Deck Tile   | \$18,322.86         | to \$23,678.78         | \$20,655.63         |
| Pool Equipment   | \$7,220.55          | to \$16,679.47         | \$12,144.96         |
| Pool Furniture   | \$5,168.87          | to \$7,538.24          | \$6,389.30          |
| Pool Pak HVAC  | \$65,410.62         | to \$79,087.39         | \$71,912.04         |
| Replace Doors (Storefront)                                     | \$1,985.00          | to \$3,032.63          | \$2,616.19          |
| Resurface Pool Bottom  | \$4,207.50          | to \$6,300.00          | \$4,897.13          |
| Paint Walls (Assume Two Walls are Storefront, Two are Drywall) | \$1,309.00          | to \$2,043.27          | \$1,755.34          |
| Signage (Life Safety, Pool Rules)                              | \$1,390.00          | to \$3,648.75          | \$2,606.25          |
| <b>Indoor Pool Renovation Cost Subtotal</b>                    | <b>\$143,797.48</b> | <b>to \$194,686.31</b> | <b>\$168,646.63</b> |
| <b>Indoor Pool Renovation Cost Per SF</b>                      | <b>\$68.28</b>      | <b>to \$92.44</b>      | <b>\$80.08</b>      |

## Outdoor Amenities

|   | RANGE              |                       | AVERAGE            |
|---|--------------------|-----------------------|--------------------|
| Stamped Concrete at Arrivals                      | \$11,062.30        | to \$16,246.23        | \$13,422.04        |
| Outdoor Furniture                                 | \$9,746.85         | to \$14,218.60        | \$12,050.53        |
| Fire Pit  | \$9,104.36         | to \$17,375.00        | \$12,535.39        |
| Permanent Grill                                   | \$7,220.55         | to \$12,130.52        | \$9,718.86         |
| Outdoor Lighting                                  | \$9,386.71         | to \$14,404.99        | \$11,906.68        |
| Patio Landscaping                                 | \$6,498.49         | to \$11,372.36        | \$8,989.58         |
| <b>Outdoor Amenities Renovation Cost Subtotal</b> | <b>\$53,019.26</b> | <b>to \$85,747.71</b> | <b>\$68,623.09</b> |

# EXTENDED STAY

Prototype Hotel: 150 guestrooms, 4 stories, 38 rooms/floor  
Other assumptions and allowances are listed in each section below.

## Outdoor Parking

Assume 175 spaces, 9' x 18', and 25'-wide aisles.

|  | RANGE               |                        | AVERAGE             |
|--|---------------------|------------------------|---------------------|
| Clean and Seal Asphalt                           | \$12,757.50         | to \$27,641.25         | \$19,188.45         |
| Stripe Spaces                                    | \$4,378.50          | to \$6,650.00          | \$5,399.90          |
| Pavement Resurfacing                             | \$88,750.41         | to \$194,906.25        | \$123,098.50        |
| <b>Outdoor Parking Renovation Cost Subtotal</b>  | <b>\$105,886.41</b> | <b>to \$229,197.50</b> | <b>\$147,686.86</b> |
| <b>Outdoor Parking Renovation Cost Per Space</b> | <b>\$605.07</b>     | <b>to \$1,309.70</b>   | <b>\$843.92</b>     |

## Structured Parking

Typically, hotels in this market segment do not have structured parking.

## Landscaping

|   | RANGE              |                       | AVERAGE            |
|---|--------------------|-----------------------|--------------------|
| Landscaping Allowance                       | \$28,882.19        | to \$39,424.19        | \$34,023.22        |
| <b>Landscaping Renovation Cost Subtotal</b> | <b>\$28,882.19</b> | <b>to \$39,424.19</b> | <b>\$34,023.22</b> |

## Common Additives

|  | RANGE        |                 | AVERAGE      |
|--|--------------|-----------------|--------------|
| New RFID Key System  | \$382.25     | to \$547.31     | \$461.13     |
| Elevator Cab Finishes  | \$12,274.93  | to \$18,650.68  | \$15,470.75  |
| <b>Elevator Modernization</b>  |              |                 |              |
| Hydraulic, per Cab   | \$81,265.83  | to \$108,810.78 | \$96,137.85  |
| PTAC Unit Direct Replacement, NIC Finishes                                   | \$1,299.70   | to \$1,516.32   | \$1,409.96   |
| <b>Laundry Equipment (Direct Equipment Replacement with Access)</b>          |              |                 |              |
| 75# Washer   | \$28,882.19  | to \$39,424.19  | \$34,023.22  |
| 125# Dryer   | \$43,323.29  | to \$54,587.35  | \$48,608.73  |
| Ironer / Folder  | \$144,410.97 | to \$163,762.04 | \$152,324.69 |
| Porte Cochere - Re-image: Demolish and Replace                               | \$14,441.10  | to \$60,652.61  | \$38,846.55  |
| <b>Guestroom ADA Modifications</b>   |              |                 |              |
| Bathtub Room   | \$16,780.00  | to \$33,360.00  | \$22,455.77  |
| Roll-in Shower Room  | \$20,041.10  | to \$37,546.85  | \$29,479.91  |
| Exterior Signage - Monument - New Graphics on Existing Sign                  | \$14,441.10  | to \$21,228.41  | \$17,820.31  |
| Exterior Signage - Highway - New Graphics on Existing Sign                   | \$36,102.74  | to \$47,005.77  | \$41,315.98  |
| Exterior Signage - New Exterior Brand Sign in Existing Location              | \$43,323.29  | to \$54,587.35  | \$48,608.73  |
| Dumpster Enclosure (CMU Walls, Wood Gate, Bollards, Concrete Pad)            | \$11,175.00  | to \$22,240.00  | \$16,946.64  |
| Power-operated, Bi-parting Entrance Doors (Inner and Outer at a Vestibule)   | \$38,920.00  | to \$41,700.00  | \$40,312.67  |
| Fireplace - Natural Gas with Stone Hearth and Surrounding Wall (Public Area) | \$7,920.00   | to \$26,096.50  | \$15,754.43  |
| Replace Guestroom Entry Door and Hardware                                    | \$764.50     | to \$1,250.00   | \$1,051.33   |
| Replace Guestroom Connecting Doors and Hardware                              | \$1,529.00   | to \$2,450.03   | \$2,054.17   |
| Replace Corridor Service Doors and Hardware                                  | \$955.63     | to \$1,641.94   | \$1,353.51   |
| Replace Guestroom Closet Door with Pair of Swing Doors and Hardware          | \$486.50     | to \$924.52     | \$730.71     |
| Replace Guestroom Bath Door with Barn Door and Hardware                      | \$1,181.50   | to \$1,459.50   | \$1,320.50   |
| Incremental Add for LVT in Guestroom Instead of Carpet                       | \$1,670.67   | to \$3,721.33   | \$2,312.71   |







# MIDSCALE

# MIDSCALE

Prototype Hotel: 135 guestrooms, 5 stories, 27 rooms/floor  
Other assumptions and allowances are listed in each section below.

## Guestroom Softgoods Renovation

Assume guestroom area of approximately 13' x 21'-6" and 6' x 7' entry / closet area (370 SF). Ceilings 8' AFF, painted drywall.

|   | RANGE    |                                 | AVERAGE           |
|---|----------|---------------------------------|-------------------|
| Demolition  | \$330.00 | to \$470.00                     | \$396.04          |
| FF&E Installation   | \$230.39 | to \$360.69                     | \$280.52          |
| Artwork, Mirrors and Accessories (Installed Package)      | \$207.81 | to \$310.04                     | \$258.66          |
| Full-height Framed Dressing Mirror                        | \$110.69 | to \$159.88                     | \$140.54          |
| Bed Skirt or Box Spring Cover                             | \$141.81 | to \$156.00                     | \$148.91          |
| Decorative Pillow   | \$40.49  | to \$52.64                      | \$46.57           |
| Carpet and Pad  | \$744.45 | to \$837.33                     | \$792.63          |
| Rigid Vinyl Base  | \$341.94 | to \$524.80                     | \$453.61          |
| Desk Lamp   | \$82.28  | to \$106.94                     | \$94.59           |
| Floor Lamp  | \$148.40 | to \$185.50                     | \$166.78          |
| End Table Lamp  | \$106.94 | to \$145.68                     | \$126.15          |
| Nightstand or Bracket Lamp (2)                            | \$203.63 | to \$241.70                     | \$222.94          |
| Welcome Light (in Existing Location)                      | \$169.31 | to \$261.40                     | \$208.25          |
| Desk Chair (including Fabric)                             | \$321.00 | to \$420.13                     | \$370.57          |
| Lounge Chair (including Fabric)                           | \$206.78 | to \$268.82                     | \$237.80          |
| Sleeper Sofa (including Fabric - Assumes King Rooms Only) | \$454.80 | to \$567.22                     | \$511.01          |
| Paint Textured or Drywall Ceiling                         | \$176.83 | to \$477.74                     | \$323.82          |
| Paint Entry Doors, Closet Doors, Frames, and Grilles      | \$155.34 | to \$312.75                     | \$216.56          |
| Vinyl Wallcovering (LY 54")                               | \$805.88 | to \$1,162.58                   | \$932.97          |
| Window Treatments (Sheer, Blackout, Hardware, Installed)  | \$537.84 | to \$812.61                     | \$675.42          |
| <b>Guestroom Softgoods Renovation Cost Per Key</b>        |          | <b>\$5,516.59 to \$7,834.42</b> | <b>\$6,604.30</b> |

## Guestroom - Add for a Full Renovation

|  | RANGE    |                                 | AVERAGE           |
|--|----------|---------------------------------|-------------------|
| Casegoods Installation                                   | \$500.40 | to \$721.38                     | \$587.86          |
| King Bedset (Box Spring, Mattress, and Frame)            | \$713.70 | to \$932.12                     | \$822.62          |
| Headboard  | \$548.46 | to \$823.53                     | \$685.72          |
| Nightstands  | \$311.84 | to \$399.87                     | \$356.26          |
| Dresser  | \$540.23 | to \$696.15                     | \$618.19          |
| Desk   | \$430.30 | to \$566.34                     | \$498.16          |
| Coffee Table   | \$114.81 | to \$151.19                     | \$133.00          |
| Closet Rack  | \$111.20 | to \$186.25                     | \$162.66          |
| Refrigerator Cabinet / Welcome Center                    | \$212.61 | to \$274.27                     | \$243.37          |
| Mini Refrigerator  | \$181.69 | to \$196.83                     | \$189.26          |
| Draperies Valance - Painted Wood                         | \$249.11 | to \$272.33                     | \$260.43          |
| TV and Mount (HD LCD, including Programming Allowance)   | \$628.75 | to \$1,022.61                   | \$821.34          |
| <b>Guestroom Full Renovation Additional Cost Per Key</b> |          | <b>\$4,543.09 to \$6,242.86</b> | <b>\$5,378.87</b> |

# MIDSCALE

Prototype Hotel: 135 guestrooms, 5 stories, 27 rooms/floor  
Other assumptions and allowances are listed in each section below.

## Guest Bathroom Softgoods Renovation

Assume guest bathroom area of 6' x 8'. Ceilings 8' AFF, painted drywall.

|   | RANGE             |                      | AVERAGE           |
|---|-------------------|----------------------|-------------------|
| Demolition  | \$107.99          | to \$173.63          | \$136.14          |
| Artwork (Installed)                                     | \$80.64           | to \$128.58          | \$104.13          |
| Lighted Mirror  | \$464.77          | to \$643.69          | \$548.48          |
| Night Light   | \$56.22           | to \$108.31          | \$82.30           |
| Paint Ceiling   | \$38.70           | to \$63.69           | \$51.64           |
| Vinyl Wallcovering (LY 54")                             | \$165.79          | to \$218.60          | \$194.82          |
| Shower Curtain and Hooks                                | \$40.82           | to \$45.13           | \$42.97           |
| Curved Shower Rod                                       | \$86.65           | to \$144.00          | \$108.53          |
| Paint Door and Trim                                     | \$77.67           | to \$166.07          | \$110.22          |
| RegROUT Floor Tile                                      | \$130.00          | to \$292.74          | \$186.50          |
| RegROUT Wall Tile                                       | \$125.00          | to \$281.48          | \$179.33          |
| <b>Guest Bathroom Softgoods Renovation Cost Per Key</b> | <b>\$1,374.24</b> | <b>to \$2,265.92</b> | <b>\$1,745.07</b> |

## Guest Bathroom - Add for a Full Renovation

|  | RANGE             |                       | AVERAGE            |
|--|-------------------|-----------------------|--------------------|
| Additional Demolition  | \$530.71          | to \$606.53           | \$558.76           |
| Architectural Lighting   | \$199.29          | to \$303.77           | \$250.40           |
| Replace Bathroom Door and Hardware   | \$577.64          | to \$734.09           | \$640.44           |
| Electrical Upgrades (Add One GFI Outlet)                                     | \$93.87           | to \$158.69           | \$133.05           |
| Tub-to-Shower Conversion (New Pan, Solid Panel Surround, Valve, Shower Head) | \$3,822.50        | to \$4,170.00         | \$3,978.63         |
| Shower Valve and Head, Tub Diverter, Tub Drain                               | \$345.00          | to \$512.35           | \$442.80           |
| Tub Surround (Solid Panel)   | \$1,142.93        | to \$1,432.00         | \$1,277.39         |
| Lavatory   | \$195.00          | to \$252.72           | \$219.33           |
| Faucet (and Connections)   | \$288.82          | to \$324.00           | \$302.12           |
| Vanity Top   | \$345.63          | to \$529.37           | \$439.66           |
| Vanity Base  | \$261.90          | to \$429.50           | \$345.34           |
| Toilet Accessories   | \$330.82          | to \$486.50           | \$378.94           |
| Tile Flooring  | \$462.00          | to \$733.92           | \$580.64           |
| Toilet and Seat  | \$541.54          | to \$607.43           | \$568.14           |
| <b>Guest Bathroom Full Renovation Additional Cost Per Key</b>                | <b>\$9,137.65</b> | <b>to \$11,280.87</b> | <b>\$10,115.64</b> |

## Corridors

Per room with each unit 13' long and half of a 6'-wide corridor; 27 rooms per floor.

|  | RANGE             |                      | AVERAGE           |
|--|-------------------|----------------------|-------------------|
| Demolition   | \$49.73           | to \$89.38           | \$67.05           |
| Artwork (Installed)                                  | \$10.47           | to \$15.73           | \$13.07           |
| Carpet and Pad                                       | \$204.85          | to \$289.30          | \$248.57          |
| Rigid Vinyl Base                                     | \$65.05           | to \$103.70          | \$90.77           |
| Ceiling-mounted Lighting                             | \$42.82           | to \$58.70           | \$49.55           |
| Sconces  | \$72.21           | to \$101.89          | \$84.52           |
| Vending Area Floor Tile                              | \$20.74           | to \$28.44           | \$25.17           |
| Ice Machine  | \$309.84          | to \$343.66          | \$326.81          |
| Paint Ceiling  | \$32.53           | to \$66.87           | \$47.25           |
| Signage Package (Room Numbers, Wayfinding, Complete) | \$118.15          | to \$145.95          | \$132.05          |
| Vinyl Wallcovering (LY 54")                          | \$155.45          | to \$240.68          | \$188.25          |
| Window Treatments (with Hardware and Installation)   | \$16.46           | to \$24.47           | \$20.47           |
| <b>Corridors Renovation Cost Per Key</b>             | <b>\$1,098.31</b> | <b>to \$1,508.77</b> | <b>\$1,293.52</b> |

# MIDSCALE

Prototype Hotel: 135 guestrooms, 5 stories, 27 rooms/floor  
Other assumptions and allowances are listed in each section below.

## Lobby Softgoods Renovation

Assume a 2,500 SF area. Ceiling 10' AFF.

|  | RANGE              |                       | AVERAGE            |
|--|--------------------|-----------------------|--------------------|
| Demolition   | \$4,332.33         | to \$5,307.10         | \$4,850.01         |
| Artwork and Artifacts (Installed)                  | \$973.77           | to \$1,489.60         | \$1,228.83         |
| Carpet and Pad                                     | \$10,172.15        | to \$12,287.87        | \$11,116.06        |
| Millwork (Refinish)                                | \$722.05           | to \$1,061.42         | \$891.02           |
| Millwork Screen Walls (Refinish)                   | \$505.44           | to \$833.97           | \$672.23           |
| Paint Drywall Ceiling                              | \$2,293.50         | to \$3,714.91         | \$2,903.28         |
| Paint Doors and Trim                               | \$388.34           | to \$550.00           | \$465.65           |
| Vinyl Wallcovering (LY 54", 40% Openings)          | \$1,255.83         | to \$1,934.17         | \$1,517.02         |
| Window Treatments (with Hardware and Installation) | \$720.24           | to \$1,081.53         | \$900.69           |
| Seating Groups                                     | \$8,527.90         | to \$11,142.08        | \$9,833.13         |
| <b>Lobby Softgoods Renovation Cost Subtotal</b>    | <b>\$29,891.56</b> | <b>to \$39,402.64</b> | <b>\$34,377.93</b> |
| <b>Lobby Softgoods Renovation Cost Per SF</b>      | <b>\$11.96</b>     | <b>to \$15.76</b>     | <b>\$13.75</b>     |

## Lobby - Add for a Full Renovation

|   | RANGE               |                        | AVERAGE             |
|---|---------------------|------------------------|---------------------|
| Additional Demolition                                 | \$18,051.37         | to \$21,986.57         | \$19,849.29         |
| Decorative Lighting                                   | \$5,759.33          | to \$8,451.79          | \$7,098.72          |
| Electrical  | \$23,838.50         | to \$31,448.75         | \$27,923.71         |
| Hard Surface Flooring                                 | \$10,500.00         | to \$14,400.00         | \$12,740.28         |
| HVAC  | \$10,830.82         | to \$15,163.15         | \$12,960.88         |
| Life Safety   | \$15,343.67         | to \$19,901.64         | \$17,518.86         |
| Architectural Lighting                                | \$27,077.06         | to \$37,907.88         | \$31,946.59         |
| Front Desk (New Pods, in Existing Location)           | \$19,460.00         | to \$25,395.30         | \$22,643.10         |
| Front Desk Equipment                                  | \$5,054.38          | to \$6,216.89          | \$5,590.15          |
| Millwork Screen Walls (New)                           | \$7,581.58          | to \$11,903.07         | \$9,760.02          |
| Acoustic Ceiling and Grid (New)                       | \$9,925.00          | to \$11,519.63         | \$10,614.45         |
| Articulated Drywall Ceiling (New)                     | \$11,958.13         | to \$21,892.50         | \$17,927.33         |
| Sound System  | \$2,166.16          | to \$2,729.37          | \$2,430.44          |
| Drywall Partitions                                    | \$8,882.10          | to \$15,192.00         | \$11,639.41         |
| Business Center (Millwork / Finishes / Seating)       | \$8,580.79          | to \$11,957.94         | \$10,158.00         |
| <b>Lobby Full Renovation Additional Cost Subtotal</b> | <b>\$185,008.88</b> | <b>to \$256,066.48</b> | <b>\$220,801.22</b> |
| <b>Lobby Full Renovation Additional Cost Per SF</b>   | <b>\$74.00</b>      | <b>to \$102.43</b>     | <b>\$88.32</b>      |

# MIDSCALE

Prototype Hotel: 135 guestrooms, 5 stories, 27 rooms/floor  
Other assumptions and allowances are listed in each section below.

## Marketplace / Sundries

Assume an 85 SF space with display millwork, refrigeration, and coffee offering.

|  | RANGE              |                       | AVERAGE            |
|--|--------------------|-----------------------|--------------------|
| Demolition   | \$933.98           | to \$1,395.65         | \$1,186.64         |
| Drywall Partitions   | \$1,973.80         | to \$3,376.00         | \$2,586.54         |
| Acoustical Tile Ceiling (New)                              | \$357.30           | to \$414.71           | \$382.12           |
| Articulated Drywall Ceiling (New)                          | \$382.66           | to \$701.39           | \$573.84           |
| Millwork - Base Cabinets and Hard Surface Top              | \$1,094.63         | to \$1,634.64         | \$1,333.98         |
| Millwork - Display Millwork and Hard Surface Top - 8' Tall | \$4,378.50         | to \$9,100.00         | \$6,950.52         |
| Millwork - Island Cabinets and Hard Surface Top            | \$1,000.80         | to \$1,685.72         | \$1,354.62         |
| Hard Surface Flooring and Base                             | \$1,190.00         | to \$1,632.00         | \$1,443.90         |
| Paint  | \$137.50           | to \$371.49           | \$271.96           |
| Architectural Lighting                                     | \$1,240.58         | to \$1,767.82         | \$1,540.97         |
| Electrical   | \$1,801.79         | to \$2,357.09         | \$2,097.16         |
| Plumbing   | \$1,063.35         | to \$1,470.08         | \$1,288.84         |
| Life Safety  | \$521.68           | to \$676.66           | \$595.64           |
| Nesting Tables   | \$538.72           | to \$699.72           | \$619.22           |
| Refrigerator / Freezer                                     | \$2,100.00         | to \$3,150.00         | \$2,590.00         |
| Refrigerated Merchandiser                                  | \$11,025.00        | to \$16,537.50        | \$13,965.00        |
| Espresso Machine / Coffee                                  | \$12,600.00        | to \$17,850.00        | \$15,225.00        |
| Signage  | \$294.65           | to \$382.71           | \$338.68           |
| <b>Marketplace / Sundries Renovation Cost Subtotal</b>     | <b>\$42,634.93</b> | <b>to \$65,203.18</b> | <b>\$54,344.63</b> |
| <b>Marketplace / Sundries Renovation Cost Per SF</b>       | <b>\$501.59</b>    | <b>to \$767.10</b>    | <b>\$639.35</b>    |

## Public Restrooms Softgoods Renovation

Assume two, 12' x 20' (480 SF total) restrooms. Each with 2 lavs, 3 fixtures. Ceiling 10' AFF.

|  | RANGE             |                      | AVERAGE           |
|--|-------------------|----------------------|-------------------|
| Demolition   | \$363.92          | to \$545.87          | \$418.50          |
| Artwork and Artifacts (Installed)                          | \$647.38          | to \$992.19          | \$811.17          |
| Framed Mirrors   | \$1,369.81        | to \$1,833.04        | \$1,600.91        |
| Paint Drywall Ceiling                                      | \$408.00          | to \$636.86          | \$547.12          |
| Paint Doors and Trim                                       | \$161.24          | to \$252.00          | \$202.63          |
| Vinyl Wallcovering (LY 54")                                | \$2,241.07        | to \$3,172.22        | \$2,606.68        |
| Decorative Vanity Lighting                                 | \$1,156.52        | to \$1,785.64        | \$1,463.55        |
| <b>Public Restrooms Softgoods Renovation Cost Subtotal</b> | <b>\$6,347.93</b> | <b>to \$9,217.83</b> | <b>\$7,650.57</b> |
| <b>Public Restrooms Softgoods Renovation Cost Per SF</b>   | <b>\$13.22</b>    | <b>to \$19.20</b>    | <b>\$15.94</b>    |

# MIDSCALE

Prototype Hotel: 135 guestrooms, 5 stories, 27 rooms/floor  
Other assumptions and allowances are listed in each section below.

## Public Restrooms - Add for a Full Renovation

|  | RANGE              |                       | AVERAGE            |
|--|--------------------|-----------------------|--------------------|
| Additional Demolition  | \$3,812.45         | to \$5,458.73         | \$4,626.93         |
| Toilet Partitions  | \$4,620.00         | to \$10,008.00        | \$7,010.87         |
| Toilet Accessories   | \$1,299.70         | to \$1,626.30         | \$1,473.92         |
| Replace Doors  | \$1,155.00         | to \$2,166.16         | \$1,789.37         |
| Toilets / Urinals  | \$4,425.00         | to \$6,505.27         | \$5,232.39         |
| Architectural Lighting   | \$5,822.65         | to \$7,278.31         | \$6,317.58         |
| Tile Flooring  | \$6,720.00         | to \$9,216.00         | \$8,153.78         |
| Tile Walls   | \$5,040.00         | to \$6,912.00         | \$6,115.33         |
| Motion-sensing Flush Valves                                      | \$4,355.31         | to \$5,568.00         | \$4,780.58         |
| Motion-sensing Faucets   | \$2,420.00         | to \$3,058.00         | \$2,732.44         |
| Vanity Top, Sinks  | \$3,177.04         | to \$3,942.42         | \$3,616.60         |
| <b>Public Restrooms Full Renovation Additional Cost Subtotal</b> | <b>\$42,847.15</b> | <b>to \$61,739.20</b> | <b>\$51,849.80</b> |
| <b>Public Restrooms Full Renovation Additional Cost Per SF</b>   | <b>\$89.26</b>     | <b>to \$128.62</b>    | <b>\$108.02</b>    |

## Restaurant Softgoods Renovation

Assume a 68-seat restaurant area of approximately 36' x 36' (1,296 SF). Ceiling 10' AFF.

|  | RANGE              |                       | AVERAGE            |
|--|--------------------|-----------------------|--------------------|
| Demolition   | \$1,871.57         | to \$2,751.20         | \$2,309.51         |
| Artwork (Installed)  | \$4,088.19         | to \$6,120.29         | \$5,105.53         |
| Carpet and Pad (75% of Floor Area)                                 | \$5,745.30         | to \$6,519.87         | \$6,092.50         |
| Millwork Buffet, Host Station (Refinish)                           | \$2,888.22         | to \$5,458.73         | \$4,211.02         |
| Millwork Screen Walls (Refinish)                                   | \$1,083.08         | to \$1,592.13         | \$1,336.52         |
| Millwork Running Trim (Refinish - Hardwood Crown, Chair, and Base) | \$197.55           | to \$417.60           | \$281.10           |
| Reupholster Banquettes   | \$4,947.25         | to \$7,435.25         | \$6,191.25         |
| Paint Drywall Ceiling  | \$1,188.95         | to \$1,925.81         | \$1,505.06         |
| Paint Doors and Trim   | \$358.45           | to \$660.00           | \$472.77           |
| Vinyl Wallcovering (LY 54", 40% Openings)                          | \$1,620.26         | to \$2,312.29         | \$1,891.41         |
| Window Treatments (with Hardware and Installation)                 | \$2,649.45         | to \$3,983.53         | \$3,316.68         |
| Dining Chairs (No Arms, including Fabric)                          | \$18,108.40        | to \$23,645.64        | \$20,851.97        |
| <b>Restaurant Softgoods Renovation Cost Subtotal</b>               | <b>\$44,746.67</b> | <b>to \$62,822.35</b> | <b>\$53,565.34</b> |
| <b>Restaurant Softgoods Renovation Cost Per SF</b>                 | <b>\$34.53</b>     | <b>to \$48.47</b>     | <b>\$41.33</b>     |
| <b>Restaurant Softgoods Renovation Cost Per Seat</b>               | <b>\$658.04</b>    | <b>to \$923.86</b>    | <b>\$787.73</b>    |

# MIDSCALE

Prototype Hotel: 135 guestrooms, 5 stories, 27 rooms/floor  
Other assumptions and allowances are listed in each section below.

## Restaurant - Add for a Full Renovation

|  | RANGE               |                        | AVERAGE             |
|--|---------------------|------------------------|---------------------|
| Additional Demolition                                      | \$5,614.70          | to \$7,860.58          | \$6,718.92          |
| Banquettes   | \$8,175.00          | to \$16,506.00         | \$12,484.20         |
| Buffet Equipment   | \$7,220.55          | to \$16,679.47         | \$11,463.34         |
| Decorative Lighting  | \$7,916.36          | to \$12,049.40         | \$9,903.30          |
| Architectural Lighting                                     | \$10,761.51         | to \$18,177.59         | \$15,145.65         |
| Electrical   | \$15,721.16         | to \$19,651.44         | \$17,057.45         |
| Tile Flooring (25% of Floor Area)                          | \$4,536.00          | to \$5,931.69          | \$5,429.37          |
| HVAC   | \$3,930.29          | to \$7,860.58          | \$5,954.39          |
| Life Safety  | \$7,954.16          | to \$10,317.01         | \$9,081.77          |
| Millwork Buffet, Host Station (New, in Existing Location)  | \$29,000.00         | to \$33,358.93         | \$30,970.83         |
| Millwork Screen Walls (New)                                | \$5,054.38          | to \$8,036.47          | \$6,560.59          |
| Millwork Running Trim (Hardwood Crown, Chair, and Base)    | \$1,039.76          | to \$1,967.73          | \$1,726.88          |
| Articulated Drywall Ceiling (New)                          | \$12,398.18         | to \$26,840.56         | \$22,456.36         |
| Sound System   | \$2,166.16          | to \$2,729.37          | \$2,430.44          |
| Tables   | \$7,729.92          | to \$9,873.90          | \$8,805.18          |
| Communal Dining Tables, Chef's Table (6 Seats)             | \$2,231.24          | to \$3,456.32          | \$2,850.03          |
| Communal Table Stools                                      | \$2,133.18          | to \$3,206.34          | \$2,669.76          |
| Drywall Partitions   | \$8,421.73          | to \$14,584.32         | \$11,055.54         |
| TV and Mount (55", including Programming Allowance)        | \$4,521.32          | to \$5,408.00          | \$4,912.80          |
| <b>Restaurant Full Renovation Additional Cost Subtotal</b> | <b>\$146,525.59</b> | <b>to \$224,495.69</b> | <b>\$187,676.82</b> |
| <b>Restaurant Full Renovation Additional Cost Per SF</b>   | <b>\$113.06</b>     | <b>to \$173.22</b>     | <b>\$144.81</b>     |
| <b>Restaurant Full Renovation Additional Cost Per Seat</b> | <b>\$2,154.79</b>   | <b>to \$3,301.41</b>   | <b>\$2,759.95</b>   |

## Bar / Lounge Softgoods Renovation

Assume a 54-seat bar / lounge area of approximately 24' x 30' (720 SF).

|  | RANGE              |                       | AVERAGE            |
|--|--------------------|-----------------------|--------------------|
| Demolition   | \$1,039.76         | to \$1,528.45         | \$1,283.06         |
| Artwork, Accessories, and Mirrors (Installed)          | \$5,229.00         | to \$7,845.94         | \$6,533.17         |
| Bar / Back Bar (Refinish)                              | \$902.57           | to \$1,705.85         | \$1,315.94         |
| Carpet and Pad (55% of Floor Area)                     | \$2,196.45         | to \$2,497.01         | \$2,330.48         |
| Millwork Running Trim (Refinish)                       | \$148.17           | to \$313.20           | \$210.83           |
| Paint Drywall Ceiling                                  | \$660.53           | to \$1,069.89         | \$836.14           |
| Paint Doors and Trim                                   | \$179.22           | to \$330.00           | \$236.38           |
| Vinyl Wallcovering (LY 54")                            | \$2,101.00         | to \$2,973.96         | \$2,443.76         |
| Reupholster Banquettes                                 | \$3,562.02         | to \$5,353.38         | \$4,457.70         |
| Dining Chairs (No Arms, including Fabric)              | \$11,184.60        | to \$14,604.66        | \$12,879.16        |
| Bar Stools (including Fabric)                          | \$4,253.76         | to \$6,425.28         | \$5,339.52         |
| Seating Group  | \$8,512.05         | to \$11,132.63        | \$9,824.70         |
| <b>Bar / Lounge Softgoods Renovation Cost Subtotal</b> | <b>\$39,969.12</b> | <b>to \$55,780.25</b> | <b>\$47,690.85</b> |
| <b>Bar / Lounge Softgoods Renovation Cost Per SF</b>   | <b>\$55.51</b>     | <b>to \$77.47</b>     | <b>\$66.24</b>     |
| <b>Bar / Lounge Softgoods Renovation Cost Per Seat</b> | <b>\$740.17</b>    | <b>to \$1,032.97</b>  | <b>\$883.16</b>    |

# MIDSCALE

Prototype Hotel: 135 guestrooms, 5 stories, 27 rooms/floor  
Other assumptions and allowances are listed in each section below.

## Bar / Lounge - Add for a Full Renovation

|   | RANGE               |                        | AVERAGE             |
|---|---------------------|------------------------|---------------------|
| Additional Demolition   | \$6,004.80          | to \$8,406.72          | \$7,235.78          |
| Bar Die and Top (New in Existing Location)                      | \$11,380.45         | to \$14,807.77         | \$13,180.95         |
| Back Bar (New in Existing Location)                             | \$16,189.96         | to \$19,151.52         | \$17,666.96         |
| Bar Equipment   | \$36,102.74         | to \$49,280.24         | \$42,529.03         |
| Articulated Drywall Ceiling (New)                               | \$6,887.88          | to \$14,911.42         | \$12,475.76         |
| Banquettes  | \$4,500.00          | to \$8,027.25          | \$6,824.45          |
| Communal Table  | \$2,430.18          | to \$3,645.27          | \$3,037.73          |
| Communal Table Chairs   | \$2,137.38          | to \$3,212.64          | \$2,675.00          |
| Decorative Lighting   | \$3,765.52          | to \$5,820.37          | \$4,713.18          |
| Electrical  | \$8,733.98          | to \$10,917.47         | \$9,476.36          |
| Tile Flooring (45%)   | \$4,536.00          | to \$5,931.69          | \$5,429.37          |
| HVAC  | \$2,183.49          | to \$4,366.99          | \$3,307.99          |
| Life Safety   | \$4,418.98          | to \$5,731.67          | \$5,045.43          |
| Architectural Lighting  | \$7,642.23          | to \$9,825.72          | \$8,821.32          |
| Millwork Running Trim (Stained Hardwood Crown, Chair, and Base) | \$1,438.41          | to \$1,677.24          | \$1,564.49          |
| Sound System  | \$3,249.25          | to \$4,094.05          | \$3,645.65          |
| TVs - 50" LCD HD  | \$2,221.64          | to \$2,624.52          | \$2,397.15          |
| Tables  | \$4,101.03          | to \$4,494.42          | \$4,297.71          |
| Drywall Partitions  | \$10,527.17         | to \$18,230.40         | \$13,819.43         |
| <b>Bar / Lounge Full Renovation Additional Cost Subtotal</b>    | <b>\$138,451.08</b> | <b>to \$195,157.37</b> | <b>\$168,143.74</b> |
| <b>Bar / Lounge Full Renovation Additional Cost Per SF</b>      | <b>\$192.29</b>     | <b>to \$271.05</b>     | <b>\$233.53</b>     |
| <b>Bar / Lounge Full Renovation Additional Cost Per Seat</b>    | <b>\$2,563.91</b>   | <b>to \$3,614.03</b>   | <b>\$3,113.77</b>   |

## Kitchen

Assume a kitchen area of approximately 20' x 20' (400 SF).

|  | RANGE              |                       | AVERAGE            |
|--|--------------------|-----------------------|--------------------|
| Selective Demolition                                   | \$9,730.00         | to \$11,967.90        | \$10,933.74        |
| Vinyl-coated Tile Ceiling (2' x 4' Tiles and New Grid) | \$4,960.52         | to \$9,073.92         | \$6,895.58         |
| Lighting (2' x 4')                                     | \$3,639.16         | to \$6,065.26         | \$4,403.38         |
| Paint Door Frames and Trim                             | \$179.22           | to \$330.00           | \$236.38           |
| Paint Walls  | \$204.00           | to \$318.43           | \$273.56           |
| Quarry Tile Flooring                                   | \$11,200.00        | to \$14,441.10        | \$12,412.10        |
| Replace Doors  | \$1,877.34         | to \$4,239.50         | \$3,258.33         |
| Kydex-paneled Walls                                    | \$1,190.40         | to \$2,490.88         | \$2,061.22         |
| <b>Kitchen Renovation Cost Subtotal</b>                | <b>\$32,980.64</b> | <b>to \$48,926.99</b> | <b>\$40,474.29</b> |
| <b>Kitchen Renovation Cost Per SF</b>                  | <b>\$82.45</b>     | <b>to \$122.32</b>    | <b>\$101.19</b>    |

## Kitchen Equipment

|  | RANGE              |                       | AVERAGE            |
|--|--------------------|-----------------------|--------------------|
| Select Kitchen Equipment               | \$28,882.19        | to \$38,089.84        | \$33,311.57        |
| <b>Kitchen Equipment Cost Subtotal</b> | <b>\$28,882.19</b> | <b>to \$38,089.84</b> | <b>\$33,311.57</b> |
| <b>Kitchen Equipment Cost Per SF</b>   | <b>\$72.21</b>     | <b>to \$95.22</b>     | <b>\$83.28</b>     |



# MIDSCALE

Prototype Hotel: 135 guestrooms, 5 stories, 27 rooms/floor  
Other assumptions and allowances are listed in each section below.

## Prefunction Softgoods Renovation

Assume a prefunction area of approximately 10' x 75' (750 SF). Ceiling 12' AFF.

|  | RANGE              |                       | AVERAGE            |
|--|--------------------|-----------------------|--------------------|
| Demolition   | \$1,083.08         | to \$1,592.13         | \$1,336.52         |
| Paint Articulated Drywall Ceiling  | \$637.50           | to \$995.10           | \$854.87           |
| Carpet and Pad   | \$4,206.71         | to \$4,815.54         | \$4,473.48         |
| Paint Doors and Trim (Service Doors and Exits)                             | \$179.22           | to \$330.00           | \$236.38           |
| Millwork Running Trim (Refinish - Stained Hardwood Crown, Chair, and Base) | \$626.02           | to \$990.84           | \$771.36           |
| Protect / Remove / Reinstall All Light Fixtures                            | \$361.03           | to \$985.60           | \$688.12           |
| Vinyl Wallcovering (LY 54")  | \$3,307.13         | to \$4,681.23         | \$3,846.66         |
| Window Treatments (with Hardware and Installation)                         | \$2,609.69         | to \$3,925.06         | \$3,267.18         |
| Seating Groups   | \$4,256.03         | to \$5,566.31         | \$4,912.35         |
| <b>Prefunction Softgoods Renovation Cost Subtotal</b>                      | <b>\$17,266.41</b> | <b>to \$23,881.82</b> | <b>\$20,386.93</b> |
| <b>Prefunction Softgoods Renovation Cost Per SF</b>                        | <b>\$23.02</b>     | <b>to \$31.84</b>     | <b>\$27.18</b>     |

## Prefunction - Add for a Full Renovation

|   | RANGE              |                        | AVERAGE            |
|---|--------------------|------------------------|--------------------|
| Additional Demolition   | \$4,170.00         | to \$5,473.13          | \$4,899.75         |
| Artwork, Accessories, and Mirrors (Allowance, Installed)        | \$5,108.06         | to \$7,670.12          | \$6,388.90         |
| Articulated Drywall Ceiling (New)                               | \$6,645.94         | to \$12,100.35         | \$8,207.48         |
| Decorative Lighting   | \$22,615.83        | to \$35,498.53         | \$28,340.80        |
| Electrical  | \$4,548.95         | to \$6,823.42          | \$5,743.04         |
| HVAC  | \$3,249.25         | to \$4,548.95          | \$3,888.27         |
| Life Safety   | \$4,603.10         | to \$5,970.49          | \$5,255.66         |
| Architectural Lighting  | \$4,873.87         | to \$8,529.27          | \$6,742.19         |
| Millwork Running Trim (Stained Hardwood Crown, Chair, and Base) | \$2,816.01         | to \$5,068.83          | \$4,461.48         |
| Portable Bars   | \$7,998.90         | to \$12,007.80         | \$10,003.00        |
| <b>Prefunction Full Renovation Additional Cost Subtotal</b>     | <b>\$66,629.90</b> | <b>to \$103,690.88</b> | <b>\$83,930.57</b> |
| <b>Prefunction Full Renovation Additional Cost Per SF</b>       | <b>\$88.84</b>     | <b>to \$138.25</b>     | <b>\$111.91</b>    |

## Ballroom

Typically, hotels in this market segment do not have ballrooms.

# MIDSCALE

Prototype Hotel: 135 guestrooms, 5 stories, 27 rooms/floor  
Other assumptions and allowances are listed in each section below.

## Meeting Rooms Softgoods Renovation

Assume 3 meeting rooms with areas approximately 26' x 38' each (988 SF each; 2,964 SF total). Ceiling 12' AFF coffered.

|  | RANGE              |                       | AVERAGE            |
|--|--------------------|-----------------------|--------------------|
| Demolition   | \$4,280.34         | to \$6,292.10         | \$5,281.94         |
| Carpet and Pad   | \$14,016.51        | to \$16,027.07        | \$14,900.16        |
| Paint Articulated Drywall Ceiling  | \$2,519.40         | to \$3,616.08         | \$3,268.98         |
| Paint Doors and Trim   | \$900.00           | to \$1,310.10         | \$1,013.22         |
| Millwork Running Trim (Refinish - Stained Hardwood Crown, Chair, and Base) | \$1,580.43         | to \$3,456.00         | \$2,590.66         |
| Protect / Remove / Reinstall All Light Fixtures                            | \$1,668.00         | to \$2,627.10         | \$2,172.57         |
| Vinyl Wallcovering (LY 54")  | \$8,964.27         | to \$12,688.90        | \$10,426.71        |
| Window Treatments (with Hardware and Installation)                         | \$10,968.42        | to \$16,450.89        | \$13,709.07        |
| <b>Meeting Rooms Softgoods Renovation Subtotal</b>                         | <b>\$44,897.37</b> | <b>to \$62,468.24</b> | <b>\$53,363.31</b> |
| <b>Meeting Rooms Softgoods Renovation Cost Per SF</b>                      | <b>\$15.15</b>     | <b>to \$21.08</b>     | <b>\$18.00</b>     |

## Meeting Rooms - Add for a Full Renovation

|  | RANGE               |                        | AVERAGE             |
|--|---------------------|------------------------|---------------------|
| Additional Demolition  | \$21,401.71         | to \$26,067.28         | \$23,533.32         |
| Banquet Chairs   | \$43,325.21         | to \$60,465.60         | \$51,920.81         |
| Artwork, Accessories, and Mirrors (Installed)  | \$4,743.60          | to \$7,119.52          | \$5,918.65          |
| Articulated Drywall Ceiling (New)  | \$28,355.11         | to \$60,769.41         | \$49,476.10         |
| Decorative Lighting  | \$8,359.74          | to \$12,757.05         | \$10,595.92         |
| Electrical   | \$35,954.87         | to \$44,943.58         | \$39,011.03         |
| HVAC   | \$8,988.72          | to \$17,977.43         | \$13,617.91         |
| Life Safety  | \$18,191.45         | to \$23,595.38         | \$20,770.36         |
| Architectural Lighting   | \$31,460.51         | to \$40,449.22         | \$36,314.41         |
| Millwork Running Trim (Stained Hardwood Crown, Chair, and Base)  | \$15,343.06         | to \$17,890.56         | \$16,687.89         |
| Millwork Serving Stations  | \$14,595.00         | to \$24,978.30         | \$21,788.94         |
| AV Infrastructure: Ceiling speakers and cabling; input/output plates and cabling; control plates and cabling and processors; rack in AV room with audio processing and amplification; CAT 6 AVnet cabling; retractable projection screens built into ceiling; ceiling attachments for portable projectors. Portable equipment by others. | \$24,240.00         | to \$42,600.00         | \$36,360.00         |
| <b>Meeting Rooms Full Renovation Additional Cost Subtotal</b>  | <b>\$254,958.96</b> | <b>to \$379,613.34</b> | <b>\$325,995.34</b> |
| <b>Meeting Rooms Full Renovation Additional Cost Per SF</b>  | <b>\$86.02</b>      | <b>to \$128.07</b>     | <b>\$109.98</b>     |

## Board Room

Typically, hotels in this market segment do not have board rooms.

# MIDSCALE

Prototype Hotel: 135 guestrooms, 5 stories, 27 rooms/floor  
Other assumptions and allowances are listed in each section below.

## Exercise Facility Softgoods Renovation

Assume a two-bay facility of approximately 26' x 28' (728 SF). Ceiling 10' AFF.

|   | RANGE              |                       | AVERAGE            |
|---|--------------------|-----------------------|--------------------|
| Demolition  | \$1,051.31         | to \$1,545.43         | \$1,297.32         |
| Artwork (Installed)   | \$397.12           | to \$592.46           | \$490.11           |
| Clock   | \$52.42            | to \$78.64            | \$66.74            |
| Hamper  | \$223.90           | to \$285.17           | \$254.35           |
| Towel Caddy   | \$369.83           | to \$489.02           | \$429.24           |
| Sport Flooring  | \$12,779.81        | to \$14,718.37        | \$13,766.08        |
| Mirrors   | \$1,801.44         | to \$3,215.35         | \$2,379.28         |
| Paint Doors and Trim  | \$358.45           | to \$660.00           | \$472.77           |
| Remove and Reinstall Exercise Equipment                     | \$1,083.08         | to \$2,653.55         | \$1,902.61         |
| Paint Walls   | \$1,101.60         | to \$1,719.53         | \$1,477.22         |
| Window Treatments (with Hardware and Installation)          | \$487.56           | to \$740.11           | \$613.84           |
| <b>Exercise Facility Softgoods Renovation Cost Subtotal</b> | <b>\$19,706.53</b> | <b>to \$26,697.63</b> | <b>\$23,149.55</b> |
| <b>Exercise Facility Softgoods Renovation Cost Per SF</b>   | <b>\$27.07</b>     | <b>to \$36.67</b>     | <b>\$31.80</b>     |

## Exercise Facility - Add for a Full Renovation

|   | RANGE              |                        | AVERAGE             |
|---|--------------------|------------------------|---------------------|
| Additional Demolition   | \$5,256.56         | to \$6,402.49          | \$5,780.11          |
| Acoustical Tile Ceiling (New)                                     | \$5,780.32         | to \$6,709.03          | \$6,181.86          |
| Exercise Equipment (Installed)                                    | \$55,064.26        | to \$71,588.59         | \$63,326.43         |
| Electrical  | \$8,831.02         | to \$11,038.77         | \$9,581.66          |
| HVAC  | \$2,207.75         | to \$4,415.51          | \$3,344.75          |
| Life Safety   | \$4,468.08         | to \$5,795.36          | \$5,101.49          |
| Architectural Lighting  | \$7,727.14         | to \$9,934.90          | \$8,919.33          |
| TVs and Mounts (42", including Programming Allowance)             | \$1,040.64         | to \$1,242.08          | \$1,128.40          |
| Water Fountain  | \$1,155.29         | to \$1,637.62          | \$1,393.28          |
| Sound System  | \$1,083.08         | to \$1,364.68          | \$1,215.22          |
| <b>Exercise Facility Full Renovation Additional Cost Subtotal</b> | <b>\$92,614.14</b> | <b>to \$120,129.03</b> | <b>\$105,972.51</b> |
| <b>Exercise Facility Full Renovation Additional Cost Per SF</b>   | <b>\$127.22</b>    | <b>to \$165.01</b>     | <b>\$145.57</b>     |

# MIDSCALE

Prototype Hotel: 135 guestrooms, 5 stories, 27 rooms/floor  
Other assumptions and allowances are listed in each section below.

## Outdoor Pool

Assume a 15' x 30' (450 SF) pool and a 12'-wide deck, approximately 1,656 SF surface.

|  | RANGE              |                       | AVERAGE            |
|--|--------------------|-----------------------|--------------------|
| ADA Lift                                     | \$9,730.00         | to \$20,433.00        | \$14,928.60        |
| Pool Furniture                               | \$9,267.30         | to \$13,909.35        | \$11,588.15        |
| Pool Equipment                               | \$7,220.55         | to \$16,679.47        | \$12,144.96        |
| Resurface Pool Bottom                        | \$4,207.50         | to \$6,300.00         | \$4,897.13         |
| Resurface Pool Deck (Kool Deck)              | \$11,532.98        | to \$14,904.00        | \$13,441.36        |
| Signage (Life Safety, Pool Rules)            | \$1,390.00         | to \$3,648.75         | \$2,606.25         |
| <b>Outdoor Pool Renovation Cost Subtotal</b> | <b>\$43,348.33</b> | <b>to \$75,874.57</b> | <b>\$59,606.45</b> |
| <b>Outdoor Pool Renovation Cost Per SF</b>   | <b>\$20.58</b>     | <b>to \$36.03</b>     | <b>\$28.30</b>     |

## Indoor Pool

Assume a 15' x 30' (450 SF) pool and a 12'-wide deck, approximately 1,656 SF surface.

|  | RANGE               |                        | AVERAGE             |
|--|---------------------|------------------------|---------------------|
| ADA Lift   | \$9,730.00          | to \$20,433.00         | \$14,928.60         |
| Architectural Lighting   | \$22,703.79         | to \$29,190.58         | \$26,206.66         |
| Acoustical Tile Ceiling with Aluminum Grid (New)               | \$10,914.29         | to \$12,834.00         | \$11,663.50         |
| Paint Doors and Trim   | \$300.00            | to \$436.70            | \$335.34            |
| Pool Deck Tile   | \$18,322.86         | to \$23,678.78         | \$20,655.63         |
| Pool Equipment   | \$7,220.55          | to \$16,679.47         | \$12,144.96         |
| Pool Furniture   | \$5,734.56          | to \$8,604.65          | \$7,169.42          |
| Pool Pak HVAC  | \$65,410.62         | to \$79,087.39         | \$71,912.04         |
| Replace Doors (Storefront)                                     | \$1,985.00          | to \$3,032.63          | \$2,616.19          |
| Resurface Pool Bottom  | \$4,207.50          | to \$6,300.00          | \$4,897.13          |
| Paint Walls (Assume Two Walls are Storefront, Two are Drywall) | \$1,309.00          | to \$2,043.27          | \$1,755.34          |
| Signage (Life Safety, Pool Rules)                              | \$1,390.00          | to \$3,648.75          | \$2,606.25          |
| <b>Indoor Pool Renovation Cost Subtotal</b>                    | <b>\$149,228.17</b> | <b>to \$205,969.22</b> | <b>\$176,891.04</b> |
| <b>Indoor Pool Renovation Cost Per SF</b>                      | <b>\$70.86</b>      | <b>to \$97.80</b>      | <b>\$83.99</b>      |

## Outdoor Amenities

|   | RANGE              |                       | AVERAGE            |
|---|--------------------|-----------------------|--------------------|
| Stamped Concrete at Arrivals                      | \$15,487.21        | to \$22,744.73        | \$18,790.86        |
| Outdoor Furniture                                 | \$10,426.16        | to \$15,648.80        | \$13,037.48        |
| Fire Pit  | \$9,104.36         | to \$17,375.00        | \$12,535.39        |
| Permanent Grill                                   | \$7,220.55         | to \$12,130.52        | \$9,718.86         |
| Outdoor Lighting                                  | \$9,386.71         | to \$14,404.99        | \$11,906.68        |
| Patio Landscaping                                 | \$6,498.49         | to \$11,372.36        | \$8,989.58         |
| <b>Outdoor Amenities Renovation Cost Subtotal</b> | <b>\$58,123.49</b> | <b>to \$93,676.41</b> | <b>\$74,978.86</b> |

# MIDSCALE

Prototype Hotel: 135 guestrooms, 5 stories, 27 rooms/floor  
Other assumptions and allowances are listed in each section below.

## Outdoor Parking

Assume 150 spaces, 9' x 18', and 25'-wide aisles.

|  | RANGE              |                        | AVERAGE             |
|--|--------------------|------------------------|---------------------|
| Clean and Seal Asphalt                           | \$10,935.00        | to \$23,692.50         | \$16,447.24         |
| Stripe Spaces                                    | \$3,753.00         | to \$5,700.00          | \$4,628.49          |
| Pavement Resurfacing                             | \$76,071.78        | to \$167,062.50        | \$105,513.00        |
| <b>Outdoor Parking Renovation Cost Subtotal</b>  | <b>\$90,759.78</b> | <b>to \$196,455.00</b> | <b>\$126,588.73</b> |
| <b>Outdoor Parking Renovation Cost Per Space</b> | <b>\$605.07</b>    | <b>to \$1,309.70</b>   | <b>\$843.92</b>     |

## Structured Parking

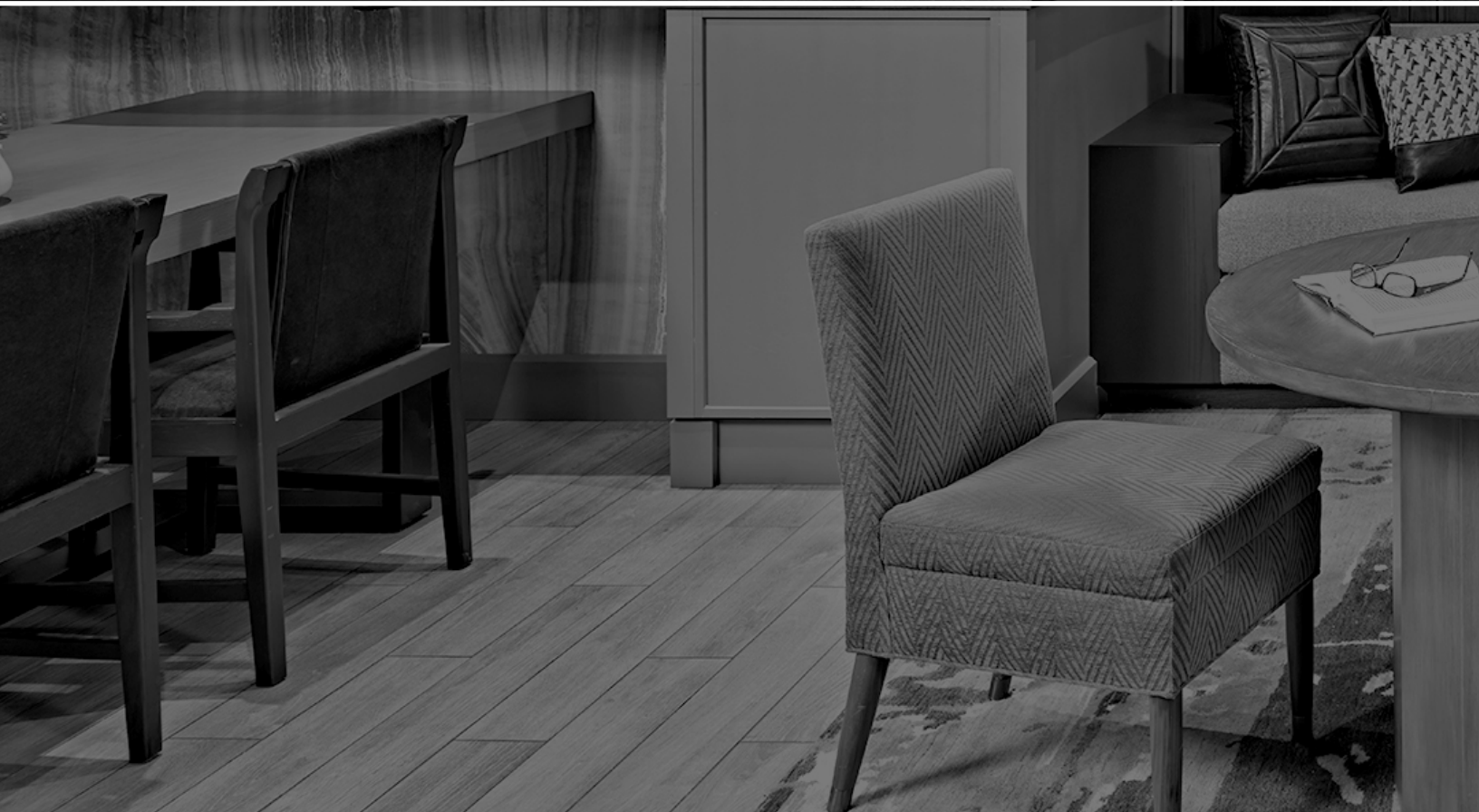
Typically, hotels in this market segment do not have structured parking.

## Landscaping

|   | RANGE              |                       | AVERAGE            |
|---|--------------------|-----------------------|--------------------|
| Landscaping Allowance                       | \$28,882.19        | to \$39,424.19        | \$34,023.22        |
| <b>Landscaping Renovation Cost Subtotal</b> | <b>\$28,882.19</b> | <b>to \$39,424.19</b> | <b>\$34,023.22</b> |

## Common Additives

|  | RANGE        |                 | AVERAGE      |
|--|--------------|-----------------|--------------|
| New RFID Key System  | \$382.25     | to \$547.31     | \$461.13     |
| Elevator Cab Finishes  | \$12,274.93  | to \$15,018.74  | \$13,887.10  |
| <b>Elevator Modernization</b>  |              |                 |              |
| Hydraulic, per Cab   | \$101,582.29 | to \$136,013.47 | \$120,172.31 |
| <b>Electronic Signage Boards</b>   |              |                 |              |
| Basic System - One Lobby Screen (42" diag.)                                  | \$14,441.10  | to \$19,712.10  | \$17,011.61  |
| PTAC Unit Direct Replacement, NIC Finishes                                   | \$1,371.90   | to \$1,699.00   | \$1,489.83   |
| <b>Laundry Equipment (Direct Equipment Replacement with Access)</b>          |              |                 |              |
| 75# Washer   | \$28,882.19  | to \$39,424.19  | \$34,023.22  |
| 125# Dryer   | \$43,323.29  | to \$54,587.35  | \$48,608.73  |
| Ironer / Folder  | \$144,410.97 | to \$163,762.04 | \$152,324.69 |
| Porte Cochere - Re-image: Demolish and Replace                               | \$14,441.10  | to \$60,652.61  | \$38,846.55  |
| <b>Guestroom ADA Modifications</b>   |              |                 |              |
| Bathtub Room   | \$18,069.63  | to \$38,124.50  | \$27,725.47  |
| Roll-in Shower Room  | \$20,041.10  | to \$39,713.02  | \$30,079.94  |
| Exterior Signage - Monument - New Graphics on Existing Sign                  | \$14,441.10  | to \$21,228.41  | \$17,820.31  |
| Exterior Signage - Highway - New Graphics on Existing Sign                   | \$36,102.74  | to \$47,005.77  | \$41,315.98  |
| Exterior Signage - New Exterior Brand Sign in Existing Location              | \$43,323.29  | to \$54,587.35  | \$48,608.73  |
| Dumpster Enclosure (CMU Walls, Wood Gate, Bollards, Concrete Pad)            | \$11,175.00  | to \$22,240.00  | \$16,946.64  |
| Power-operated, Bi-parting Entrance Doors (Inner and Outer at a Vestibule)   | \$38,920.00  | to \$41,700.00  | \$40,312.67  |
| Fireplace - Natural Gas with Stone Hearth and Surrounding Wall (Public Area) | \$7,920.00   | to \$26,096.50  | \$15,754.43  |
| Replace Guestroom Entry Door and Hardware                                    | \$914.80     | to \$1,250.00   | \$1,093.03   |
| Replace Guestroom Connecting Doors and Hardware                              | \$1,946.00   | to \$2,641.00   | \$2,332.17   |
| Replace Corridor Service Doors and Hardware                                  | \$1,216.25   | to \$1,915.59   | \$1,634.12   |
| Replace Guestroom Closet Door with Pair of Swing Doors and Hardware          | \$556.00     | to \$924.52     | \$758.51     |
| Replace Guestroom Bath Door with Barn Door and Hardware                      | \$1,181.50   | to \$1,459.50   | \$1,320.50   |
| Incremental Add for LVT in Guestroom Instead of Carpet                       | \$1,350.66   | to \$3,697.25   | \$2,555.51   |





# UPSCALE



# UPSCALE

Prototype Hotel: 304 guestrooms, 9 stories (8 with guestrooms), 34 rooms/floor  
Other assumptions and allowances are listed in each section below.

## Guestroom Softgoods Renovation

Assume guestroom area of approximately 13' x 24' and 5' x 7' entry / closet area (389 SF). Ceilings 8'-6" AFF. Painted drywall.

|  | RANGE             |                      | AVERAGE           |
|--|-------------------|----------------------|-------------------|
| Demolition   | \$330.00          | to \$470.00          | \$396.04          |
| FF&E Installation  | \$191.13          | to \$360.69          | \$274.05          |
| Artwork, Mirrors, and Accessories (Installed Package)    | \$591.66          | to \$926.55          | \$742.54          |
| Full-height Framed Dressing Mirror                       | \$212.10          | to \$305.12          | \$252.16          |
| Bed Skirt or Box Spring Cover                            | \$185.88          | to \$220.29          | \$203.09          |
| Decorative Pillow  | \$83.34           | to \$108.36          | \$95.85           |
| Carpet and Pad   | \$775.49          | to \$886.77          | \$825.02          |
| Rigid Vinyl Base   | \$350.28          | to \$537.60          | \$464.67          |
| Desk Lamp  | \$111.38          | to \$143.32          | \$127.21          |
| Floor Lamp   | \$181.91          | to \$232.13          | \$207.02          |
| End Table Lamp   | \$133.47          | to \$170.29          | \$151.88          |
| Nightstand or Bracket Lamp (2)                           | \$230.36          | to \$293.96          | \$262.16          |
| Welcome Light (in Existing Location)                     | \$190.24          | to \$284.61          | \$230.40          |
| Desk Chair (including Fabric)                            | \$321.00          | to \$420.13          | \$370.57          |
| Lounge Chair (including Fabric)                          | \$554.67          | to \$726.97          | \$641.21          |
| Sleeper Sofa (including Fabric; Assumes King Rooms Only) | \$516.91          | to \$666.19          | \$591.65          |
| Paint Textured or Drywall Ceiling                        | \$270.34          | to \$463.62          | \$356.48          |
| Paint Entry Doors, Closet Doors, Frames, and Grilles     | \$155.34          | to \$312.75          | \$216.56          |
| Vinyl Wallcovering (LY 54")                              | \$939.57          | to \$1,331.94        | \$1,080.76        |
| Window Treatments (Sheer, Blackout, Hardware, Installed) | \$572.92          | to \$854.70          | \$713.61          |
| <b>Guestroom Softgoods Renovation Cost Per Key</b>       | <b>\$6,897.97</b> | <b>to \$9,715.98</b> | <b>\$8,202.93</b> |

## Guestroom - Add for a Full Renovation

|  | RANGE             |                       | AVERAGE           |
|--|-------------------|-----------------------|-------------------|
| Casegoods Installation                                   | \$973.00          | to \$1,200.00         | \$1,071.59        |
| King Bedset (Box Spring, Mattress, and Frame)            | \$933.84          | to \$1,214.16         | \$1,073.72        |
| Headboard  | \$1,047.38        | to \$1,570.25         | \$1,308.54        |
| Nightstands  | \$440.06          | to \$579.65           | \$509.85          |
| Dresser  | \$675.31          | to \$877.46           | \$776.57          |
| Desk   | \$468.32          | to \$608.44           | \$538.48          |
| Side Table   | \$239.29          | to \$312.79           | \$276.04          |
| Coffee Table   | \$158.51          | to \$203.75           | \$181.18          |
| Closet Shelf Unit  | \$1,311.50        | to \$1,723.16         | \$1,515.73        |
| Refrigerator Cabinet / Welcome Center                    | \$381.85          | to \$517.75           | \$446.87          |
| Mini Refrigerator  | \$197.27          | to \$213.70           | \$205.49          |
| Draperies Valance - Painted Wood                         | \$249.11          | to \$297.27           | \$271.40          |
| Entry Area Hard Surface Flooring                         | \$490.00          | to \$672.00           | \$594.55          |
| TV and Mount (HD LCD, including Programming Allowance)   | \$918.48          | to \$1,492.26         | \$1,199.02        |
| <b>Guestroom Full Renovation Additional Cost Per Key</b> | <b>\$8,483.91</b> | <b>to \$11,482.62</b> | <b>\$9,969.01</b> |



# UPSCALE

Prototype Hotel: 304 guestrooms, 9 stories (8 with guestrooms), 34 rooms/floor  
Other assumptions and allowances are listed in each section below.

## Guest Bathroom Softgoods Renovation

Assume guest bathroom area of 6' x 8'. Ceilings 8'-6" AFF. Painted drywall.

|   | RANGE             |                      | AVERAGE           |
|---|-------------------|----------------------|-------------------|
| Demolition  | \$107.99          | to \$173.63          | \$136.14          |
| Artwork (Installed)                                     | \$103.47          | to \$158.22          | \$130.44          |
| Lighted Mirror  | \$515.42          | to \$708.97          | \$606.26          |
| Makeup Mirror   | \$184.77          | to \$243.33          | \$212.17          |
| Night Light   | \$69.84           | to \$108.31          | \$89.83           |
| Paint Ceiling   | \$38.70           | to \$63.69           | \$51.64           |
| Vinyl Wallcovering (LY 54")                             | \$186.92          | to \$244.11          | \$218.32          |
| Shower Curtain and Hooks                                | \$59.11           | to \$65.03           | \$62.07           |
| Curved Shower Rod                                       | \$91.54           | to \$173.75          | \$125.95          |
| Paint Door and Trim                                     | \$77.67           | to \$166.07          | \$110.22          |
| RegROUT Floor Tile                                      | \$130.00          | to \$292.74          | \$186.50          |
| RegROUT Wall Tile                                       | \$137.50          | to \$309.62          | \$197.26          |
| <b>Guest Bathroom Softgoods Renovation Cost Per Key</b> | <b>\$1,702.93</b> | <b>to \$2,707.47</b> | <b>\$2,126.81</b> |

## Guest Bathroom - Add for a Full Renovation

|  | RANGE             |                       | AVERAGE            |
|--|-------------------|-----------------------|--------------------|
| Additional Demolition  | \$702.48          | to \$1,251.00         | \$900.57           |
| Architectural Lighting   | \$199.29          | to \$303.77           | \$250.40           |
| Replace Bathroom Door and Hardware   | \$631.22          | to \$734.09           | \$707.35           |
| Electrical Upgrades (Add One GFI Outlet)                                     | \$93.87           | to \$158.69           | \$133.05           |
| Tub-to-Shower Conversion (New Pan, Solid Panel Surround, Valve, Shower Head) | \$3,822.50        | to \$4,200.00         | \$4,040.23         |
| Shower Valve and Head, Tub Diverter, Tub Drain                               | \$460.83          | to \$758.16           | \$596.60           |
| Tub Surround (Solid Panel)   | \$1,142.93        | to \$1,432.00         | \$1,277.39         |
| Lavatory   | \$204.13          | to \$453.70           | \$287.41           |
| Faucet (and Connections)   | \$471.21          | to \$556.00           | \$514.56           |
| Vanity Top   | \$398.98          | to \$608.28           | \$506.15           |
| Vanity Base  | \$346.34          | to \$534.62           | \$441.38           |
| Toilet Accessories   | \$410.00          | to \$504.24           | \$445.34           |
| Tile Flooring  | \$462.00          | to \$633.60           | \$560.57           |
| Toilet and Seat  | \$556.00          | to \$694.22           | \$654.20           |
| <b>Guest Bathroom Full Renovation Additional Cost Per Key</b>                | <b>\$9,901.77</b> | <b>to \$12,822.36</b> | <b>\$11,315.19</b> |

# UPSCALE

Prototype Hotel: 304 guestrooms, 9 stories (8 with guestrooms), 34 rooms/floor  
Other assumptions and allowances are listed in each section below.

## Corridors

Per room with each unit 13' long and half of a 6'-wide corridor; 34 rooms per floor.

|  | RANGE             |                      | AVERAGE           |
|--|-------------------|----------------------|-------------------|
| Demolition   | \$59.68           | to \$107.25          | \$80.46           |
| Artwork (Installed)                                  | \$15.22           | to \$22.32           | \$18.66           |
| Carpet and Pad                                       | \$216.11          | to \$302.42          | \$259.59          |
| Rigid Vinyl Base                                     | \$66.72           | to \$106.36          | \$93.10           |
| Ceiling-mounted Lighting                             | \$65.28           | to \$90.33           | \$77.08           |
| Sconces  | \$80.26           | to \$111.22          | \$94.46           |
| Elevator Lobby Furniture (Allowance)                 | \$58.76           | to \$88.44           | \$73.59           |
| Vending Area Floor Tile                              | \$19.76           | to \$27.11           | \$23.98           |
| Ice Machine  | \$245.60          | to \$271.87          | \$258.74          |
| Millwork (Allowance for Elevator Lobby)              | \$86.22           | to \$131.53          | \$110.19          |
| Paint Ceiling  | \$32.53           | to \$66.87           | \$47.25           |
| Signage Package (Room Numbers, Wayfinding, Complete) | \$229.35          | to \$270.01          | \$248.05          |
| Vinyl Wallcovering (LY 54")                          | \$169.29          | to \$257.66          | \$203.38          |
| Window Treatments (with Hardware and Installation)   | \$26.41           | to \$39.89           | \$33.15           |
| <b>Corridors Renovation Cost Per Key</b>             | <b>\$1,371.20</b> | <b>to \$1,893.26</b> | <b>\$1,621.68</b> |

## Lobby Softgoods Renovation

Assume a 3,500 SF area. Ceiling 12' AFF.

|  | RANGE              |                       | AVERAGE            |
|--|--------------------|-----------------------|--------------------|
| Demolition   | \$6,065.26         | to \$7,429.94         | \$6,790.02         |
| Artwork and Artifacts (Installed)                  | \$10,951.51        | to \$16,586.61        | \$13,798.86        |
| Millwork (Refinish)                                | \$2,166.16         | to \$2,577.74         | \$2,349.57         |
| Millwork Screen Walls (Refinish)                   | \$1,444.11         | to \$1,819.58         | \$1,620.29         |
| Paint Drywall Ceiling                              | \$6,421.80         | to \$10,401.74        | \$8,129.17         |
| Paint Doors and Trim                               | \$776.69           | to \$1,100.00         | \$931.30           |
| Vinyl Wallcovering (LY 54", 40% Openings)          | \$2,106.72         | to \$3,201.44         | \$2,529.32         |
| Window Treatments (with Hardware and Installation) | \$3,024.77         | to \$4,537.73         | \$3,781.25         |
| Seating Groups                                     | \$13,397.63        | to \$17,462.63        | \$15,427.15        |
| <b>Lobby Softgoods Renovation Cost Subtotal</b>    | <b>\$46,354.65</b> | <b>to \$65,117.41</b> | <b>\$55,356.92</b> |
| <b>Lobby Softgoods Renovation Cost Per SF</b>      | <b>\$13.24</b>     | <b>to \$18.60</b>     | <b>\$15.82</b>     |

# UPSCALE

Prototype Hotel: 304 guestrooms, 9 stories (8 with guestrooms), 34 rooms/floor  
 Other assumptions and allowances are listed in each section below.

## Lobby - Add for a Full Renovation

|   | RANGE               |           | AVERAGE             |                     |
|---|---------------------|-----------|---------------------|---------------------|
| Additional Demolition                                   | \$30,326.30         | to        | \$36,088.30         | \$32,893.93         |
| Decorative Lighting                                     | \$25,101.16         | to        | \$35,983.79         | \$30,486.88         |
| Electrical  | \$50,060.85         | to        | \$63,189.05         | \$56,393.62         |
| Hard Surface Flooring                                   | \$64,076.95         | to        | \$86,840.25         | \$76,082.72         |
| HVAC  | \$22,744.73         | to        | \$39,803.27         | \$31,463.54         |
| Life Safety   | \$21,481.13         | to        | \$27,862.29         | \$24,526.40         |
| Architectural Lighting                                  | \$37,907.88         | to        | \$53,071.03         | \$44,725.23         |
| Front Desk (New Pods, in Existing Location)             | \$42,501.92         | to        | \$68,805.00         | \$54,833.16         |
| Front Desk Equipment                                    | \$11,552.88         | to        | \$13,950.10         | \$12,638.85         |
| Concierge Desk  | \$9,011.50          | to        | \$14,456.00         | \$11,121.77         |
| Bell Stand  | \$6,498.49          | to        | \$7,733.21          | \$7,048.70          |
| Millwork Running Trim (Stained Hardwood Crown and Base) | \$13,846.03         | to        | \$15,980.00         | \$15,029.96         |
| Millwork Screen Walls (New)                             | \$23,827.81         | to        | \$34,117.09         | \$28,918.30         |
| Articulated Drywall Ceiling (New)                       | \$33,482.75         | to        | \$61,371.83         | \$51,184.08         |
| Sound System  | \$4,548.95          | to        | \$10,348.85         | \$7,680.14          |
| Drywall Partitions                                      | \$14,211.36         | to        | \$24,307.20         | \$18,623.06         |
| Business Center (Millwork / Finishes / Seating)         | \$17,379.45         | to        | \$26,472.63         | \$21,857.03         |
| <b>Lobby Full Renovation Additional Cost Subtotal</b>   | <b>\$428,560.16</b> | <b>to</b> | <b>\$620,379.89</b> | <b>\$525,507.35</b> |
| <b>Lobby Full Renovation Additional Cost Per SF</b>     | <b>\$122.45</b>     | <b>to</b> | <b>\$177.25</b>     | <b>\$150.14</b>     |

## Marketplace / Sundries

Assume a 205 SF space with display millwork, refrigeration, and coffee offering.

|  | RANGE              |           | AVERAGE             |                    |
|--|--------------------|-----------|---------------------|--------------------|
| Demolition   | \$2,252.53         | to        | \$3,365.97          | \$2,861.90         |
| Drywall Partitions   | \$3,355.46         | to        | \$5,739.20          | \$4,397.11         |
| Articulated Drywall Ceiling (New)                          | \$1,961.13         | to        | \$3,590.37          | \$2,997.07         |
| Millwork - Display Millwork and Hard Surface Top - 8' Tall | \$9,069.75         | to        | \$18,850.00         | \$14,397.50        |
| Millwork - Island Cabinets and Hard Surface Top            | \$2,946.80         | to        | \$4,553.64          | \$3,757.45         |
| Hard Surface Flooring and Base                             | \$2,870.00         | to        | \$3,936.00          | \$3,482.34         |
| Paint  | \$220.00           | to        | \$594.39            | \$435.13           |
| Architectural Lighting                                     | \$2,991.98         | to        | \$4,263.56          | \$3,716.46         |
| Electrical   | \$4,345.49         | to        | \$5,684.75          | \$5,057.86         |
| Plumbing   | \$2,564.55         | to        | \$3,545.49          | \$3,108.38         |
| Life Safety  | \$1,258.18         | to        | \$1,631.93          | \$1,436.55         |
| HVAC   | \$625.50           | to        | \$1,313.55          | \$1,021.65         |
| Nesting Tables   | \$640.81           | to        | \$832.32            | \$736.56           |
| Refrigerator / Freezer                                     | \$9,450.00         | to        | \$12,600.00         | \$10,990.00        |
| Refrigerated Merchandiser                                  | \$11,025.00        | to        | \$16,537.50         | \$13,965.00        |
| Undercounter Ice Maker                                     | \$4,961.25         | to        | \$6,615.00          | \$5,766.25         |
| Microwave Oven   | \$214.12           | to        | \$271.86            | \$242.19           |
| Espresso Machine / Coffee                                  | \$13,400.00        | to        | \$19,950.00         | \$16,716.67        |
| Signage  | \$368.32           | to        | \$478.39            | \$423.35           |
| <b>Marketplace / Sundries Renovation Cost Subtotal</b>     | <b>\$74,520.87</b> | <b>to</b> | <b>\$114,353.93</b> | <b>\$95,509.42</b> |
| <b>Marketplace / Sundries Renovation Cost Per SF</b>       | <b>\$363.52</b>    | <b>to</b> | <b>\$557.82</b>     | <b>\$465.90</b>    |

# UPSCALE

Prototype Hotel: 304 guestrooms, 9 stories (8 with guestrooms), 34 rooms/floor  
Other assumptions and allowances are listed in each section below.

## Public Restrooms Softgoods Renovation

Assume four restrooms totaling 1,440 SF. Each with 5 lavs; 7 fixtures. Ceiling 12' AFF.

|  | RANGE              |                       | AVERAGE            |
|--|--------------------|-----------------------|--------------------|
| Demolition   | \$1,091.75         | to \$1,637.62         | \$1,255.51         |
| Artwork and Artifacts (Installed)                          | \$9,739.92         | to \$14,625.39        | \$12,148.22        |
| Framed Mirrors   | \$4,399.73         | to \$5,764.40         | \$5,080.78         |
| Paint Drywall Ceiling                                      | \$2,448.00         | to \$3,821.18         | \$3,282.71         |
| Paint Doors and Trim                                       | \$716.90           | to \$1,320.00         | \$945.54           |
| Vinyl Wallcovering (LY 54")                                | \$5,203.03         | to \$7,138.56         | \$5,971.17         |
| Decorative Vanity Lighting                                 | \$4,723.40         | to \$7,267.30         | \$5,972.85         |
| <b>Public Restrooms Softgoods Renovation Cost Subtotal</b> | <b>\$28,322.72</b> | <b>to \$41,574.46</b> | <b>\$34,656.77</b> |
| <b>Public Restrooms Softgoods Renovation Cost Per SF</b>   | <b>\$19.67</b>     | <b>to \$28.87</b>     | <b>\$24.07</b>     |

## Public Restrooms - Add for a Full Renovation

|  | RANGE               |                        | AVERAGE             |
|--|---------------------|------------------------|---------------------|
| Additional Demolition  | \$16,636.14         | to \$21,834.94         | \$19,131.57         |
| Toilet Partitions  | \$30,326.30         | to \$77,000.00         | \$49,080.07         |
| Toilet Accessories   | \$4,920.00          | to \$6,050.85          | \$5,344.04          |
| Replace Doors  | \$7,574.66          | to \$12,287.60         | \$9,350.32          |
| Toilets / Urinals  | \$20,650.00         | to \$30,357.91         | \$24,417.84         |
| Architectural Lighting   | \$17,467.95         | to \$21,834.94         | \$18,952.73         |
| Tile Flooring  | \$20,160.00         | to \$27,648.00         | \$24,461.33         |
| Tile Walls   | \$10,080.00         | to \$13,824.00         | \$12,230.67         |
| Motion-sensing Flush Valves                                      | \$20,324.77         | to \$25,984.00         | \$22,309.40         |
| Motion-sensing Faucets   | \$12,100.00         | to \$15,290.00         | \$13,662.20         |
| Vanity Top, Sinks  | \$21,842.16         | to \$27,214.11         | \$23,513.34         |
| <b>Public Restrooms Full Renovation Additional Cost Subtotal</b> | <b>\$182,081.98</b> | <b>to \$279,326.35</b> | <b>\$222,453.49</b> |
| <b>Public Restrooms Full Renovation Additional Cost Per SF</b>   | <b>\$126.45</b>     | <b>to \$193.98</b>     | <b>\$154.48</b>     |

## Restaurant Softgoods Renovation

Assume a 140-seat restaurant area of approximately 50' x 60' (3,000 SF). Ceiling 12' AFF.

|  | RANGE               |                        | AVERAGE             |
|--|---------------------|------------------------|---------------------|
| Demolition of Vinyl and Carpet                                     | \$4,332.33          | to \$6,368.52          | \$5,346.09          |
| Artwork (Installed)  | \$5,280.30          | to \$7,902.14          | \$6,592.51          |
| Carpet and Pad (75% of Floor Area)                                 | \$14,839.31         | to \$17,606.49         | \$16,058.88         |
| Millwork Buffet, Host Station (Refinish)                           | \$6,498.49          | to \$10,462.57         | \$8,504.36          |
| Millwork Screen Walls (Refinish)                                   | \$1,444.11          | to \$2,426.10          | \$1,943.77          |
| Millwork Running Trim (Refinish - Hardwood Crown, Chair, and Base) | \$905.46            | to \$1,914.00          | \$1,288.39          |
| Reupholster Banquettes   | \$12,845.40         | to \$19,858.20         | \$16,340.20         |
| Paint Drywall Ceiling  | \$5,504.40          | to \$8,915.78          | \$6,967.86          |
| Paint Doors and Trim   | \$537.67            | to \$990.00            | \$709.15            |
| Vinyl Wallcovering (LY 54", 40% Openings)                          | \$3,574.50          | to \$4,903.89          | \$4,101.74          |
| Window Treatments (with Hardware and Installation)                 | \$3,206.00          | to \$4,808.99          | \$4,007.30          |
| Dining Chairs (With Arms, including Fabric)                        | \$8,581.68          | to \$11,214.48         | \$9,894.72          |
| Dining Chairs (No Arms, including Fabric)                          | \$51,247.00         | to \$65,815.40         | \$58,487.80         |
| <b>Restaurant Softgoods Renovation Cost Subtotal</b>               | <b>\$118,796.65</b> | <b>to \$163,186.57</b> | <b>\$140,242.79</b> |
| <b>Restaurant Softgoods Renovation Cost Per SF</b>                 | <b>\$39.60</b>      | <b>to \$54.40</b>      | <b>\$46.75</b>      |
| <b>Restaurant Softgoods Renovation Cost Per Seat</b>               | <b>\$848.55</b>     | <b>to \$1,165.62</b>   | <b>\$1,001.73</b>   |

# UPSCALE

Prototype Hotel: 304 guestrooms, 9 stories (8 with guestrooms), 34 rooms/floor  
Other assumptions and allowances are listed in each section below.

## Restaurant - Add for a Full Renovation

|  | RANGE               |                        | AVERAGE             |
|--|---------------------|------------------------|---------------------|
| Additional Demolition                                      | \$17,180.40         | to \$22,593.06         | \$19,697.41         |
| Banquettes   | \$14,625.00         | to \$26,917.50         | \$20,886.22         |
| Buffet Equipment   | \$36,102.74         | to \$68,234.18         | \$52,637.80         |
| Decorative Lighting  | \$12,767.27         | to \$19,680.43         | \$16,282.74         |
| Architectural Lighting                                     | \$40,940.51         | to \$50,038.40         | \$45,944.35         |
| Electrical   | \$36,391.56         | to \$45,489.46         | \$39,484.85         |
| Tile Flooring (25% of Floor Area)                          | \$10,500.00         | to \$14,400.00         | \$12,740.28         |
| HVAC   | \$13,646.84         | to \$22,744.73         | \$18,377.74         |
| Life Safety  | \$18,412.40         | to \$23,881.96         | \$21,022.63         |
| Millwork Buffet, Host Station (New, in Existing Location)  | \$43,500.00         | to \$81,881.02         | \$68,182.14         |
| Millwork Screen Walls (New)                                | \$18,051.37         | to \$22,896.36         | \$20,334.51         |
| Millwork Running Trim (Hardwood Crown, Chair, and Base)    | \$8,421.73          | to \$9,018.76          | \$8,704.82          |
| Articulated Drywall Ceiling (New)                          | \$39,198.00         | to \$62,130.92         | \$54,082.02         |
| Sound System   | \$4,548.95          | to \$10,348.85         | \$7,680.14          |
| Tables   | \$20,492.00         | to \$26,962.96         | \$23,727.48         |
| Communal Dining Tables, Chef's Table (6 Seats)             | \$7,280.71          | to \$11,214.44         | \$9,264.33          |
| Communal Table Stools                                      | \$5,659.92          | to \$8,489.88          | \$7,074.88          |
| Drywall Partitions   | \$15,439.84         | to \$26,737.92         | \$20,268.49         |
| <b>Restaurant Full Renovation Additional Cost Subtotal</b> | <b>\$363,159.24</b> | <b>to \$553,660.82</b> | <b>\$466,392.83</b> |
| <b>Restaurant Full Renovation Additional Cost Per SF</b>   | <b>\$121.05</b>     | <b>to \$184.55</b>     | <b>\$155.46</b>     |
| <b>Restaurant Full Renovation Additional Cost Per Seat</b> | <b>\$2,593.99</b>   | <b>to \$3,954.72</b>   | <b>\$3,331.38</b>   |

## Bar / Lounge Softgoods Renovation

Assume a 90-seat bar / lounge area of approximately 40' x 40' (1,600 SF). Ceiling 12' AFF.

|  | RANGE              |                        | AVERAGE            |
|--|--------------------|------------------------|--------------------|
| Demolition of Vinyl and Carpet                         | \$2,310.58         | to \$3,396.55          | \$2,851.25         |
| Artwork, Accessories, and Mirrors (Installed)          | \$8,743.05         | to \$13,127.41         | \$10,931.12        |
| Bar / Back Bar (Refinish)                              | \$2,166.16         | to \$3,487.52          | \$2,834.79         |
| Carpet and Pad (55% of Floor Area)                     | \$5,452.11         | to \$6,454.80          | \$5,896.12         |
| Millwork Running Trim (Refinish)                       | \$658.51           | to \$1,392.00          | \$937.01           |
| Paint Drywall Ceiling                                  | \$1,467.84         | to \$2,377.54          | \$1,858.10         |
| Paint Doors and Trim                                   | \$179.22           | to \$330.00            | \$236.38           |
| Vinyl Wallcovering (LY 54")                            | \$4,335.86         | to \$5,948.80          | \$4,975.98         |
| Reupholster Banquettes                                 | \$8,563.60         | to \$13,238.80         | \$10,893.47        |
| Dining Chairs (With Arms including Fabric)             | \$2,317.02         | to \$3,027.90          | \$2,671.56         |
| Dining Chairs (No Arms including Fabric)               | \$27,819.80        | to \$35,728.36         | \$31,750.52        |
| Bar Stools (including Fabric)                          | \$6,610.94         | to \$9,897.16          | \$8,254.03         |
| Seating Group  | \$10,716.95        | to \$13,967.73         | \$12,340.54        |
| <b>Bar / Lounge Softgoods Renovation Cost Subtotal</b> | <b>\$81,341.65</b> | <b>to \$112,374.57</b> | <b>\$96,430.85</b> |
| <b>Bar / Lounge Softgoods Renovation Cost Per SF</b>   | <b>\$50.84</b>     | <b>to \$70.23</b>      | <b>\$60.27</b>     |
| <b>Bar / Lounge Softgoods Renovation Cost Per Seat</b> | <b>\$903.80</b>    | <b>to \$1,248.61</b>   | <b>\$1,071.45</b>  |

# UPSCALE

Prototype Hotel: 304 guestrooms, 9 stories (8 with guestrooms), 34 rooms/floor  
Other assumptions and allowances are listed in each section below.

## Bar / Lounge - Add for a Full Renovation

|   | RANGE               |                        | AVERAGE             |
|---|---------------------|------------------------|---------------------|
| Additional Demolition   | \$13,344.00         | to \$18,681.60         | \$16,079.52         |
| Bar Die and Top (New in Existing Location)                      | \$18,208.73         | to \$28,430.91         | \$24,586.02         |
| Back Bar (New in Existing Location)                             | \$35,380.91         | to \$43,333.33         | \$38,424.62         |
| Bar Equipment   | \$50,543.84         | to \$68,992.34         | \$59,540.64         |
| Articulated Drywall Ceiling (New)                               | \$20,905.60         | to \$33,136.49         | \$28,843.75         |
| Banquettes  | \$6,750.00          | to \$14,663.62         | \$10,761.22         |
| Communal Table  | \$7,782.39          | to \$11,966.92         | \$9,891.41          |
| Communal Table Chairs   | \$5,507.40          | to \$8,261.04          | \$6,884.20          |
| Decorative Lighting   | \$7,093.38          | to \$11,170.15         | \$9,190.66          |
| Electrical  | \$19,408.83         | to \$24,261.04         | \$21,058.59         |
| Tile Flooring (45%)   | \$10,080.00         | to \$13,824.00         | \$12,230.67         |
| HVAC  | \$7,278.31          | to \$12,130.52         | \$9,801.46          |
| Life Safety   | \$9,819.95          | to \$12,737.05         | \$11,212.07         |
| Architectural Lighting  | \$21,834.94         | to \$26,687.15         | \$24,503.65         |
| Millwork Running Trim (Stained Hardwood Crown, Chair, and Base) | \$6,392.94          | to \$7,454.40          | \$6,953.29          |
| Other Seating and Tables (Allowance)                            | \$2,916.65          | to \$4,383.54          | \$3,649.92          |
| Sound System  | \$6,823.42          | to \$15,523.28         | \$11,520.20         |
| TVs - 50" LCD HD  | \$4,443.28          | to \$5,249.04          | \$4,794.29          |
| Tables  | \$9,406.24          | to \$10,437.76         | \$9,924.91          |
| Drywall Partitions  | \$18,714.96         | to \$32,409.60         | \$24,567.87         |
| <b>Bar / Lounge Full Renovation Additional Cost Subtotal</b>    | <b>\$282,635.76</b> | <b>to \$403,733.77</b> | <b>\$344,418.95</b> |
| <b>Bar / Lounge Full Renovation Additional Cost Per SF</b>      | <b>\$176.65</b>     | <b>to \$252.33</b>     | <b>\$215.26</b>     |
| <b>Bar / Lounge Full Renovation Additional Cost Per Seat</b>    | <b>\$3,140.40</b>   | <b>to \$4,485.93</b>   | <b>\$3,826.88</b>   |

## Kitchen

Assume a kitchen area of approximately 50' x 70' (3,500 SF), including banquet prep.

|  | RANGE               |                        | AVERAGE             |
|--|---------------------|------------------------|---------------------|
| Selective Demolition                                   | \$35,271.25         | to \$40,355.18         | \$37,539.43         |
| Vinyl-coated Tile Ceiling (2' x 4' Tiles and New Grid) | \$21,702.28         | to \$39,698.40         | \$30,168.16         |
| Lighting (2' x 4')                                     | \$15,921.31         | to \$26,535.52         | \$19,264.78         |
| Paint Door Frames and Trim                             | \$896.12            | to \$1,650.00          | \$1,181.92          |
| Paint Walls  | \$1,768.00          | to \$2,759.74          | \$2,370.84          |
| Quarry Tile Flooring                                   | \$49,000.00         | to \$63,179.80         | \$54,302.95         |
| Replace Doors  | \$9,386.71          | to \$21,197.50         | \$16,291.64         |
| Kydex-paneled Walls                                    | \$1,934.40          | to \$4,047.68          | \$3,349.49          |
| <b>Kitchen Renovation Cost Subtotal</b>                | <b>\$135,880.07</b> | <b>to \$199,423.81</b> | <b>\$164,469.21</b> |
| <b>Kitchen Renovation Cost Per SF</b>                  | <b>\$38.82</b>      | <b>to \$56.98</b>      | <b>\$46.99</b>      |

## Kitchen Equipment

|  | RANGE              |                        | AVERAGE             |
|--|--------------------|------------------------|---------------------|
| Select Kitchen Equipment               | \$97,300.00        | to \$145,950.00        | \$118,706.00        |
| <b>Kitchen Equipment Cost Subtotal</b> | <b>\$97,300.00</b> | <b>to \$145,950.00</b> | <b>\$118,706.00</b> |
| <b>Kitchen Equipment Cost Per SF</b>   | <b>\$27.80</b>     | <b>to \$41.70</b>      | <b>\$33.92</b>      |

# UPSCALE

Prototype Hotel: 304 guestrooms, 9 stories (8 with guestrooms), 34 rooms/floor  
Other assumptions and allowances are listed in each section below.

## Prefunction Softgoods Renovation

Assume prefunction areas are approximately 20' to 25'-wide (7,250 SF). Ceiling 12' AFF, coffered.

|  | RANGE               |                        | AVERAGE             |
|--|---------------------|------------------------|---------------------|
| Demolition   | \$10,469.80         | to \$15,390.60         | \$12,919.73         |
| Paint Articulated Drywall Ceiling  | \$12,325.00         | to \$19,238.60         | \$16,527.52         |
| Carpet and Pad   | \$48,759.85         | to \$56,911.51         | \$52,509.00         |
| Paint Doors and Trim (Service Doors and Exits)                             | \$537.67            | to \$990.00            | \$709.15            |
| Millwork Running Trim (Refinish - Stained Hardwood Crown, Chair, and Base) | \$2,938.62          | to \$4,651.13          | \$3,620.85          |
| Protect / Remove / Reinstall All Light Fixtures                            | \$2,166.16          | to \$3,790.79          | \$2,996.53          |
| Vinyl Wallcovering (LY 54")  | \$21,625.09         | to \$29,669.64         | \$24,817.69         |
| Window Treatments (with Hardware and Installation)                         | \$3,182.61          | to \$4,783.27          | \$3,982.75          |
| Seating Groups   | \$26,792.38         | to \$34,919.31         | \$30,851.35         |
| <b>Prefunction Softgoods Renovation Cost Subtotal</b>                      | <b>\$128,797.18</b> | <b>to \$170,344.85</b> | <b>\$148,934.56</b> |
| <b>Prefunction Softgoods Renovation Cost Per SF</b>                        | <b>\$17.77</b>      | <b>to \$23.50</b>      | <b>\$20.54</b>      |

## Prefunction - Add for a Full Renovation

|   | RANGE               |                        | AVERAGE             |
|---|---------------------|------------------------|---------------------|
| Additional Demolition   | \$40,310.00         | to \$52,906.88         | \$47,364.25         |
| Artwork, Accessories, and Mirrors (Allowance, Installed)        | \$31,295.49         | to \$46,929.45         | \$39,112.47         |
| Articulated Drywall Ceiling (New)                               | \$69,357.13         | to \$116,970.05        | \$92,691.69         |
| Decorative Lighting   | \$88,295.52         | to \$133,056.64        | \$111,114.67        |
| Electrical  | \$78,523.46         | to \$104,436.21        | \$91,034.87         |
| HVAC  | \$47,114.08         | to \$82,449.64         | \$65,174.48         |
| Life Safety   | \$44,496.63         | to \$57,714.75         | \$50,804.68         |
| Architectural Lighting  | \$78,523.46         | to \$126,422.78        | \$102,761.04        |
| Millwork Running Trim (Stained Hardwood Crown, Chair, and Base) | \$31,884.79         | to \$37,178.82         | \$34,679.52         |
| Portable Bars   | \$23,996.70         | to \$36,023.40         | \$30,009.00         |
| <b>Prefunction Full Renovation Additional Cost Subtotal</b>     | <b>\$533,797.26</b> | <b>to \$794,088.60</b> | <b>\$664,746.66</b> |
| <b>Prefunction Full Renovation Additional Cost Per SF</b>       | <b>\$73.63</b>      | <b>to \$109.53</b>     | <b>\$91.69</b>      |

## Ballroom Softgoods Renovation

Assume a ballroom area of approximately 75' x 114' (8,550 SF) with 3 divisions. Ceiling 18' AFF, coffered.

|  | RANGE               |                        | AVERAGE             |
|--|---------------------|------------------------|---------------------|
| Demolition   | \$12,347.14         | to \$18,150.29         | \$15,236.37         |
| Paint Articulated Drywall Ceiling  | \$14,535.00         | to \$20,862.00         | \$18,859.51         |
| Carpet and Pad   | \$48,656.38         | to \$56,790.74         | \$52,397.57         |
| Paint Doors and Trim   | \$3,000.00          | to \$4,366.99          | \$3,377.40          |
| Millwork Running Trim (Refinish - Stained Hardwood Crown, Chair, and Base) | \$1,555.74          | to \$2,865.24          | \$2,213.99          |
| Protect / Remove / Reinstall All Light Fixtures                            | \$11,815.00         | to \$16,054.50         | \$14,080.70         |
| Vinyl Wallcovering (LY 54")  | \$15,365.20         | to \$21,081.06         | \$17,633.62         |
| Operable Partition Wallcovering  | \$4,041.95          | to \$5,247.55          | \$4,527.97          |
| <b>Ballroom Softgoods Renovation Cost Subtotal</b>                         | <b>\$111,316.40</b> | <b>to \$145,418.37</b> | <b>\$128,327.12</b> |
| <b>Ballroom Softgoods Renovation Cost Per SF</b>                           | <b>\$13.02</b>      | <b>to \$17.01</b>      | <b>\$15.01</b>      |

# UPSCALE

Prototype Hotel: 304 guestrooms, 9 stories (8 with guestrooms), 34 rooms/floor  
Other assumptions and allowances are listed in each section below.

## Ballroom - Add for a Full Renovation

|  | RANGE                 |                          | AVERAGE               |
|--|-----------------------|--------------------------|-----------------------|
| Additional Demolition  | \$74,082.83           | to \$88,158.56           | \$80,355.17           |
| Artwork, Accessories, and Mirrors (Allowance, Installed)   | \$4,168.37            | to \$6,253.13            | \$5,210.56            |
| Banquet Chairs   | \$87,483.60           | to \$122,094.00          | \$104,840.10          |
| Articulated Drywall Ceiling (New)  | \$81,793.58           | to \$178,780.50          | \$144,302.66          |
| Decorative Lighting  | \$176,133.23          | to \$263,373.25          | \$219,933.80          |
| Electrical   | \$92,603.53           | to \$123,162.70          | \$107,358.36          |
| HVAC   | \$55,562.12           | to \$97,233.71           | \$76,860.93           |
| Life Safety  | \$52,475.34           | to \$68,063.60           | \$59,914.49           |
| Architectural Lighting   | \$92,603.53           | to \$149,091.69          | \$121,187.16          |
| Millwork Running Trim (Stained Hardwood Crown, Chair, and Base)  | \$15,103.32           | to \$17,611.02           | \$16,427.14           |
| Operable Partitions (New, Manual)  | \$110,994.98          | to \$134,123.15          | \$118,934.00          |
| Portable Bars  | \$23,996.70           | to \$36,023.40           | \$30,009.00           |
| Tables (14" x 72", including Meeting Rooms)  | \$36,223.50           | to \$39,502.50           | \$37,863.00           |
| Tables (72" rounds, including Meeting Rooms)   | \$20,718.00           | to \$23,340.60           | \$22,029.40           |
| AV Infrastructure: Ceiling speakers and cabling; wall and floor input/output plates and cabling; control plates and cabling and processors; rack in AV room with audio processing and amplification; array of ceiling rigging points with CAT 6 AVnet cabling and power (power by others); retractable projection screens. Portable equipment by others. | \$97,020.00           | to \$169,785.60          | \$145,530.00          |
| <b>Ballroom Full Renovation Additional Cost Subtotal</b>   | <b>\$1,020,962.62</b> | <b>to \$1,516,597.41</b> | <b>\$1,290,755.77</b> |
| <b>Ballroom Full Renovation Additional Cost Per SF</b>   | <b>\$119.41</b>       | <b>to \$177.38</b>       | <b>\$150.97</b>       |

## Meeting Rooms Softgoods Renovation

Assume 7 meeting rooms with areas approximately 34' x 50' each (1,700 each; 11,900 SF total). Ceiling 12' AFF, coffered.

|  | RANGE               |                        | AVERAGE             |
|--|---------------------|------------------------|---------------------|
| Demolition   | \$17,184.91         | to \$25,261.81         | \$21,206.17         |
| Carpet and Pad   | \$67,720.58         | to \$79,042.08         | \$72,927.61         |
| Paint Articulated Drywall Ceiling  | \$20,230.00         | to \$29,036.00         | \$26,248.91         |
| Paint Doors and Trim   | \$3,150.00          | to \$4,585.34          | \$3,546.27          |
| Millwork Running Trim (Refinish - Stained Hardwood Crown, Chair, and Base) | \$4,840.08          | to \$10,584.00         | \$7,933.90          |
| Protect / Remove / Reinstall All Light Fixtures                            | \$3,892.00          | to \$6,129.90          | \$5,069.33          |
| Vinyl Wallcovering (LY 54")  | \$31,868.55         | to \$43,723.68         | \$36,573.43         |
| Window Treatments (with Hardware and Installation)                         | \$44,687.51         | to \$66,990.35         | \$55,837.55         |
| <b>Meeting Rooms Softgoods Renovation Cost Subtotal</b>                    | <b>\$193,573.62</b> | <b>to \$265,353.16</b> | <b>\$229,343.18</b> |
| <b>Meeting Rooms Softgoods Renovation Cost Per SF</b>                      | <b>\$16.27</b>      | <b>to \$22.30</b>      | <b>\$19.27</b>      |



# UPSCALE

Prototype Hotel: 304 guestrooms, 9 stories (8 with guestrooms), 34 rooms/floor  
 Other assumptions and allowances are listed in each section below.

## Meeting Rooms - Add for a Full Renovation

|  | RANGE                 |           | AVERAGE               |                       |
|--|-----------------------|-----------|-----------------------|-----------------------|
| Additional Demolition  | \$103,109.43          | to        | \$122,700.22          | \$111,839.36          |
| Banquet Chairs   | \$150,273.20          | to        | \$200,824.40          | \$175,080.73          |
| Artwork, Accessories, and Mirrors (Installed)  | \$25,870.53           | to        | \$38,811.39           | \$32,309.51           |
| Articulated Drywall Ceiling (New)  | \$113,841.35          | to        | \$243,979.75          | \$198,638.86          |
| Decorative Lighting  | \$27,061.65           | to        | \$41,022.59           | \$34,128.41           |
| Electrical   | \$144,353.20          | to        | \$180,441.51          | \$156,623.23          |
| HVAC   | \$54,132.45           | to        | \$90,220.75           | \$72,898.37           |
| Life Safety  | \$73,035.85           | to        | \$94,731.79           | \$83,389.75           |
| Architectural Lighting   | \$162,397.36          | to        | \$198,485.66          | \$182,245.92          |
| Millwork Running Trim (Stained Hardwood Crown, Chair, and Base)  | \$46,988.11           | to        | \$54,789.84           | \$51,106.67           |
| Millwork Serving Stations  | \$43,785.00           | to        | \$71,515.50           | \$60,034.10           |
| AV Infrastructure: Ceiling speakers and cabling; input/output plates and cabling; control plates and cabling and processors; rack in AV room with audio processing and amplification; CAT 6 AVnet cabling, retractable projection screens built into ceiling; ceiling attachments for portable projectors. Portable equipment by others. | \$60,180.00           | to        | \$105,315.60          | \$90,270.00           |
| <b>Meeting Rooms Full Renovation Additional Cost Subtotal</b>  | <b>\$1,005,028.13</b> | <b>to</b> | <b>\$1,442,839.00</b> | <b>\$1,248,564.91</b> |
| <b>Meeting Rooms Full Renovation Additional Cost Per SF</b>  | <b>\$84.46</b>        | <b>to</b> | <b>\$121.25</b>       | <b>\$104.92</b>       |

## Board Room Softgoods Renovation

Assume a single, 2-bay board room, approximately 26' x 28' (728 SF). Ceiling 12' AFF, coffered.

|  | RANGE              |           | AVERAGE            |                    |
|--|--------------------|-----------|--------------------|--------------------|
| Demolition   | \$1,051.31         | to        | \$1,545.43         | \$1,297.32         |
| Carpet and Pad   | \$4,142.91         | to        | \$4,835.52         | \$4,461.45         |
| Paint Articulated Drywall Ceiling  | \$1,237.60         | to        | \$1,931.82         | \$1,659.59         |
| Paint Doors and Trim   | \$300.00           | to        | \$436.70           | \$335.34           |
| Millwork Running Trim (Refinish - Stained Hardwood Crown, Chair, and Base) | \$444.50           | to        | \$818.64           | \$632.57           |
| Protect / Remove / Reinstall All Light Fixtures                            | \$139.00           | to        | \$291.90           | \$225.18           |
| Vinyl Wallcovering (LY 54")  | \$2,926.70         | to        | \$4,015.44         | \$3,358.78         |
| Window Treatments (with Hardware and Installation)                         | \$1,603.00         | to        | \$2,403.91         | \$2,003.65         |
| Executive Chairs   | \$8,864.40         | to        | \$11,479.80        | \$10,168.20        |
| <b>Board Room Softgoods Renovation Cost Subtotal</b>                       | <b>\$20,709.42</b> | <b>to</b> | <b>\$27,759.15</b> | <b>\$24,142.09</b> |
| <b>Board Room Softgoods Renovation Cost Per SF</b>                         | <b>\$28.45</b>     | <b>to</b> | <b>\$38.13</b>     | <b>\$33.16</b>     |

# UPSCALE

Prototype Hotel: 304 guestrooms, 9 stories (8 with guestrooms), 34 rooms/floor  
Other assumptions and allowances are listed in each section below.

## Board Room - Add for a Full Renovation

|  | RANGE              |           | AVERAGE             |                     |
|--|--------------------|-----------|---------------------|---------------------|
| Additional Demolition  | \$6,307.87         | to        | \$7,506.37          | \$6,841.94          |
| Artwork, Accessories, and Mirrors (Installed)  | \$1,099.31         | to        | \$1,651.48          | \$1,371.28          |
| Articulated Drywall Ceiling (New)  | \$6,964.41         | to        | \$14,925.82         | \$12,152.02         |
| Decorative Lighting  | \$3,016.25         | to        | \$5,065.57          | \$4,058.78          |
| Electrical   | \$18,214.56        | to        | \$22,844.09         | \$20,557.15         |
| HVAC   | \$3,311.63         | to        | \$5,519.39          | \$4,459.66          |
| Life Safety  | \$4,468.08         | to        | \$5,795.36          | \$5,101.49          |
| Architectural Lighting   | \$13,412.11        | to        | \$16,392.58         | \$15,051.37         |
| Millwork Running Trim (Stained Hardwood Crown, Chair, and Base)  | \$4,315.23         | to        | \$5,031.72          | \$4,693.47          |
| Millwork Serving Stations  | \$6,255.00         | to        | \$10,216.50         | \$8,576.30          |
| Board Room Conference Table  | \$3,894.48         | to        | \$5,841.72          | \$4,868.10          |
| AV Infrastructure: Ceiling speakers and cabling; wall and floor input/output plates and cabling; control plates and cabling and processors; rack in AV room with audio processing and amplification; array of ceiling rigging points with CAT 6 AVnet cabling and power (power by others); retractable projection screens. Portable equipment by others. | \$14,034.00        | to        | \$24,559.80         | \$21,051.00         |
| <b>Board Room Full Renovation Additional Cost Subtotal</b>   | <b>\$85,292.93</b> | <b>to</b> | <b>\$125,350.40</b> | <b>\$108,782.58</b> |
| <b>Board Room Full Renovation Additional Cost Per SF</b>   | <b>\$117.16</b>    | <b>to</b> | <b>\$172.18</b>     | <b>\$149.43</b>     |

## Exercise Facility Softgoods Renovation

Assume a three-bay facility of approximately 28' x 39' (1,092 SF). Ceiling 12' AFF.

|   | RANGE              |           | AVERAGE            |                    |
|---|--------------------|-----------|--------------------|--------------------|
| Demolition  | \$1,576.97         | to        | \$2,318.14         | \$1,945.98         |
| Artwork (Installed)   | \$666.76           | to        | \$1,002.07         | \$830.49           |
| Clock   | \$66.90            | to        | \$97.47            | \$83.40            |
| Hamper  | \$387.65           | to        | \$499.05           | \$443.35           |
| Towel Caddy   | \$426.64           | to        | \$548.06           | \$487.16           |
| Sport Flooring  | \$19,169.72        | to        | \$25,607.40        | \$22,322.05        |
| Mirrors   | \$2,251.80         | to        | \$4,019.19         | \$2,974.10         |
| Paint Drywall Ceiling                                       | \$928.20           | to        | \$1,448.87         | \$1,244.69         |
| Paint Doors and Trim  | \$358.45           | to        | \$660.00           | \$472.77           |
| Remove and Reinstall Exercise Equipment                     | \$2,527.19         | to        | \$5,382.92         | \$4,008.13         |
| Vinyl Wallcovering (LY 54")                                 | \$2,919.83         | to        | \$4,199.92         | \$3,420.55         |
| Window Treatments (with Hardware and Installation)          | \$536.67           | to        | \$814.94           | \$676.20           |
| <b>Exercise Facility Softgoods Renovation Cost Subtotal</b> | <b>\$31,816.78</b> | <b>to</b> | <b>\$46,598.03</b> | <b>\$38,908.87</b> |
| <b>Exercise Facility Softgoods Renovation Cost Per SF</b>   | <b>\$29.14</b>     | <b>to</b> | <b>\$42.67</b>     | <b>\$35.63</b>     |

# UPSCALE

Prototype Hotel: 304 guestrooms, 9 stories (8 with guestrooms), 34 rooms/floor  
 Other assumptions and allowances are listed in each section below.

## Exercise Facility - Add for a Full Renovation

|   | RANGE               |           | AVERAGE             |                     |
|---|---------------------|-----------|---------------------|---------------------|
| Additional Demolition   | \$9,461.81          | to        | \$11,259.55         | \$10,262.91         |
| Articulated Drywall Ceiling (New)                                 | \$10,446.62         | to        | \$18,360.28         | \$15,997.96         |
| Exercise Equipment (Installed)                                    | \$82,590.66         | to        | \$107,377.15        | \$94,983.71         |
| Electrical  | \$13,246.53         | to        | \$16,558.16         | \$14,372.48         |
| HVAC  | \$4,967.45          | to        | \$8,279.08          | \$6,689.50          |
| Life Safety   | \$6,702.11          | to        | \$8,693.03          | \$7,652.24          |
| Architectural Lighting  | \$14,902.35         | to        | \$18,213.98         | \$16,723.74         |
| Millwork Lockers  | \$10,830.82         | to        | \$13,798.47         | \$12,233.05         |
| TVs and Mounts (42", including Programming Allowance)             | \$4,941.88          | to        | \$5,650.00          | \$5,269.64          |
| Water Fountain  | \$1,732.93          | to        | \$2,729.37          | \$2,235.48          |
| Sound System  | \$2,274.47          | to        | \$5,174.43          | \$3,840.07          |
| <b>Exercise Facility Full Renovation Additional Cost Subtotal</b> | <b>\$162,097.63</b> | <b>to</b> | <b>\$216,093.49</b> | <b>\$190,260.79</b> |
| <b>Exercise Facility Full Renovation Additional Cost Per SF</b>   | <b>\$148.44</b>     | <b>to</b> | <b>\$197.89</b>     | <b>\$174.23</b>     |

## Outdoor Pool

Assume a 20' x 40' (800 SF) pool and a 15'-wide deck, approximately 2,700 SF surface.

|  | RANGE               |           | AVERAGE             |                     |
|--|---------------------|-----------|---------------------|---------------------|
| ADA Lift                                     | \$9,730.00          | to        | \$20,433.00         | \$14,928.60         |
| Pool Furniture                               | \$51,627.45         | to        | \$77,450.10         | \$64,538.60         |
| Pool Equipment                               | \$14,441.10         | to        | \$24,261.04         | \$19,437.72         |
| Resurface Pool Bottom                        | \$7,480.00          | to        | \$11,200.00         | \$8,706.00          |
| Resurface Pool Deck (Kool Deck)              | \$18,803.78         | to        | \$24,300.00         | \$21,915.26         |
| Signage (Life Safety, Pool Rules)            | \$1,390.00          | to        | \$3,648.75          | \$2,606.25          |
| <b>Outdoor Pool Renovation Cost Subtotal</b> | <b>\$103,472.33</b> | <b>to</b> | <b>\$161,292.89</b> | <b>\$132,132.43</b> |
| <b>Outdoor Pool Renovation Cost Per SF</b>   | <b>\$29.56</b>      | <b>to</b> | <b>\$46.08</b>      | <b>\$37.75</b>      |

## Indoor Pool

Assume a 20' x 40' (800 SF) pool and a 12'-wide deck, approximately 2,016 SF surface.

|   | RANGE               |           | AVERAGE             |                     |
|---|---------------------|-----------|---------------------|---------------------|
| ADA Lift                                    | \$9,730.00          | to        | \$20,433.00         | \$14,928.60         |
| Architectural Lighting                      | \$41,268.03         | to        | \$50,438.71         | \$46,311.90         |
| Drywall Ceiling (New, from Scaffolding)     | \$15,261.12         | to        | \$24,192.00         | \$20,187.11         |
| Paint Doors and Trim                        | \$450.00            | to        | \$655.05            | \$503.01            |
| Pool Deck Tile                              | \$26,340.56         | to        | \$35,032.95         | \$30,537.49         |
| Pool Equipment                              | \$14,441.10         | to        | \$24,261.04         | \$19,437.72         |
| Pool Furniture                              | \$10,426.16         | to        | \$15,648.80         | \$13,037.48         |
| Pool Pak HVAC                               | \$92,473.92         | to        | \$111,809.38        | \$101,665.27        |
| Replace Doors (Storefront)                  | \$1,985.00          | to        | \$3,032.63          | \$2,616.19          |
| Resurface Pool Bottom                       | \$7,480.00          | to        | \$11,200.00         | \$8,706.00          |
| Wall Tile                                   | \$15,456.00         | to        | \$21,196.80         | \$18,753.69         |
| Signage (Life Safety, Pool Rules)           | \$1,390.00          | to        | \$3,648.75          | \$2,606.25          |
| <b>Indoor Pool Renovation Cost Subtotal</b> | <b>\$236,701.89</b> | <b>to</b> | <b>\$321,549.10</b> | <b>\$279,290.70</b> |
| <b>Indoor Pool Renovation Cost Per SF</b>   | <b>\$84.06</b>      | <b>to</b> | <b>\$114.19</b>     | <b>\$99.18</b>      |

# UPSCALE

Prototype Hotel: 304 guestrooms, 9 stories (8 with guestrooms), 34 rooms/floor  
Other assumptions and allowances are listed in each section below.

## Outdoor Amenities

|   | RANGE               |           | AVERAGE             |
|---|---------------------|-----------|---------------------|
| Stamped Concrete at Arrivals                      | \$44,249.18         | to        | \$64,984.94         |
| Outdoor Furniture                                 | \$58,084.73         | to        | \$87,137.79         |
| Fire Pit  | \$9,104.36          | to        | \$27,800.00         |
| Outdoor Lighting                                  | \$13,719.04         | to        | \$44,731.30         |
| Patio Landscaping                                 | \$16,607.26         | to        | \$29,568.15         |
| <b>Outdoor Amenities Renovation Cost Subtotal</b> | <b>\$141,764.58</b> | <b>to</b> | <b>\$254,222.17</b> |
|   |                     |           | <b>\$194,192.84</b> |

## Outdoor Parking

Assume 486 spaces, 9' x 19', and 25'-wide aisles (1.6 spaces per room to accommodate meeting attendance).

|  | RANGE               |           | AVERAGE             |
|--|---------------------|-----------|---------------------|
| Clean and Seal Asphalt                           | \$35,429.40         | to        | \$76,763.70         |
| Stripe Spaces                                    | \$12,159.72         | to        | \$18,468.00         |
| Pavement Resurfacing                             | \$246,472.57        | to        | \$541,282.50        |
| <b>Outdoor Parking Renovation Cost Subtotal</b>  | <b>\$294,061.69</b> | <b>to</b> | <b>\$636,514.20</b> |
| <b>Outdoor Parking Renovation Cost Per Space</b> | <b>\$605.07</b>     | <b>to</b> | <b>\$1,309.70</b>   |
|  |                     |           | <b>\$410,147.50</b> |

## Structured Parking

Typically, hotels in this market segment do not have structured parking.

## Landscaping

|   | RANGE              |           | AVERAGE            |
|---|--------------------|-----------|--------------------|
| Landscaping Allowance                       | \$57,764.39        | to        | \$90,978.91        |
| <b>Landscaping Renovation Cost Subtotal</b> | <b>\$57,764.39</b> | <b>to</b> | <b>\$90,978.91</b> |
|   |                    |           | <b>\$74,516.06</b> |

# UPSCALE

Prototype Hotel: 304 guestrooms, 9 stories (8 with guestrooms), 34 rooms/floor  
 Other assumptions and allowances are listed in each section below.

## Common Additives

|  |              | RANGE |              | AVERAGE      |
|--|--------------|-------|--------------|--------------|
| New RFID Key System  | \$382.25     | to    | \$547.31     | \$461.13     |
| Elevator Cab Finishes  | \$18,051.37  | to    | \$25,625.73  | \$21,790.17  |
| <b>Elevator Modernization</b>  |              |       |              |              |
| Traction, per Cab  | \$287,233.42 | to    | \$361,914.11 | \$322,275.89 |
| <b>Electronic Signage Boards</b>   |              |       |              |              |
| Basic System - One Lobby Screen (42" diag.)                                  | \$21,661.65  | to    | \$31,236.09  | \$26,406.99  |
| Additional Lobby / Prefunction Screens                                       | \$7,220.55   | to    | \$10,412.03  | \$8,802.33   |
| Additional Meeting Room Door Screen (18" diag.)                              | \$7,011.15   | to    | \$10,192.17  | \$8,590.84   |
| Two-Pipe Horizontal Fan Coil Unit Direct Replacement , NIC Finishes          | \$2,340.00   | to    | \$4,332.33   | \$3,164.22   |
| Four-Pipe Vertical Fan Coil Unit Direct Replacement with Drywall Repair      | \$3,256.15   | to    | \$4,587.00   | \$4,087.20   |
| <b>Laundry Equipment (Direct Equipment Replacement with Access)</b>          |              |       |              |              |
| 75# Washer   | \$28,882.19  | to    | \$39,424.19  | \$34,023.22  |
| 125# Dryer   | \$43,323.29  | to    | \$54,587.35  | \$48,608.73  |
| Ironer / Folder  | \$144,410.97 | to    | \$163,762.04 | \$152,324.69 |
| Porte Cochere - Re-image: Demolish and Replace                               | \$36,102.74  | to    | \$83,397.33  | \$60,724.81  |
| <b>Guestroom ADA Modifications</b>   |              |       |              |              |
| Bathtub Room   | \$18,069.63  | to    | \$39,929.63  | \$27,014.50  |
| Roll-in Shower Room  | \$20,041.10  | to    | \$41,518.15  | \$30,440.97  |
| Exterior Signage - Monument - New Graphics on Existing Sign                  | \$21,661.65  | to    | \$28,809.99  | \$25,113.07  |
| Exterior Signage - New Exterior Brand Sign in Existing Location              | \$57,764.39  | to    | \$69,750.50  | \$63,194.24  |
| Power-operated, Bi-parting Entrance Doors (Inner and Outer at a Vestibule)   | \$38,920.00  | to    | \$41,700.00  | \$40,312.67  |
| Fireplace - Natural Gas with Stone Hearth and Surrounding Wall (Public Area) | \$7,920.00   | to    | \$26,096.50  | \$15,754.43  |
| Add Screening for Buffet in Restaurant                                       | \$14,595.00  | to    | \$69,500.00  | \$32,869.00  |
| Replace Guestroom Entry Door and Hardware                                    | \$914.80     | to    | \$1,250.00   | \$1,120.83   |
| Replace Guestroom Connecting Doors and Hardware                              | \$2,121.82   | to    | \$2,710.50   | \$2,373.87   |
| Replace Corridor Service Doors and Hardware                                  | \$1,668.00   | to    | \$2,189.25   | \$1,918.20   |
| Replace Guestroom Closet Door with Pair of Swing Doors and Hardware          | \$625.50     | to    | \$924.52     | \$786.31     |
| Replace Guestroom Bath Door with Barn Door and Hardware                      | \$1,320.50   | to    | \$1,529.00   | \$1,424.88   |
| Incremental Add for LVT in Guestroom Instead of Carpet                       | \$1,176.93   | to    | \$2,812.51   | \$1,704.88   |



A black and white photograph of a modern hotel lobby. The space features a mix of materials, including dark wood paneling on the walls and ceiling, light-colored stone walls, and large concrete pillars. In the foreground, there is a light-colored leather sofa and a low wooden coffee table with a book titled "THE TRAVEL BOOK" and a small potted plant. To the right, a long wooden table is set with two modern chairs. In the background, a dining area with high-top stools is visible. The overall aesthetic is clean, minimalist, and sophisticated.

# UPPER UPSCALE

# UPPER UPSCALE

Prototype Hotel: 192 guestrooms, 25 suites, 7 stories (6 with guestrooms), 31 bays/floor  
Other assumptions and allowances are listed in each section below.

## Guestroom Softgoods Renovation

Assume guestroom area of approximately 15' x 24' and 7' x 8' entry / closet area (472 SF). Ceilings 9' AFF. Painted drywall.

|  | RANGE             |                       | AVERAGE            |
|--|-------------------|-----------------------|--------------------|
| Demolition   | \$412.50          | to \$587.50           | \$495.06           |
| FF&E Installation  | \$215.45          | to \$510.19           | \$364.77           |
| Artwork, Mirrors, and Accessories (Installed Package)    | \$728.12          | to \$1,114.55         | \$904.77           |
| Full-height Framed Dressing Mirror                       | \$247.67          | to \$348.76           | \$290.04           |
| Bed Skirt or Box Spring Cover                            | \$191.04          | to \$227.18           | \$208.82           |
| Decorative Pillow  | \$118.70          | to \$154.28           | \$136.49           |
| Carpet and Pad   | \$1,015.60        | to \$1,186.40         | \$1,081.89         |
| Desk Lamp  | \$137.47          | to \$171.61           | \$154.69           |
| Floor Lamp   | \$206.87          | to \$276.59           | \$241.60           |
| End Table Lamp   | \$202.02          | to \$257.80           | \$229.91           |
| Nightstand or Bracket Lamp (2)                           | \$317.61          | to \$423.90           | \$370.97           |
| Welcome Light (in Existing Location)                     | \$252.28          | to \$359.65           | \$298.63           |
| Desk Chair (including Fabric)                            | \$380.01          | to \$502.74           | \$441.77           |
| Lounge Chair (including Fabric)                          | \$737.46          | to \$966.74           | \$852.10           |
| Ottoman (including Fabric)                               | \$545.23          | to \$718.71           | \$632.17           |
| Sleeper Sofa (including Fabric; Assumes King Rooms Only) | \$596.57          | to \$771.23           | \$683.90           |
| Paint Textured or Drywall Ceiling                        | \$409.42          | to \$534.95           | \$478.91           |
| Paint Trim (Base and Crown)                              | \$285.68          | to \$611.14           | \$483.62           |
| Paint Entry Doors, Closet Doors, Frames, and Grilles     | \$155.34          | to \$412.00           | \$236.41           |
| Vinyl Wallcovering (LY 54")                              | \$1,314.61        | to \$1,792.26         | \$1,489.50         |
| Window Treatments (Sheer, Blackout, Hardware, Installed) | \$634.89          | to \$962.27           | \$798.58           |
| <b>Guestroom Softgoods Renovation Cost Per Key</b>       | <b>\$9,104.53</b> | <b>to \$12,890.43</b> | <b>\$10,874.57</b> |

## Guestroom - Add for a Full Renovation

|  | RANGE              |                       | AVERAGE            |
|--|--------------------|-----------------------|--------------------|
| Additional Demolition                                    | \$62.68            | to \$163.50           | \$117.50           |
| Casegoods Installation                                   | \$1,042.50         | to \$1,502.28         | \$1,177.45         |
| King Bedset (Box Spring, Mattress, and Frame)            | \$968.24           | to \$1,250.28         | \$1,109.26         |
| Headboard  | \$1,208.94         | to \$1,826.58         | \$1,517.49         |
| Nightstands  | \$559.22           | to \$718.82           | \$639.22           |
| Dresser  | \$1,614.11         | to \$2,098.34         | \$1,856.41         |
| Desk   | \$548.10           | to \$717.15           | \$632.55           |
| Side Table   | \$326.05           | to \$416.03           | \$371.22           |
| Coffee Table   | \$240.87           | to \$314.15           | \$277.64           |
| Closet Shelf Unit  | \$1,842.31         | to \$2,423.42         | \$2,131.45         |
| Refrigerator Cabinet / Welcome Center                    | \$512.02           | to \$686.77           | \$591.36           |
| Mini Refrigerator  | \$212.84           | to \$230.58           | \$221.71           |
| Crown Molding  | \$982.73           | to \$1,266.32         | \$1,143.53         |
| Drapery Valance - Painted Wood                           | \$268.28           | to \$404.35           | \$318.52           |
| Wood Base  | \$867.49           | to \$1,906.50         | \$1,446.94         |
| Entry Area Hard Surface Flooring                         | \$784.00           | to \$1,075.20         | \$951.27           |
| TV and Mount (HD LCD, including Programming Allowance)   | \$918.48           | to \$1,492.26         | \$1,199.02         |
| <b>Guestroom Full Renovation Additional Cost Per Key</b> | <b>\$12,958.84</b> | <b>to \$18,492.52</b> | <b>\$15,702.52</b> |



# UPPER UPSCALE

Prototype Hotel: 192 guestrooms, 25 suites, 7 stories (6 with guestrooms), 31 bays/floor  
 Other assumptions and allowances are listed in each section below.

## Guest Bathroom Softgoods Renovation

Assume guest bathroom area of 8' x 8'. Ceilings 9' AFF. Painted drywall.

|   | RANGE             |                      | AVERAGE           |
|---|-------------------|----------------------|-------------------|
| Demolition  | \$107.99          | to \$173.63          | \$136.14          |
| Artwork (Installed)                                     | \$160.83          | to \$260.33          | \$209.91          |
| Lighted Mirror  | \$613.34          | to \$838.41          | \$719.93          |
| Makeup Mirror   | \$228.60          | to \$298.41          | \$261.63          |
| Night Light   | \$69.84           | to \$125.00          | \$93.17           |
| Paint Ceiling   | \$51.60           | to \$84.92           | \$68.86           |
| Vinyl Wallcovering (LY 54")                             | \$225.75          | to \$293.37          | \$262.82          |
| Curved Shower Rod                                       | \$91.54           | to \$173.75          | \$125.95          |
| Paint Door and Trim                                     | \$77.67           | to \$206.00          | \$118.21          |
| RegROUT Floor Tile                                      | \$160.00          | to \$360.29          | \$229.54          |
| RegROUT Wall Tile                                       | \$175.00          | to \$394.07          | \$251.06          |
| <b>Guest Bathroom Softgoods Renovation Cost Per Key</b> | <b>\$1,962.16</b> | <b>to \$3,208.18</b> | <b>\$2,477.22</b> |

## Guest Bathroom - Add for a Full Renovation

|   | RANGE              |                       | AVERAGE            |
|---|--------------------|-----------------------|--------------------|
| Additional Demolition   | \$702.48           | to \$1,251.00         | \$900.57           |
| Architectural Lighting  | \$512.00           | to \$720.02           | \$590.67           |
| Replace Bathroom Door and Hardware  | \$631.22           | to \$1,083.08         | \$838.86           |
| Electrical Upgrades (Add One GFI Outlet)                                  | \$187.73           | to \$317.39           | \$266.10           |
| Tub-to-Shower Conversion (New Pan, Tile Surround, Valve, and Shower Head) | \$4,448.00         | to \$4,865.00         | \$4,709.49         |
| Shower Valve and Head, Tub Diverter, Tub Drain                            | \$525.00           | to \$1,008.35         | \$794.78           |
| Tub Surround (Tile)   | \$1,298.42         | to \$1,512.00         | \$1,420.53         |
| Lavatory  | \$462.00           | to \$952.76           | \$683.72           |
| Faucet (and Connections)  | \$737.75           | to \$1,155.00         | \$913.55           |
| Vanity Top  | \$632.21           | to \$952.12           | \$794.32           |
| Vanity Base   | \$436.49           | to \$671.49           | \$554.89           |
| Toilet Accessories  | \$410.00           | to \$504.24           | \$445.34           |
| Tile Flooring   | \$582.39           | to \$918.73           | \$694.48           |
| Toilet and Seat   | \$625.50           | to \$794.00           | \$717.48           |
| <b>Guest Bathroom Full Renovation Additional Cost Per Key</b>             | <b>\$12,191.19</b> | <b>to \$16,705.18</b> | <b>\$14,324.78</b> |

# UPPER UPSCALE

Prototype Hotel: 192 guestrooms, 25 suites, 7 stories (6 with guestrooms), 31 bays/floor  
 Other assumptions and allowances are listed in each section below.

## Corridors

Per room with each unit 15' long and half of a 6'-wide corridor; 31 bays per floor.

|  | RANGE             |                      | AVERAGE           |
|--|-------------------|----------------------|-------------------|
| Demolition   | \$59.68           | to \$107.25          | \$80.46           |
| Artwork (Installed)                                  | \$19.44           | to \$29.40           | \$24.27           |
| Carpet and Pad                                       | \$246.29          | to \$335.41          | \$290.24          |
| Millwork Base  | \$137.61          | to \$195.16          | \$162.86          |
| Ceiling-mounted Lighting                             | \$172.87          | to \$233.05          | \$203.13          |
| Sconces  | \$168.63          | to \$231.63          | \$200.46          |
| Elevator Lobby Furniture (Allowance)                 | \$82.89           | to \$124.62          | \$103.76          |
| Vending Area Floor Tile                              | \$28.90           | to \$39.64           | \$35.07           |
| Ice Machine  | \$269.86          | to \$299.32          | \$284.64          |
| Millwork (Allowance for Elevator Lobby)              | \$106.38          | to \$162.29          | \$135.96          |
| Paint Ceiling  | \$32.53           | to \$66.87           | \$47.25           |
| Signage Package (Room Numbers, Wayfinding, Complete) | \$229.35          | to \$270.01          | \$248.05          |
| Vinyl Wallcovering (LY 54")                          | \$206.88          | to \$308.00          | \$246.08          |
| Window Treatments (with Hardware and Installation)   | \$31.91           | to \$47.86           | \$39.88           |
| <b>Corridors Renovation Cost Per Key</b>             | <b>\$1,793.22</b> | <b>to \$2,450.51</b> | <b>\$2,102.10</b> |

## Lobby Softgoods Renovation

Assume a 4,800 SF area. Ceiling 12' AFF.

|  | RANGE              |                        | AVERAGE            |
|--|--------------------|------------------------|--------------------|
| Demolition   | \$8,318.07         | to \$10,189.64         | \$9,312.03         |
| Artwork and Artifacts (Installed)                  | \$13,805.58        | to \$20,958.00         | \$17,424.88        |
| Area Rugs  | \$8,796.12         | to \$13,204.12         | \$11,000.49        |
| Millwork (Refinish)                                | \$2,888.22         | to \$3,639.16          | \$3,240.58         |
| Millwork Screen Walls (Refinish)                   | \$4,332.33         | to \$5,762.00          | \$5,022.61         |
| Paint Drywall Ceiling                              | \$8,807.04         | to \$14,265.24         | \$11,148.58        |
| Paint Doors and Trim                               | \$776.69           | to \$1,100.00          | \$931.30           |
| Vinyl Wallcovering (LY 54", 40% Openings)          | \$2,300.32         | to \$3,414.99          | \$2,732.69         |
| Window Treatments (with Hardware and Installation) | \$6,222.58         | to \$9,333.87          | \$7,778.42         |
| Seating Groups                                     | \$24,690.79        | to \$32,076.45         | \$28,384.66        |
| <b>Lobby Softgoods Renovation Cost Subtotal</b>    | <b>\$80,937.74</b> | <b>to \$113,943.46</b> | <b>\$96,976.25</b> |
| <b>Lobby Softgoods Renovation Cost Per SF</b>      | <b>\$16.86</b>     | <b>to \$23.74</b>      | <b>\$20.20</b>     |

# UPPER UPSCALE

Prototype Hotel: 192 guestrooms, 25 suites, 7 stories (6 with guestrooms), 31 bays/floor  
Other assumptions and allowances are listed in each section below.

## Lobby - Add for a Full Renovation

|   |                     | RANGE     |                     | AVERAGE             |
|---|---------------------|-----------|---------------------|---------------------|
| Additional Demolition                                   | \$55,453.81         | to        | \$64,049.15         | \$59,113.76         |
| Decorative Lighting                                     | \$30,467.24         | to        | \$43,499.82         | \$36,910.06         |
| Electrical  | \$68,654.88         | to        | \$86,659.27         | \$77,339.82         |
| Hard Surface Flooring                                   | \$106,752.00        | to        | \$128,622.82        | \$120,573.72        |
| HVAC  | \$31,192.77         | to        | \$54,587.35         | \$43,150.00         |
| Life Safety   | \$29,459.84         | to        | \$38,211.14         | \$33,636.20         |
| Architectural Lighting                                  | \$69,317.27         | to        | \$109,174.69        | \$89,419.27         |
| Front Desk (New Pods, in Existing Location)             | \$34,852.58         | to        | \$83,400.00         | \$54,667.32         |
| Front Desk Equipment                                    | \$11,552.88         | to        | \$13,950.10         | \$12,638.85         |
| Concierge Desk  | \$9,011.50          | to        | \$14,456.00         | \$11,121.77         |
| Bell Stand  | \$9,730.00          | to        | \$12,697.65         | \$11,321.55         |
| Millwork Running Trim (Stained Hardwood Crown and Base) | \$19,384.45         | to        | \$22,372.00         | \$21,041.95         |
| Millwork Screen Walls (New)                             | \$48,377.67         | to        | \$72,024.97         | \$60,183.27         |
| Articulated Drywall Ceiling (New)                       | \$45,919.20         | to        | \$84,167.08         | \$70,195.30         |
| Sound System  | \$9,097.89          | to        | \$15,921.31         | \$12,585.42         |
| Drywall Partitions                                      | \$14,211.36         | to        | \$24,307.20         | \$18,623.06         |
| Business Center (Millwork / Finishes / Seating)         | \$23,281.57         | to        | \$35,460.48         | \$29,279.21         |
| <b>Lobby Full Renovation Additional Cost Subtotal</b>   | <b>\$616,716.90</b> | <b>to</b> | <b>\$903,561.03</b> | <b>\$761,800.53</b> |
| <b>Lobby Full Renovation Additional Cost Per SF</b>     | <b>\$128.48</b>     | <b>to</b> | <b>\$188.24</b>     | <b>\$158.71</b>     |

## Marketplace / Sundries

Assume a 205 SF space with display millwork, refrigeration, and coffee offering.

|  |                    | RANGE     |                     | AVERAGE            |
|--|--------------------|-----------|---------------------|--------------------|
| Demolition   | \$2,252.53         | to        | \$3,365.97          | \$2,861.90         |
| Drywall Partitions   | \$3,355.46         | to        | \$5,739.20          | \$4,397.11         |
| Articulated Drywall Ceiling (New)                          | \$1,961.13         | to        | \$3,590.37          | \$2,997.07         |
| Millwork - Display Millwork and Hard Surface Top - 8' Tall | \$9,069.75         | to        | \$18,850.00         | \$14,397.50        |
| Millwork - Island Cabinets and Hard Surface Top            | \$2,946.80         | to        | \$4,553.64          | \$3,757.45         |
| Hard Surface Flooring and Base                             | \$3,316.38         | to        | \$5,231.68          | \$3,954.68         |
| Paint  | \$220.00           | to        | \$594.39            | \$435.13           |
| Architectural Lighting                                     | \$2,991.98         | to        | \$4,263.56          | \$3,716.46         |
| Electrical   | \$4,345.49         | to        | \$5,684.75          | \$5,057.86         |
| Plumbing   | \$2,564.55         | to        | \$3,545.49          | \$3,108.38         |
| Life Safety  | \$1,258.18         | to        | \$1,631.93          | \$1,436.55         |
| HVAC   | \$625.50           | to        | \$1,313.55          | \$1,021.65         |
| Nesting Tables   | \$778.08           | to        | \$1,010.62          | \$894.35           |
| Refrigerator / Freezer                                     | \$9,450.00         | to        | \$12,600.00         | \$10,990.00        |
| Refrigerated Merchandiser                                  | \$11,025.00        | to        | \$16,537.50         | \$13,965.00        |
| Undercounter Ice Maker                                     | \$4,961.25         | to        | \$6,615.00          | \$5,766.25         |
| Microwave Oven   | \$299.00           | to        | \$388.36            | \$343.68           |
| Espresso Machine / Coffee                                  | \$13,400.00        | to        | \$19,950.00         | \$16,716.67        |
| Signage  | \$460.40           | to        | \$597.99            | \$529.19           |
| <b>Marketplace / Sundries Renovation Cost Subtotal</b>     | <b>\$75,281.48</b> | <b>to</b> | <b>\$116,064.01</b> | <b>\$96,346.87</b> |
| <b>Marketplace / Sundries Renovation Cost Per SF</b>       | <b>\$367.23</b>    | <b>to</b> | <b>\$566.17</b>     | <b>\$469.98</b>    |

# UPPER UPSCALE

Prototype Hotel: 192 guestrooms, 25 suites, 7 stories (6 with guestrooms), 31 bays/floor  
Other assumptions and allowances are listed in each section below.

## Public Restrooms Softgoods Renovation

Assume four restrooms, totaling 1,440 SF. Each with 5 lavs and 7 fixtures. Ceiling 12' AFF.

|  | RANGE              |                       | AVERAGE            |
|--|--------------------|-----------------------|--------------------|
| Demolition   | \$1,091.75         | to \$1,637.62         | \$1,255.51         |
| Artwork and Artifacts (Installed)                          | \$11,410.48        | to \$17,167.95        | \$14,256.33        |
| Backlit Mirror   | \$5,758.83         | to \$7,866.78         | \$6,757.80         |
| Paint Drywall Ceiling                                      | \$2,448.00         | to \$3,821.18         | \$3,282.71         |
| Paint Doors and Trim                                       | \$716.90           | to \$1,320.00         | \$945.54           |
| Vinyl Wallcovering (LY 54")                                | \$6,808.15         | to \$8,907.01         | \$7,658.27         |
| Decorative Vanity Lighting                                 | \$5,429.70         | to \$8,282.70         | \$6,833.71         |
| <b>Public Restrooms Softgoods Renovation Cost Subtotal</b> | <b>\$33,663.80</b> | <b>to \$49,003.24</b> | <b>\$40,989.87</b> |
| <b>Public Restrooms Softgoods Renovation Cost Per SF</b>   | <b>\$23.38</b>     | <b>to \$34.03</b>     | <b>\$28.47</b>     |

## Public Restrooms - Add for a Full Renovation

|  | RANGE               |                        | AVERAGE             |
|--|---------------------|------------------------|---------------------|
| Additional Demolition  | \$16,636.14         | to \$21,834.94         | \$19,131.57         |
| Toilet Partitions  | \$44,478.58         | to \$77,000.00         | \$59,729.53         |
| Toilet Accessories   | \$4,920.00          | to \$6,050.85          | \$5,344.04          |
| Replace Doors  | \$7,574.66          | to \$12,287.60         | \$10,004.82         |
| Toilets / Urinals  | \$20,650.00         | to \$30,357.91         | \$24,417.84         |
| Architectural Lighting   | \$17,467.95         | to \$21,834.94         | \$18,952.73         |
| Tile Flooring  | \$20,160.00         | to \$27,648.00         | \$24,461.33         |
| Tile Walls   | \$10,080.00         | to \$13,824.00         | \$12,230.67         |
| Motion-sensing Flush Valves                                      | \$20,324.77         | to \$25,984.00         | \$22,309.40         |
| Motion-sensing Faucets   | \$12,100.00         | to \$15,290.00         | \$13,662.20         |
| Vanity Top, Sinks  | \$21,975.44         | to \$30,520.00         | \$26,142.45         |
| Millwork Vanity Base   | \$15,125.98         | to \$24,549.86         | \$19,369.22         |
| <b>Public Restrooms Full Renovation Additional Cost Subtotal</b> | <b>\$211,493.53</b> | <b>to \$307,182.10</b> | <b>\$255,755.79</b> |
| <b>Public Restrooms Full Renovation Additional Cost Per SF</b>   | <b>\$146.87</b>     | <b>to \$213.32</b>     | <b>\$177.61</b>     |

## Restaurant Softgoods Renovation

Assume a 195-seat restaurant area of approximately 60' x 76' (4,560 SF). Ceiling 12' AFF.

|  | RANGE               |                        | AVERAGE             |
|--|---------------------|------------------------|---------------------|
| Demolition   | \$9,877.71          | to \$13,137.35         | \$11,451.56         |
| Artwork (Installed)  | \$8,523.90          | to \$12,775.00         | \$10,650.74         |
| Carpet and Pad (75% of Floor Area)                                 | \$25,268.57         | to \$29,700.40         | \$27,242.15         |
| Millwork Buffet, Host Station (Refinish)                           | \$7,364.96          | to \$11,372.36         | \$9,379.49          |
| Millwork Screen Walls (Refinish)                                   | \$2,888.22          | to \$6,065.26          | \$4,534.50          |
| Millwork Running Trim (Refinish - Hardwood Crown, Chair, and Base) | \$1,385.53          | to \$2,366.40          | \$1,934.65          |
| Reupholster Banquettes   | \$13,944.50         | to \$21,119.50         | \$17,532.00         |
| Paint Drywall Ceiling  | \$8,366.69          | to \$13,551.98         | \$10,591.15         |
| Paint Doors and Trim   | \$896.12            | to \$1,650.00          | \$1,181.92          |
| Vinyl Wallcovering (LY 54", 40% Openings)                          | \$5,726.29          | to \$7,500.74          | \$6,444.10          |
| Window Treatments (with Hardware and Installation)                 | \$4,327.28          | to \$6,491.50          | \$5,409.58          |
| Dining Chairs (With Arms, including Fabric)                        | \$79,553.25         | to \$104,462.75        | \$91,981.17         |
| Dining Chairs (No Arms, including Fabric)                          | \$9,215.00          | to \$11,901.00         | \$10,561.27         |
| <b>Restaurant Softgoods Renovation Cost Subtotal</b>               | <b>\$177,338.02</b> | <b>to \$242,094.26</b> | <b>\$208,894.29</b> |
| <b>Restaurant Softgoods Renovation Cost Per SF</b>                 | <b>\$38.89</b>      | <b>to \$53.09</b>      | <b>\$45.81</b>      |
| <b>Restaurant Softgoods Renovation Cost Per Seat</b>               | <b>\$909.43</b>     | <b>to \$1,241.51</b>   | <b>\$1,071.25</b>   |

# UPPER UPSCALE

Prototype Hotel: 192 guestrooms, 25 suites, 7 stories (6 with guestrooms), 31 bays/floor  
Other assumptions and allowances are listed in each section below.

## Restaurant - Add for a Full Renovation

|  | RANGE               |                        | AVERAGE             |
|--|---------------------|------------------------|---------------------|
| Additional Demolition                                      | \$26,114.21         | to \$34,341.45         | \$29,940.07         |
| Banquettes   | \$21,600.00         | to \$41,480.00         | \$31,066.30         |
| Buffet Equipment   | \$43,323.29         | to \$81,881.02         | \$63,165.36         |
| Decorative Lighting  | \$19,121.81         | to \$29,630.34         | \$24,622.80         |
| Architectural Lighting                                     | \$76,058.37         | to \$87,121.40         | \$81,036.74         |
| Electrical   | \$55,315.18         | to \$69,143.97         | \$60,016.97         |
| Tile Flooring (25% of Floor Area)                          | \$18,442.33         | to \$38,030.40         | \$23,779.30         |
| HVAC   | \$41,199.60         | to \$59,266.26         | \$53,308.62         |
| Life Safety  | \$27,986.85         | to \$36,300.59         | \$31,954.39         |
| Millwork Buffet, Host Station (New, in Existing Location)  | \$63,000.00         | to \$110,539.38        | \$81,794.72         |
| Millwork Screen Walls (New)                                | \$36,102.74         | to \$43,063.35         | \$39,213.35         |
| Millwork Running Trim (Hardwood Crown, Chair, and Base)    | \$10,868.00         | to \$12,672.48         | \$11,820.59         |
| Articulated Drywall Ceiling (New)                          | \$59,580.96         | to \$94,438.99         | \$82,204.67         |
| Sound System   | \$6,823.42          | to \$15,523.28         | \$11,520.20         |
| Tables   | \$28,837.25         | to \$38,070.50         | \$33,453.77         |
| Communal Dining Tables, Chef's Table (6 Seats)             | \$8,802.62          | to \$13,641.78         | \$11,247.22         |
| Communal Table Stools                                      | \$6,542.76          | to \$9,814.08          | \$8,180.76          |
| Drywall Partitions   | \$19,089.26         | to \$33,057.79         | \$25,059.22         |
| <b>Restaurant Full Renovation Additional Cost Subtotal</b> | <b>\$568,808.64</b> | <b>to \$848,017.06</b> | <b>\$703,385.06</b> |
| <b>Restaurant Full Renovation Additional Cost Per SF</b>   | <b>\$124.74</b>     | <b>to \$185.97</b>     | <b>\$154.25</b>     |
| <b>Restaurant Full Renovation Additional Cost Per Seat</b> | <b>\$2,916.97</b>   | <b>to \$4,348.81</b>   | <b>\$3,607.10</b>   |

## Bar / Lounge Softgoods Renovation

Assume a 70-seat bar / lounge area of approximately 30' x 40' (1,200 SF). Ceiling 12' AFF.

|  | RANGE              |                        | AVERAGE             |
|--|--------------------|------------------------|---------------------|
| Demolition   | \$2,599.40         | to \$3,457.20          | \$3,013.57          |
| Artwork, Accessories, and Mirrors (Installed)          | \$10,955.16        | to \$16,432.96         | \$13,689.76         |
| Bar / Back Bar (Refinish)                              | \$3,068.73         | to \$4,738.48          | \$3,908.12          |
| Carpet and Pad (55% of Floor Area)                     | \$4,876.39         | to \$5,732.92          | \$5,272.49          |
| Millwork Running Trim (Refinish)                       | \$713.14           | to \$1,218.00          | \$995.78            |
| Paint Drywall Ceiling                                  | \$1,100.88         | to \$1,783.16          | \$1,393.57          |
| Paint Doors and Trim                                   | \$179.22           | to \$330.00            | \$236.38            |
| Vinyl Wallcovering (LY 54")                            | \$4,964.28         | to \$6,494.69          | \$5,584.15          |
| Reupholster Banquettes                                 | \$10,597.82        | to \$16,050.82         | \$13,324.32         |
| Dining Chairs (With Arms, including Fabric)            | \$2,945.70         | to \$3,868.14          | \$3,405.92          |
| Dining Chairs (No Arms, including Fabric)              | \$25,802.00        | to \$33,322.80         | \$29,571.55         |
| Bar Stools (including Fabric)                          | \$7,602.14         | to \$11,477.48         | \$9,542.07          |
| Seating Group  | \$14,075.78        | to \$18,272.98         | \$16,174.52         |
| <b>Bar / Lounge Softgoods Renovation Cost Subtotal</b> | <b>\$89,480.64</b> | <b>to \$123,179.64</b> | <b>\$106,112.20</b> |
| <b>Bar / Lounge Softgoods Renovation Cost Per SF</b>   | <b>\$74.57</b>     | <b>to \$102.65</b>     | <b>\$88.43</b>      |
| <b>Bar / Lounge Softgoods Renovation Cost Per Seat</b> | <b>\$1,278.29</b>  | <b>to \$1,759.71</b>   | <b>\$1,515.89</b>   |

# UPPER UPSCALE

Prototype Hotel: 192 guestrooms, 25 suites, 7 stories (6 with guestrooms), 31 bays/floor  
Other assumptions and allowances are listed in each section below.

## Bar / Lounge - Add for a Full Renovation

|   |                     | RANGE     |                     | AVERAGE             |
|---|---------------------|-----------|---------------------|---------------------|
| Additional Demolition   | \$10,008.00         | to        | \$14,011.20         | \$12,059.64         |
| Bar Die and Top (New in Existing Location)                      | \$28,375.00         | to        | \$49,576.40         | \$40,130.21         |
| Back Bar (New in Existing Location)                             | \$45,258.33         | to        | \$56,664.66         | \$50,518.48         |
| Bar Equipment   | \$57,764.39         | to        | \$78,848.39         | \$68,046.45         |
| Articulated Drywall Ceiling (New)                               | \$15,679.20         | to        | \$24,852.37         | \$21,632.81         |
| Banquettes  | \$9,000.00          | to        | \$19,551.49         | \$14,348.30         |
| Communal Table  | \$9,606.40          | to        | \$14,847.44         | \$12,251.94         |
| Communal Table Chairs   | \$6,058.08          | to        | \$9,087.12          | \$7,574.80          |
| Decorative Lighting   | \$9,092.90          | to        | \$14,572.09         | \$12,079.04         |
| Electrical  | \$14,556.63         | to        | \$18,195.78         | \$15,793.94         |
| Tile Flooring (45% of Floor Area)                               | \$8,735.84          | to        | \$14,261.40         | \$10,513.28         |
| HVAC  | \$6,931.73          | to        | \$15,284.46         | \$13,101.49         |
| Life Safety   | \$7,364.96          | to        | \$9,552.79          | \$8,409.05          |
| Architectural Lighting  | \$20,015.36         | to        | \$22,926.69         | \$21,325.46         |
| Millwork Running Trim (Stained Hardwood Crown, Chair, and Base) | \$5,593.82          | to        | \$6,522.60          | \$6,084.13          |
| Other Seating and Tables (Allowance)                            | \$4,078.16          | to        | \$6,117.24          | \$5,097.88          |
| Sound System  | \$10,235.13         | to        | \$23,284.91         | \$17,280.31         |
| TV's - 50" LCD HD   | \$4,443.28          | to        | \$5,249.04          | \$4,794.29          |
| Tables  | \$8,588.88          | to        | \$9,388.68          | \$8,990.96          |
| Drywall Partitions  | \$16,375.59         | to        | \$28,358.40         | \$21,496.88         |
| <b>Bar / Lounge Full Renovation Additional Cost Subtotal</b>    | <b>\$297,761.68</b> | <b>to</b> | <b>\$441,153.14</b> | <b>\$371,529.33</b> |
| <b>Bar / Lounge Full Renovation Additional Cost Per SF</b>      | <b>\$248.13</b>     | <b>to</b> | <b>\$367.63</b>     | <b>\$309.61</b>     |
| <b>Bar / Lounge Full Renovation Additional Cost Per Seat</b>    | <b>\$4,253.74</b>   | <b>to</b> | <b>\$6,302.19</b>   | <b>\$5,307.56</b>   |

## Kitchen

Assume a kitchen area of approximately 60' x 70' (4,200 SF).

|  |                     | RANGE     |                     | AVERAGE             |
|--|---------------------|-----------|---------------------|---------------------|
| Selective Demolition                                   | \$42,325.50         | to        | \$48,426.21         | \$45,047.32         |
| Vinyl-coated Tile Ceiling (2' x 4' Tiles and New Grid) | \$26,042.73         | to        | \$47,638.08         | \$36,201.79         |
| Lighting (2' x 4')                                     | \$19,105.57         | to        | \$31,842.62         | \$23,117.74         |
| Paint Door Frames and Trim                             | \$1,254.57          | to        | \$2,310.00          | \$1,654.69          |
| Paint Walls  | \$1,904.00          | to        | \$2,972.03          | \$2,553.22          |
| Quarry Tile Flooring                                   | \$58,800.00         | to        | \$75,815.76         | \$65,163.54         |
| Replace Doors  | \$13,141.40         | to        | \$29,676.50         | \$22,808.30         |
| Kydex-paneled Walls                                    | \$2,604.00          | to        | \$5,448.80          | \$4,508.92          |
| <b>Kitchen Renovation Cost Subtotal</b>                | <b>\$165,177.77</b> | <b>to</b> | <b>\$244,130.00</b> | <b>\$201,055.51</b> |
| <b>Kitchen Renovation Cost Per SF</b>                  | <b>\$39.33</b>      | <b>to</b> | <b>\$58.13</b>      | <b>\$47.87</b>      |

# UPPER UPSCALE

Prototype Hotel: 192 guestrooms, 25 suites, 7 stories (6 with guestrooms), 31 bays/floor  
Other assumptions and allowances are listed in each section below.

## Kitchen Equipment

|  | RANGE               |                        | AVERAGE             |
|--|---------------------|------------------------|---------------------|
| Select Kitchen Equipment               | \$183,474.14        | to \$241,965.69        | \$211,611.73        |
| <b>Kitchen Equipment Cost Subtotal</b> | <b>\$183,474.14</b> | <b>to \$241,965.69</b> | <b>\$211,611.73</b> |
| <b>Kitchen Equipment Cost Per SF</b>   | <b>\$43.68</b>      | <b>to \$57.61</b>      | <b>\$50.38</b>      |

## Prefunction Softgoods Renovation

Assume prefunction areas are approximately 20' to 25'- wide (6,250 SF). Ceiling 12' AFF, coffered.

|  | RANGE               |                        | AVERAGE             |
|--|---------------------|------------------------|---------------------|
| Demolition   | \$13,538.53         | to \$18,006.24         | \$15,695.67         |
| Paint Articulated Drywall Ceiling  | \$10,625.00         | to \$16,585.00         | \$14,247.86         |
| Carpet and Pad   | \$44,372.55         | to \$52,929.24         | \$47,976.66         |
| Paint Doors and Trim (Service Doors and Exits)                             | \$537.67            | to \$990.00            | \$709.15            |
| Millwork Running Trim (Refinish - Stained Hardwood Crown, Chair, and Base) | \$4,138.22          | to \$6,459.50          | \$5,240.47          |
| Protect / Remove / Reinstall All Light Fixtures                            | \$1,083.08          | to \$2,047.03          | \$1,579.13          |
| Vinyl Wallcovering (LY 54")  | \$25,175.97         | to \$32,937.37         | \$28,319.64         |
| Window Treatments (with Hardware and Installation)                         | \$5,457.91          | to \$8,195.05          | \$6,826.28          |
| Seating Groups   | \$28,151.55         | to \$36,545.95         | \$32,349.03         |
| <b>Prefunction Softgoods Renovation Cost Subtotal</b>                      | <b>\$133,080.49</b> | <b>to \$174,695.39</b> | <b>\$152,943.90</b> |
| <b>Prefunction Softgoods Renovation Cost Per SF</b>                        | <b>\$21.29</b>      | <b>to \$27.95</b>      | <b>\$24.47</b>      |

## Prefunction - Add for a Full Renovation

|   | RANGE               |                        | AVERAGE             |
|---|---------------------|------------------------|---------------------|
| Additional Demolition   | \$34,750.00         | to \$45,609.38         | \$40,831.25         |
| Artwork, Accessories, and Mirrors (Allowance, Installed)        | \$49,149.60         | to \$73,739.91         | \$61,444.75         |
| Articulated Drywall Ceiling (New)                               | \$59,790.63         | to \$109,592.55        | \$94,006.38         |
| Decorative Lighting   | \$107,088.76        | to \$166,908.00        | \$134,788.65        |
| Electrical  | \$67,692.64         | to \$90,031.21         | \$78,478.34         |
| HVAC  | \$40,615.59         | to \$71,077.27         | \$56,184.89         |
| Life Safety   | \$38,359.16         | to \$49,754.09         | \$43,797.14         |
| Architectural Lighting  | \$90,256.86         | to \$142,154.55        | \$116,431.34        |
| Millwork Running Trim (Stained Hardwood Crown, Chair, and Base) | \$28,368.67         | to \$33,078.90         | \$30,855.22         |
| Portable Bars   | \$15,997.80         | to \$24,015.60         | \$20,006.00         |
| <b>Prefunction Full Renovation Additional Cost Subtotal</b>     | <b>\$532,069.70</b> | <b>to \$805,961.46</b> | <b>\$676,823.96</b> |
| <b>Prefunction Full Renovation Additional Cost Per SF</b>       | <b>\$85.13</b>      | <b>to \$128.95</b>     | <b>\$108.29</b>     |

# UPPER UPSCALE

Prototype Hotel: 192 guestrooms, 25 suites, 7 stories (6 with guestrooms), 31 bays/floor  
 Other assumptions and allowances are listed in each section below.

## Ballroom Softgoods Renovation

Assume a ballroom area of approximately 50' x 90' (4,500 SF) with 3 divisions. Ceiling 18' AFF, coffered.

|  | RANGE              |                       | AVERAGE            |
|--|--------------------|-----------------------|--------------------|
| Demolition   | \$9,747.74         | to \$12,964.49        | \$11,300.88        |
| Paint Articulated Drywall Ceiling  | \$7,650.00         | to \$10,980.00        | \$9,926.06         |
| Carpet and Pad   | \$27,033.12        | to \$31,292.69        | \$29,038.17        |
| Paint Doors and Trim   | \$3,000.00         | to \$4,366.99         | \$3,377.40         |
| Millwork Running Trim (Refinish - Stained Hardwood Crown, Chair, and Base) | \$1,631.98         | to \$2,547.41         | \$2,066.66         |
| Protect / Remove / Reinstall All Light Fixtures                            | \$4,332.33         | to \$7,581.58         | \$5,993.06         |
| Vinyl Wallcovering (LY 54")  | \$14,892.83        | to \$19,484.08        | \$16,752.46        |
| Operable Partition Wallcovering  | \$3,136.83         | to \$3,985.30         | \$3,483.09         |
| <b>Ballroom Softgoods Renovation Cost Subtotal</b>                         | <b>\$71,424.83</b> | <b>to \$93,202.54</b> | <b>\$81,937.78</b> |
| <b>Ballroom Softgoods Renovation Cost Per SF</b>                           | <b>\$15.87</b>     | <b>to \$20.71</b>     | <b>\$18.21</b>     |

## Ballroom - Add for a Full Renovation

|  | RANGE               |                          | AVERAGE               |
|--|---------------------|--------------------------|-----------------------|
| Additional Demolition  | \$38,990.96         | to \$46,399.24           | \$42,292.20           |
| Artwork, Accessories, and Mirrors (Allowance, Installed)   | \$4,918.75          | to \$7,387.87            | \$6,153.69            |
| Banquet Chairs   | \$66,424.50         | to \$83,749.50           | \$75,087.00           |
| Articulated Drywall Ceiling (New)  | \$43,049.25         | to \$94,095.00           | \$75,948.77           |
| Decorative Lighting  | \$259,131.33        | to \$392,013.84          | \$325,239.07          |
| Electrical   | \$61,735.69         | to \$85,292.73           | \$73,270.52           |
| HVAC   | \$29,243.22         | to \$51,175.64           | \$40,453.12           |
| Life Safety  | \$27,618.60         | to \$35,822.95           | \$31,533.94           |
| Architectural Lighting   | \$64,984.94         | to \$102,351.27          | \$83,830.57           |
| Millwork Running Trim (Stained Hardwood Crown, Chair, and Base)  | \$11,187.64         | to \$13,045.20           | \$12,168.25           |
| Operable Partitions (New, Manual)  | \$73,996.65         | to \$89,415.43           | \$79,289.33           |
| Portable Bars  | \$15,997.80         | to \$24,015.60           | \$20,006.00           |
| Tables (14" x 72", including Meeting Rooms)  | \$32,388.00         | to \$35,142.00           | \$33,743.20           |
| Tables (72" rounds, including Meeting Rooms)   | \$18,795.00         | to \$20,980.50           | \$19,887.67           |
| AV Infrastructure: Ceiling speakers and cabling; wall and floor input/output plates and cabling; control plates and cabling and processors; rack in AV room with audio processing and amplification; array of ceiling rigging points with CAT 6 AVnet cabling and power (power by others); retractable projection screens. Portable equipment by others. | \$219,480.00        | to \$384,090.00          | \$329,220.00          |
| <b>Ballroom Full Renovation Additional Cost Subtotal</b>   | <b>\$967,942.33</b> | <b>to \$1,464,976.77</b> | <b>\$1,248,123.33</b> |
| <b>Ballroom Full Renovation Additional Cost Per SF</b>   | <b>\$215.10</b>     | <b>to \$325.55</b>       | <b>\$277.36</b>       |



# UPPER UPSCALE

Prototype Hotel: 192 guestrooms, 25 suites, 7 stories (6 with guestrooms), 31 bays/floor  
Other assumptions and allowances are listed in each section below.

## Meeting Rooms Softgoods Renovation

Assume 7 meeting rooms with areas approximately 30' x 40' each (1,200 SF each; 8,400 SF total). Ceiling 12' AFF, coffered.

|  | RANGE               |                        | AVERAGE             |
|--|---------------------|------------------------|---------------------|
| Demolition   | \$18,195.78         | to \$24,200.39         | \$21,094.98         |
| Carpet and Pad   | \$50,246.23         | to \$59,642.76         | \$54,276.68         |
| Paint Articulated Drywall Ceiling  | \$14,280.00         | to \$20,496.00         | \$18,528.64         |
| Paint Doors and Trim   | \$3,150.00          | to \$4,585.34          | \$3,546.27          |
| Millwork Running Trim (Refinish - Stained Hardwood Crown, Chair, and Base) | \$4,991.99          | to \$8,820.00          | \$7,205.98          |
| Protect / Remove / Reinstall All Light Fixtures                            | \$5,838.00          | to \$8,173.20          | \$7,083.44          |
| Vinyl Wallcovering (LY 54")  | \$34,749.93         | to \$45,462.85         | \$39,089.08         |
| Window Treatments (with Hardware and Installation)                         | \$53,575.90         | to \$80,404.80         | \$66,990.35         |
| Operable Partition Wallcovering  | \$13,398.00         | to \$17,751.07         | \$15,138.54         |
| <b>Meeting Rooms Softgoods Renovation Cost Subtotal</b>                    | <b>\$198,425.83</b> | <b>to \$269,536.41</b> | <b>\$232,953.96</b> |
| <b>Meeting Rooms Softgoods Renovation Cost Per SF</b>                      | <b>\$23.62</b>      | <b>to \$32.09</b>      | <b>\$27.73</b>      |

## Meeting Rooms - Add for a Full Renovation

|  | RANGE                 |                          | AVERAGE               |
|--|-----------------------|--------------------------|-----------------------|
| Additional Demolition  | \$97,044.17           | to \$112,086.02          | \$103,449.09          |
| Banquet Chairs   | \$136,802.40          | to \$172,494.00          | \$154,646.80          |
| Artwork, Accessories, and Mirrors (Installed)  | \$30,834.02           | to \$46,264.71           | \$38,520.56           |
| Articulated Drywall Ceiling (New)  | \$109,754.40          | to \$172,221.00          | \$146,094.83          |
| Decorative Lighting  | \$36,152.22           | to \$56,113.53           | \$46,196.10           |
| Electrical   | \$101,896.38          | to \$127,370.47          | \$110,557.57          |
| HVAC   | \$48,522.09           | to \$114,633.43          | \$94,787.89           |
| Life Safety  | \$51,554.72           | to \$66,869.50           | \$58,863.36           |
| Architectural Lighting   | \$140,107.52          | to \$160,486.80          | \$149,278.20          |
| Millwork Running Trim (Stained Hardwood Crown, Chair, and Base)  | \$39,156.76           | to \$45,658.20           | \$42,588.89           |
| Millwork Serving Stations  | \$43,785.00           | to \$71,515.50           | \$60,034.10           |
| Operable Partitions (New, Manual)  | \$207,190.62          | to \$250,363.20          | \$222,010.13          |
| AV Infrastructure: Ceiling speakers and cabling; input/output plates and cabling; control plates and cabling and processors; rack in AV room with audio processing and amplification; CAT 6 AVnet cabling; retractable projection screens built into ceiling; ceiling attachments for portable projectors. Portable equipment by others. | \$54,600.00           | to \$97,470.00           | \$84,240.00           |
| <b>Meeting Rooms Full Renovation Additional Cost Subtotal</b>  | <b>\$1,097,400.29</b> | <b>to \$1,493,546.36</b> | <b>\$1,311,267.51</b> |
| <b>Meeting Rooms Full Renovation Additional Cost Per SF</b>  | <b>\$130.64</b>       | <b>to \$177.80</b>       | <b>\$156.10</b>       |

# UPPER UPSCALE

Prototype Hotel: 192 guestrooms, 25 suites, 7 stories (6 with guestrooms), 31 bays/floor  
Other assumptions and allowances are listed in each section below.

## Board Room Softgoods Renovation

Assume two, 2-bay board rooms, each approximately 26' x 28' (1,456 SF). Ceiling 12' AFF, coffered.

|  | RANGE              |                       | AVERAGE            |
|--|--------------------|-----------------------|--------------------|
| Demolition   | \$3,153.94         | to \$4,194.73         | \$3,656.46         |
| Carpet and Pad   | \$8,709.35         | to \$10,137.72        | \$9,367.89         |
| Paint Articulated Drywall Ceiling  | \$1,237.60         | to \$1,931.82         | \$1,659.59         |
| Paint Doors and Trim   | \$600.00           | to \$873.40           | \$670.68           |
| Millwork Running Trim (Refinish - Stained Hardwood Crown, Chair, and Base) | \$974.46           | to \$1,637.28         | \$1,396.15         |
| Protect / Remove / Reinstall All Light Fixtures                            | \$278.00           | to \$583.80           | \$450.36           |
| Vinyl Wallcovering (LY 54")  | \$7,659.17         | to \$10,020.38        | \$8,615.55         |
| Window Treatments (with Hardware and Installation)                         | \$4,368.20         | to \$6,554.64         | \$5,461.03         |
| Executive Chairs   | \$20,737.60        | to \$27,032.80        | \$23,885.20        |
| <b>Board Room Softgoods Renovation Cost Subtotal</b>                       | <b>\$47,718.31</b> | <b>to \$62,966.58</b> | <b>\$55,162.91</b> |
| <b>Board Room Softgoods Renovation Cost Per SF</b>                         | <b>\$32.77</b>     | <b>to \$43.25</b>     | <b>\$37.89</b>     |

## Board Room - Add for a Full Renovation

|  | RANGE               |                        | AVERAGE             |
|--|---------------------|------------------------|---------------------|
| Additional Demolition  | \$16,820.99         | to \$19,428.24         | \$17,931.17         |
| Artwork, Accessories, and Mirrors (Installed)  | \$2,664.46          | to \$4,018.93          | \$3,333.08          |
| Articulated Drywall Ceiling (New)  | \$19,024.10         | to \$29,851.64         | \$25,323.10         |
| Decorative Lighting  | \$5,312.68          | to \$9,127.57          | \$7,258.21          |
| Electrical   | \$36,429.12         | to \$45,688.19         | \$41,114.31         |
| HVAC   | \$8,410.49          | to \$19,869.79         | \$16,429.90         |
| Life Safety  | \$8,936.15          | to \$11,590.71         | \$10,202.98         |
| Architectural Lighting   | \$32,785.16         | to \$37,553.91         | \$34,931.10         |
| Millwork Running Trim (Stained Hardwood Crown, Chair, and Base)  | \$8,630.47          | to \$10,063.44         | \$9,386.94          |
| Millwork Serving Stations  | \$12,510.00         | to \$20,433.00         | \$17,152.60         |
| Board Room Conference Table  | \$11,932.58         | to \$17,887.94         | \$14,909.89         |
| AV Infrastructure: Ceiling speakers and cabling; wall and floor input/output plates and cabling; control plates and cabling and processors; rack in AV room with audio processing and amplification; array of ceiling rigging points with CAT 6 AVnet cabling and power (power by others); retractable projection screens. Portable equipment by others. | \$24,468.00         | to \$49,119.60         | \$42,102.00         |
| <b>Board Room Full Renovation Additional Cost Subtotal</b>   | <b>\$187,924.20</b> | <b>to \$274,632.97</b> | <b>\$240,075.30</b> |
| <b>Board Room Full Renovation Additional Cost Per SF</b>   | <b>\$129.07</b>     | <b>to \$188.62</b>     | <b>\$164.89</b>     |

# UPPER UPSCALE

Prototype Hotel: 192 guestrooms, 25 suites, 7 stories (6 with guestrooms), 31 bays/floor  
Other assumptions and allowances are listed in each section below.

## Exercise Facility Softgoods Renovation

Assume a four-bay facility of approximately 28' x 52' (1,456 SF). Ceiling 12' AFF.

|   | RANGE              |                       | AVERAGE            |
|---|--------------------|-----------------------|--------------------|
| Demolition  | \$3,153.94         | to \$4,194.73         | \$3,656.46         |
| Artwork (Installed)   | \$849.19           | to \$1,282.03         | \$1,061.50         |
| Clock   | \$66.90            | to \$97.47            | \$83.40            |
| Hamper  | \$435.55           | to \$564.77           | \$500.16           |
| Towel Caddy   | \$473.43           | to \$616.01           | \$544.72           |
| Sport Flooring  | \$25,559.63        | to \$34,143.20        | \$29,762.73        |
| Mirrors   | \$2,251.80         | to \$4,019.19         | \$2,974.10         |
| Paint Drywall Ceiling                                       | \$1,237.60         | to \$1,931.82         | \$1,659.59         |
| Paint Doors and Trim  | \$537.67           | to \$990.00           | \$709.15           |
| Remove and Reinstall Exercise Equipment                     | \$4,332.33         | to \$7,278.31         | \$5,831.31         |
| Vinyl Wallcovering (LY 54")                                 | \$3,866.52         | to \$5,430.97         | \$4,482.66         |
| Window Treatments (with Hardware and Installation)          | \$675.81           | to \$1,024.23         | \$850.02           |
| <b>Exercise Facility Softgoods Renovation Cost Subtotal</b> | <b>\$43,440.37</b> | <b>to \$61,572.74</b> | <b>\$52,115.81</b> |
| <b>Exercise Facility Softgoods Renovation Cost Per SF</b>   | <b>\$29.84</b>     | <b>to \$42.29</b>     | <b>\$35.79</b>     |

## Exercise Facility - Add for a Full Renovation

|   | RANGE               |                        | AVERAGE             |
|---|---------------------|------------------------|---------------------|
| Additional Demolition   | \$16,820.99         | to \$19,428.24         | \$17,931.17         |
| Articulated Drywall Ceiling (New)                                 | \$23,490.81         | to \$30,444.96         | \$26,543.91         |
| Exercise Equipment (Installed)                                    | \$93,605.34         | to \$121,693.95        | \$107,649.84        |
| Electrical  | \$17,662.04         | to \$22,077.55         | \$19,163.31         |
| HVAC  | \$8,410.49          | to \$19,869.79         | \$16,429.90         |
| Life Safety   | \$8,936.15          | to \$11,590.71         | \$10,202.98         |
| Architectural Lighting  | \$24,285.30         | to \$27,817.71         | \$25,874.89         |
| Millwork Lockers  | \$16,462.85         | to \$20,197.32         | \$18,180.19         |
| TVs and Mounts (42", including Programming Allowance)             | \$6,149.40          | to \$6,948.86          | \$6,522.46          |
| Water Fountain  | \$2,599.40          | to \$4,094.05          | \$3,353.22          |
| Sound System  | \$3,411.71          | to \$7,761.64          | \$5,760.10          |
| <b>Exercise Facility Full Renovation Additional Cost Subtotal</b> | <b>\$221,834.49</b> | <b>to \$291,924.79</b> | <b>\$257,611.97</b> |
| <b>Exercise Facility Full Renovation Additional Cost Per SF</b>   | <b>\$152.36</b>     | <b>to \$200.50</b>     | <b>\$176.93</b>     |

## Outdoor Pool

Assume a 30' x 50' (1500 SF) pool and a 15'-wide deck, approximately 3,300 SF surface.

|  | RANGE               |                        | AVERAGE             |
|--|---------------------|------------------------|---------------------|
| ADA Lift                                     | \$9,730.00          | to \$20,433.00         | \$14,928.60         |
| Pool Furniture                               | \$52,950.45         | to \$79,425.15         | \$66,187.80         |
| Pool Equipment                               | \$21,661.65         | to \$34,875.25         | \$28,347.87         |
| Resurface Pool Bottom                        | \$14,025.00         | to \$21,000.00         | \$16,323.75         |
| Resurface Pool Deck (Kool Deck)              | \$22,982.40         | to \$29,700.00         | \$26,785.32         |
| Signage (Life Safety, Pool Rules)            | \$1,390.00          | to \$3,648.75          | \$2,606.25          |
| <b>Outdoor Pool Renovation Cost Subtotal</b> | <b>\$122,739.49</b> | <b>to \$189,082.15</b> | <b>\$155,179.60</b> |
| <b>Outdoor Pool Renovation Cost Per SF</b>   | <b>\$25.57</b>      | <b>to \$39.39</b>      | <b>\$32.33</b>      |

# UPPER UPSCALE

Prototype Hotel: 192 guestrooms, 25 suites, 7 stories (6 with guestrooms), 31 bays/floor  
Other assumptions and allowances are listed in each section below.

## Indoor Pool

Assume a 30' x 50' (1500 SF) pool and a 12'-wide deck, approximately 2,496 SF surface.

|   | RANGE               |                        | AVERAGE             |
|---|---------------------|------------------------|---------------------|
| ADA Lift                                    | \$9,730.00          | to \$20,433.00         | \$14,928.60         |
| Architectural Lighting                      | \$75,958.29         | to \$87,006.77         | \$80,930.11         |
| Drywall Ceiling (New, from Scaffolding)     | \$22,982.52         | to \$36,432.00         | \$30,400.83         |
| Paint Doors and Trim                        | \$600.00            | to \$873.40            | \$670.68            |
| Pool Deck Tile                              | \$33,272.29         | to \$44,252.14         | \$38,573.67         |
| Pool Equipment                              | \$21,661.65         | to \$34,875.25         | \$28,347.87         |
| Pool Furniture                              | \$12,857.47         | to \$19,281.70         | \$16,069.96         |
| Pool Pak HVAC                               | \$139,261.32        | to \$168,379.60        | \$153,103.05        |
| Replace Doors (Storefront)                  | \$1,985.00          | to \$3,032.63          | \$2,616.19          |
| Resurface Pool Bottom                       | \$14,025.00         | to \$21,000.00         | \$16,323.75         |
| Wall Tile                                   | \$18,816.00         | to \$25,804.80         | \$22,830.58         |
| Decorative Water Feature (Allowance)        | \$36,102.74         | to \$59,136.29         | \$47,785.59         |
| Signage (Life Safety, Pool Rules)           | \$1,390.00          | to \$3,648.75          | \$2,606.25          |
| <b>Indoor Pool Renovation Cost Subtotal</b> | <b>\$388,642.28</b> | <b>to \$524,156.33</b> | <b>\$455,187.13</b> |
| <b>Indoor Pool Renovation Cost Per SF</b>   | <b>\$97.26</b>      | <b>to \$131.17</b>     | <b>\$113.91</b>     |

## Outdoor Amenities

|   | RANGE               |                        | AVERAGE             |
|---|---------------------|------------------------|---------------------|
| Stamped Concrete at Arrivals                      | \$57,523.94         | to \$84,480.42         | \$69,794.63         |
| Outdoor Furniture                                 | \$62,410.68         | to \$93,614.90         | \$78,012.98         |
| Fire Pit  | \$9,104.36          | to \$27,800.00         | \$16,427.39         |
| Outdoor Lighting                                  | \$14,441.10         | to \$45,489.46         | \$30,759.54         |
| Patio Landscaping                                 | \$16,607.26         | to \$29,568.15         | \$23,242.95         |
| Water Feature                                     | \$93,867.13         | to \$112,965.48        | \$103,030.01        |
| Outdoor Audio System                              | \$9,097.89          | to \$15,921.31         | \$12,585.42         |
| <b>Outdoor Amenities Renovation Cost Subtotal</b> | <b>\$263,052.36</b> | <b>to \$409,839.71</b> | <b>\$333,852.90</b> |

## Outdoor Parking

Typically, hotels in this market segment do not have outdoor parking.

## Structured Parking

Assume 347 parking spaces, 9' x 18', and 25'-wide aisles.

|   | RANGE               |                        | AVERAGE             |
|---|---------------------|------------------------|---------------------|
| Concrete Sealer and Traffic-bearing Membrane        | \$405,895.91        | to \$532,738.38        | \$466,780.30        |
| Lighting Upgrades                                   | \$25,020.00         | to \$29,190.00         | \$26,938.20         |
| Paint Ceilings, Columns, etc.                       | \$102,555.42        | to \$215,366.37        | \$166,139.77        |
| Stripe Spaces                                       | \$8,706.96          | to \$13,224.00         | \$10,738.09         |
| <b>Structured Parking Renovation Cost Subtotal</b>  | <b>\$542,178.29</b> | <b>to \$790,518.76</b> | <b>\$670,596.36</b> |
| <b>Structured Parking Renovation Cost Per Space</b> | <b>\$1,562.47</b>   | <b>to \$2,278.15</b>   | <b>\$1,932.55</b>   |

## Landscaping

|   | RANGE              |                        | AVERAGE             |
|---|--------------------|------------------------|---------------------|
| Landscaping Allowance                       | \$86,646.58        | to \$121,305.21        | \$103,687.08        |
| <b>Landscaping Renovation Cost Subtotal</b> | <b>\$86,646.58</b> | <b>to \$121,305.21</b> | <b>\$103,687.08</b> |

# UPPER UPSCALE

Prototype Hotel: 192 guestrooms, 25 suites, 7 stories (6 with guestrooms), 31 bays/floor  
Other assumptions and allowances are listed in each section below.

## Common Additives

|  |              | RANGE |              | AVERAGE      |
|--|--------------|-------|--------------|--------------|
| New RFID Key System  | \$382.25     | to    | \$547.31     | \$461.13     |
| Elevator Cab Finishes  | \$25,271.92  | to    | \$36,846.46  | \$31,023.81  |
| <b>Elevator Modernization</b>  |              |       |              |              |
| Traction, per Cab  | \$236,545.17 | to    | \$295,287.22 | \$263,931.84 |
| Escalator Modernization  | \$433,232.91 | to    | \$636,852.37 | \$534,609.41 |
| <b>Electronic Signage Boards</b>   |              |       |              |              |
| Basic System - One Lobby Screen (42" diag.)                                  | \$21,661.65  | to    | \$31,236.09  | \$26,406.99  |
| Additional Lobby / Prefunction Screens                                       | \$7,220.55   | to    | \$10,412.03  | \$8,802.33   |
| Additional Meeting Room Door Screen (18" diag.)                              | \$10,830.82  | to    | \$13,495.21  | \$12,071.31  |
| Four-Pipe Vertical Fan Coil Unit Direct Replacement with Drywall Repair      | \$3,256.15   | to    | \$4,587.00   | \$4,087.20   |
| <b>Laundry Equipment (Direct Equipment Replacement with Access)</b>          |              |       |              |              |
| 75# Washer   | \$28,882.19  | to    | \$39,424.19  | \$34,023.22  |
| 125# Dryer   | \$43,323.29  | to    | \$54,587.35  | \$48,608.73  |
| Ironer / Folder  | \$144,410.97 | to    | \$163,762.04 | \$152,324.69 |
| Porte Cochere - Re-image: Demolish and Replace                               | \$50,543.84  | to    | \$98,560.49  | \$75,310.32  |
| <b>Guestroom ADA Modifications</b>   |              |       |              |              |
| Bathtub Room   | \$27,105.00  | to    | \$48,449.88  | \$35,897.96  |
| Roll-in Shower Room  | \$39,650.00  | to    | \$55,600.00  | \$44,177.98  |
| Exterior Signage - Monument - New Graphics on Existing Sign                  | \$21,661.65  | to    | \$28,809.99  | \$25,113.07  |
| Exterior Signage - New Exterior Brand Sign in Existing Location              | \$57,764.39  | to    | \$69,750.50  | \$63,194.24  |
| Power-operated, Bi-parting Entrance Doors (Inner and Outer at a Vestibule)   | \$38,920.00  | to    | \$41,700.00  | \$40,312.67  |
| Fireplace - Natural Gas with Stone Hearth and Surrounding Wall (Public Area) | \$20,850.00  | to    | \$34,750.00  | \$27,737.30  |
| Add Screening for Buffet in Restaurant                                       | \$14,595.00  | to    | \$69,500.00  | \$46,843.00  |
| Replace Guestroom Entry Door and Hardware                                    | \$1,077.36   | to    | \$1,751.40   | \$1,315.95   |
| Replace Guestroom Connecting Doors and Hardware                              | \$2,121.82   | to    | \$3,058.00   | \$2,568.47   |
| Replace Corridor Service Doors and Hardware                                  | \$1,807.00   | to    | \$2,335.20   | \$2,072.49   |
| Replace Guestroom Closet Door with Pair of Swing Doors and Hardware          | \$895.00     | to    | \$2,156.00   | \$1,329.00   |
| Replace Guestroom Bath Door with Barn Door and Hardware                      | \$1,374.00   | to    | \$1,668.00   | \$1,494.38   |
| Incremental Add for LVT in Guestroom Instead of Carpet                       | \$1,268.80   | to    | \$3,124.40   | \$1,837.22   |





# LUXURY

# LUXURY

Prototype Hotel: 200 guestrooms, 20 suites, 6 stories (5 with guestrooms), 37 bays/floor  
 Other assumptions and allowances are listed in each section below.

## Guestroom Softgoods Renovation

Assume guestroom area of approximately 17' x 24' and 7' x 10' entry / closet area (578 SF). Ceilings 9' AFF. Painted drywall and coffered.

|  | RANGE              |                       | AVERAGE            |
|--|--------------------|-----------------------|--------------------|
| Demolition   | \$632.86           | to \$1,251.00         | \$947.28           |
| FF&E Installation  | \$487.50           | to \$900.00           | \$662.51           |
| Artwork, Mirrors, and Accessories (Installed Package)    | \$1,064.82         | to \$1,643.03         | \$1,337.36         |
| Full-height Framed Dressing Mirror                       | \$259.15           | to \$351.89           | \$302.74           |
| Decorative Pillow  | \$142.73           | to \$185.88           | \$164.44           |
| Carpet and Pad   | \$1,254.37         | to \$1,494.20         | \$1,348.00         |
| Desk Lamp  | \$220.60           | to \$284.75           | \$252.86           |
| Floor Lamp   | \$321.57           | to \$426.25           | \$373.75           |
| End Table Lamp   | \$549.34           | to \$706.76           | \$628.05           |
| Nightstand or Bracket Lamp (2)                           | \$434.03           | to \$568.52           | \$501.27           |
| Welcome Light (in Existing Location)                     | \$629.66           | to \$859.46           | \$740.14           |
| Desk Chair (including Fabric)                            | \$467.34           | to \$616.04           | \$541.69           |
| Lounge Chair (including Fabric)                          | \$1,886.90         | to \$2,458.00         | \$2,172.10         |
| Ottoman (including Fabric)                               | \$1,239.16         | to \$1,593.20         | \$1,416.18         |
| Sleeper Sofa (including Fabric)                          | \$2,101.84         | to \$2,743.84         | \$2,422.84         |
| Paint Textured or Drywall Ceiling                        | \$464.01           | to \$707.04           | \$542.76           |
| Paint Trim (Base and Crown)                              | \$590.89           | to \$883.07           | \$760.02           |
| Paint Entry Doors, Closet Doors, Frames, and Grilles     | \$310.67           | to \$824.00           | \$472.83           |
| Vinyl Wallcovering (LY 54")                              | \$1,835.36         | to \$2,392.19         | \$2,044.56         |
| Window Treatments (Sheer, Blackout, Hardware, Installed) | \$899.13           | to \$1,358.63         | \$1,128.69         |
| <b>Guestroom Softgoods Renovation Cost Per Key</b>       | <b>\$15,791.93</b> | <b>to \$22,247.74</b> | <b>\$18,760.07</b> |

## Guestroom - Add for a Full Renovation

|  | RANGE              |                       | AVERAGE            |
|--|--------------------|-----------------------|--------------------|
| Additional Demolition                                    | \$125.35           | to \$327.00           | \$235.00           |
| Casegoods Installation                                   | \$1,047.45         | to \$1,600.00         | \$1,288.95         |
| King Bedset (Box Spring, Mattress, and Frame)            | \$1,088.97         | to \$1,405.07         | \$1,247.02         |
| Headboard  | \$1,479.05         | to \$2,216.93         | \$1,847.99         |
| Nightstands  | \$803.03           | to \$1,054.94         | \$928.79           |
| Dresser  | \$4,258.16         | to \$5,520.90         | \$4,889.17         |
| Desk   | \$739.80           | to \$961.74           | \$850.77           |
| Side Table   | \$1,193.30         | to \$1,541.26         | \$1,367.61         |
| Coffee Table   | \$695.78           | to \$901.71           | \$798.84           |
| Credenza   | \$2,432.14         | to \$3,161.23         | \$2,796.69         |
| Closet Shelf Unit  | \$2,996.27         | to \$4,127.82         | \$3,615.60         |
| Refrigerator Cabinet / Welcome Center                    | \$879.27           | to \$1,109.32         | \$993.94           |
| Mini Refrigerator  | \$228.41           | to \$247.45           | \$237.93           |
| Crown Molding  | \$1,091.50         | to \$2,121.14         | \$1,447.58         |
| Draperly Valance - Painted Wood                          | \$268.28           | to \$808.70           | \$470.86           |
| Wood Base  | \$1,441.42         | to \$2,001.30         | \$1,685.59         |
| Entry Area Hard Surface Flooring                         | \$1,946.00         | to \$2,962.79         | \$2,499.64         |
| TV and Mount (HD LCD, including Programming Allowance)   | \$1,836.96         | to \$2,984.52         | \$2,398.04         |
| <b>Guestroom Full Renovation Additional Cost Per Key</b> | <b>\$24,551.13</b> | <b>to \$35,053.79</b> | <b>\$29,599.99</b> |



# LUXURY

Prototype Hotel: 200 guestrooms, 20 suites, 6 stories (5 with guestrooms), 37 bays/floor  
 Other assumptions and allowances are listed in each section below.

## Guest Bathroom Softgoods Renovation

Assume guest bathroom area of 10' x 10' (5-fixture) bathroom. Ceilings 9' AFF. Painted drywall and coffered.

|   | RANGE             |           |                   | AVERAGE           |
|---|-------------------|-----------|-------------------|-------------------|
| Demolition  | \$248.00          | to        | \$486.50          | \$354.19          |
| Artwork (Installed)                                     | \$532.78          | to        | \$823.57          | \$677.59          |
| Lighted Mirror  | \$1,537.32        | to        | \$2,068.48        | \$1,791.02        |
| Makeup Mirror   | \$264.17          | to        | \$312.18          | \$286.11          |
| Night Light   | \$69.84           | to        | \$125.00          | \$93.17           |
| Paint Ceiling   | \$80.62           | to        | \$132.68          | \$107.59          |
| Vinyl Wallcovering (LY 54")                             | \$365.75          | to        | \$473.11          | \$424.59          |
| Paint Door and Trim                                     | \$77.67           | to        | \$206.00          | \$118.21          |
| RegROUT Floor Tile                                      | \$200.00          | to        | \$450.36          | \$286.93          |
| RegROUT Wall Tile                                       | \$175.00          | to        | \$394.07          | \$251.06          |
| <b>Guest Bathroom Softgoods Renovation Cost Per Key</b> | <b>\$3,551.15</b> | <b>to</b> | <b>\$5,471.95</b> | <b>\$4,390.45</b> |

## Guest Bathroom - Add for a Full Renovation

|   | RANGE              |           |                    | AVERAGE            |
|---|--------------------|-----------|--------------------|--------------------|
| Additional Demolition   | \$702.48           | to        | \$1,251.00         | \$900.57           |
| Architectural Lighting  | \$512.00           | to        | \$780.00           | \$630.79           |
| Replace Bathroom Door and Hardware  | \$842.40           | to        | \$1,332.38         | \$1,129.93         |
| Electrical Upgrades (Add One GFI Outlet)                                  | \$187.73           | to        | \$317.39           | \$266.10           |
| Tub-to-Shower Conversion (New Pan, Tile Surround, Valve, and Shower Head) | \$4,595.00         | to        | \$5,950.00         | \$5,009.89         |
| Shower Valve and Head, Tub Diverter, Tub Drain                            | \$1,732.93         | to        | \$2,021.75         | \$1,899.44         |
| Tub Surround (Tile)   | \$1,385.00         | to        | \$2,800.85         | \$1,721.02         |
| Lavatory  | \$866.47           | to        | \$1,000.80         | \$918.78           |
| Faucet (and Connections)  | \$1,475.50         | to        | \$2,310.00         | \$1,827.11         |
| Vanity Top  | \$2,500.80         | to        | \$3,744.54         | \$3,127.35         |
| Vanity Base   | \$1,643.80         | to        | \$2,487.12         | \$2,067.99         |
| Toilet Accessories  | \$410.00           | to        | \$504.24           | \$445.34           |
| Tile Flooring   | \$2,527.19         | to        | \$3,538.07         | \$2,855.73         |
| Toilet and Seat   | \$685.00           | to        | \$1,010.88         | \$794.55           |
| <b>Guest Bathroom Full Renovation Additional Cost Per Key</b>             | <b>\$20,066.30</b> | <b>to</b> | <b>\$29,049.01</b> | <b>\$23,594.57</b> |

# LUXURY

Prototype Hotel: 200 guestrooms, 20 suites, 6 stories (5 with guestrooms), 37 bays/floor  
 Other assumptions and allowances are listed in each section below.

## Corridors

Per room with each unit 17' long and half of a 6'-wide corridor; 37 bays per floor.

|  | RANGE             |                      | AVERAGE           |
|--|-------------------|----------------------|-------------------|
| Demolition   | \$66.31           | to \$119.17          | \$89.40           |
| Artwork (Installed)                                  | \$21.99           | to \$33.01           | \$27.38           |
| Carpet and Pad                                       | \$287.34          | to \$386.65          | \$334.77          |
| Millwork Base  | \$175.22          | to \$295.80          | \$244.33          |
| Ceiling-mounted Lighting                             | \$206.74          | to \$278.73          | \$242.51          |
| Sconces  | \$193.03          | to \$271.08          | \$231.24          |
| Elevator Lobby Furniture (Allowance)                 | \$87.58           | to \$131.38          | \$109.48          |
| Ice Machine  | \$221.22          | to \$243.37          | \$232.29          |
| Millwork (Allowance for Elevator Lobby)              | \$99.04           | to \$151.08          | \$126.57          |
| Paint Ceiling  | \$32.53           | to \$66.87           | \$47.25           |
| Signage Package (Room Numbers, Wayfinding, Complete) | \$278.00          | to \$379.47          | \$333.04          |
| Vinyl Wallcovering (LY 54")                          | \$253.08          | to \$369.62          | \$298.52          |
| Window Treatments (with Hardware and Installation)   | \$27.68           | to \$41.81           | \$34.75           |
| <b>Corridors Renovation Cost Per Key</b>             | <b>\$1,949.76</b> | <b>to \$2,768.03</b> | <b>\$2,351.53</b> |

## Lobby Softgoods Renovation

Assume a 4,000 SF area. Ceiling 12' AFF, coffered.

|  | RANGE               |                        | AVERAGE             |
|--|---------------------|------------------------|---------------------|
| Demolition   | \$6,931.73          | to \$8,491.36          | \$7,760.02          |
| Artwork and Artifacts (Installed)                  | \$16,984.29         | to \$26,341.71         | \$21,764.82         |
| Area Rugs  | \$31,012.68         | to \$46,521.24         | \$38,766.23         |
| Millwork (Refinish)                                | \$5,776.44          | to \$7,126.68          | \$6,364.19          |
| Millwork Screen Walls (Refinish)                   | \$12,996.99         | to \$16,831.10         | \$14,716.92         |
| Paint Drywall Ceiling                              | \$7,339.20          | to \$11,887.70         | \$9,290.49          |
| Paint Doors and Trim                               | \$1,165.03          | to \$1,650.00          | \$1,396.96          |
| Vinyl Wallcovering (LY 54", 40% Openings)          | \$2,108.86          | to \$3,071.29          | \$2,484.03          |
| Window Treatments (with Hardware and Installation) | \$8,483.85          | to \$12,737.46         | \$10,610.65         |
| Seating Groups                                     | \$27,434.85         | to \$35,699.66         | \$31,569.48         |
| <b>Lobby Softgoods Renovation Cost Subtotal</b>    | <b>\$120,233.91</b> | <b>to \$170,358.20</b> | <b>\$144,723.77</b> |
| <b>Lobby Softgoods Renovation Cost Per SF</b>      | <b>\$30.06</b>      | <b>to \$42.59</b>      | <b>\$36.18</b>      |

# LUXURY

Prototype Hotel: 200 guestrooms, 20 suites, 6 stories (5 with guestrooms), 37 bays/floor  
 Other assumptions and allowances are listed in each section below.

## Lobby - Add for a Full Renovation

|   | RANGE               |                          | AVERAGE             |
|---|---------------------|--------------------------|---------------------|
| Additional Demolition                                   | \$57,764.39         | to \$65,504.82           | \$60,929.88         |
| Decorative Lighting                                     | \$37,371.36         | to \$53,056.21           | \$45,113.61         |
| Electrical  | \$77,784.40         | to \$105,901.32          | \$91,547.62         |
| Hard Surface Flooring                                   | \$144,410.97        | to \$202,175.36          | \$176,923.10        |
| HVAC  | \$57,764.39         | to \$78,848.39           | \$68,046.45         |
| Life Safety   | \$24,549.86         | to \$31,842.62           | \$28,030.17         |
| Architectural Lighting                                  | \$86,646.58         | to \$127,370.47          | \$106,921.88        |
| Front Desk (New Pods, in Existing Location)             | \$77,840.00         | to \$139,000.00          | \$110,171.40        |
| Front Desk Equipment                                    | \$18,051.37         | to \$21,683.31           | \$19,687.55         |
| Concierge Desk  | \$12,266.67         | to \$19,849.20           | \$15,593.06         |
| Bell Stand  | \$21,467.16         | to \$25,344.13           | \$23,033.89         |
| Millwork Running Trim (Stained Hardwood Crown and Base) | \$16,615.24         | to \$19,176.00           | \$18,035.96         |
| Millwork Screen Walls (New)                             | \$64,984.94         | to \$95,527.86           | \$80,191.41         |
| Articulated Drywall Ceiling (New)                       | \$55,600.00         | to \$83,640.00           | \$70,976.82         |
| Sound System  | \$15,163.15         | to \$31,842.62           | \$23,806.15         |
| Drywall Partitions                                      | \$12,079.66         | to \$20,661.12           | \$15,829.60         |
| Business Center (Millwork / Finishes / Seating)         | \$30,793.61         | to \$47,006.77           | \$38,762.17         |
| <b>Lobby Full Renovation Additional Cost Subtotal</b>   | <b>\$811,153.74</b> | <b>to \$1,168,430.18</b> | <b>\$993,600.71</b> |
| <b>Lobby Full Renovation Additional Cost Per SF</b>     | <b>\$202.79</b>     | <b>to \$292.11</b>       | <b>\$248.40</b>     |

## Marketplace / Sundries

Typically, hotels in this market segment do not have marketplaces.

## Public Restrooms Softgoods Renovation

Assume four restrooms, totaling 1,920 SF. Each with 5 lavs and 7 fixtures, upgraded. Ceiling 12' AFF, coffered.

|  | RANGE              |                       | AVERAGE            |
|--|--------------------|-----------------------|--------------------|
| Demolition   | \$1,455.66         | to \$2,183.49         | \$1,674.01         |
| Artwork and Artifacts (Installed)                          | \$12,355.92        | to \$18,563.15        | \$15,425.10        |
| Backlit Mirror   | \$7,222.87         | to \$9,712.74         | \$8,412.81         |
| Paint Drywall Ceiling                                      | \$4,896.00         | to \$7,642.37         | \$6,565.42         |
| Paint Doors and Trim                                       | \$716.90           | to \$1,320.00         | \$945.54           |
| Vinyl Wallcovering (LY 54")                                | \$7,836.93         | to \$10,035.29        | \$8,736.48         |
| Decorative Vanity Lighting                                 | \$5,882.20         | to \$8,867.60         | \$7,356.08         |
| <b>Public Restrooms Softgoods Renovation Cost Subtotal</b> | <b>\$40,366.48</b> | <b>to \$58,324.64</b> | <b>\$49,115.44</b> |
| <b>Public Restrooms Softgoods Renovation Cost Per SF</b>   | <b>\$21.02</b>     | <b>to \$30.38</b>     | <b>\$25.58</b>     |

# LUXURY

Prototype Hotel: 200 guestrooms, 20 suites, 6 stories (5 with guestrooms), 37 bays/floor  
 Other assumptions and allowances are listed in each section below.

## Public Restrooms - Add for a Full Renovation

|  | RANGE               |                        | AVERAGE             |
|--|---------------------|------------------------|---------------------|
| Additional Demolition  | \$22,181.52         | to \$29,113.25         | \$25,508.75         |
| Toilet Partitions  | \$58,818.97         | to \$97,650.70         | \$76,662.33         |
| Toilet Accessories   | \$10,722.51         | to \$14,296.69         | \$12,215.09         |
| Replace Doors  | \$8,809.04          | to \$14,291.42         | \$11,348.17         |
| Toilets / Urinals  | \$20,650.00         | to \$30,357.91         | \$24,417.84         |
| Architectural Lighting   | \$23,290.60         | to \$29,113.25         | \$25,270.30         |
| Tile Flooring  | \$69,317.27         | to \$97,044.17         | \$78,328.51         |
| Tile Walls   | \$29,113.25         | to \$39,510.84         | \$32,523.66         |
| Motion-sensing Flush Valves                                      | \$20,324.77         | to \$25,984.00         | \$22,309.40         |
| Motion-sensing Faucets   | \$12,100.00         | to \$15,290.00         | \$13,662.20         |
| Vanity Top, Sinks  | \$21,975.44         | to \$30,580.00         | \$26,797.91         |
| Millwork Vanity Base   | \$23,400.00         | to \$34,658.63         | \$30,113.93         |
| <b>Public Restrooms Full Renovation Additional Cost Subtotal</b> | <b>\$320,703.38</b> | <b>to \$457,890.86</b> | <b>\$379,158.10</b> |
| <b>Public Restrooms Full Renovation Additional Cost Per SF</b>   | <b>\$167.03</b>     | <b>to \$238.48</b>     | <b>\$197.48</b>     |

## Restaurant Softgoods Renovation

Assume a 120-seat restaurant area of approximately 32' x 100' (3,200 SF). Ceiling 12' AFF, coffered.

|  | RANGE               |                        | AVERAGE             |
|--|---------------------|------------------------|---------------------|
| Demolition   | \$9,242.30          | to \$11,645.30         | \$10,369.86         |
| Artwork (Installed)  | \$11,339.53         | to \$17,006.47         | \$14,174.29         |
| Carpet and Pad (75% of Floor Area)                                 | \$18,242.73         | to \$21,291.19         | \$19,610.10         |
| Millwork Buffet, Host Station (Refinish)                           | \$8,664.66          | to \$12,737.05         | \$10,692.19         |
| Millwork Screen Walls (Refinish)                                   | \$6,498.49          | to \$10,765.84         | \$8,666.10          |
| Millwork Running Trim (Refinish - Hardwood Crown, Chair, and Base) | \$1,344.78          | to \$2,296.80          | \$1,877.75          |
| Reupholster Banquettes   | \$20,425.00         | to \$31,071.50         | \$25,748.33         |
| Paint Drywall Ceiling  | \$5,871.36          | to \$9,510.16          | \$7,432.39          |
| Paint Doors and Trim   | \$1,075.35          | to \$1,980.00          | \$1,418.31          |
| Vinyl Wallcovering (LY 54", 40% Openings)                          | \$6,465.47          | to \$8,279.11          | \$7,207.60          |
| Window Treatments (with Hardware and Installation)                 | \$5,038.16          | to \$7,556.66          | \$6,297.41          |
| Dining Chairs (With Arms, including Fabric)                        | \$55,890.00         | to \$71,830.00         | \$63,860.00         |
| Dining Chairs (No Arms, including Fabric)                          | \$11,563.00         | to \$15,179.20         | \$13,363.67         |
| <b>Restaurant Softgoods Renovation Cost Subtotal</b>               | <b>\$161,660.83</b> | <b>to \$221,149.28</b> | <b>\$190,717.99</b> |
| <b>Restaurant Softgoods Renovation Cost Per SF</b>                 | <b>\$50.52</b>      | <b>to \$69.11</b>      | <b>\$59.60</b>      |
| <b>Restaurant Softgoods Renovation Cost Per Seat</b>               | <b>\$1,347.17</b>   | <b>to \$1,842.91</b>   | <b>\$1,589.32</b>   |

# LUXURY

Prototype Hotel: 200 guestrooms, 20 suites, 6 stories (5 with guestrooms), 37 bays/floor  
 Other assumptions and allowances are listed in each section below.

## Restaurant - Add for a Full Renovation

|  |                     | RANGE     |                     | AVERAGE             |
|--|---------------------|-----------|---------------------|---------------------|
| Additional Demolition                                      | \$18,484.60         | to        | \$24,261.04         | \$21,257.29         |
| Banquettes   | \$32,250.00         | to        | \$61,425.00         | \$44,597.87         |
| Decorative Lighting  | \$26,285.63         | to        | \$40,376.63         | \$33,577.85         |
| Architectural Lighting                                     | \$57,764.39         | to        | \$80,061.44         | \$68,693.41         |
| Electrical   | \$38,817.67         | to        | \$48,522.09         | \$42,117.17         |
| Tile Flooring (25% of Floor Area)                          | \$28,882.19         | to        | \$40,435.07         | \$32,636.88         |
| HVAC   | \$30,037.48         | to        | \$41,590.36         | \$34,508.45         |
| Life Safety  | \$19,639.89         | to        | \$25,474.09         | \$22,424.14         |
| Millwork , Host Station (New, in Existing Location)        | \$14,212.28         | to        | \$25,424.06         | \$19,236.95         |
| Millwork Screen Walls (New)                                | \$50,543.84         | to        | \$60,652.61         | \$55,092.78         |
| Millwork Running Trim (Hardwood Crown, Chair, and Base)    | \$10,548.35         | to        | \$12,299.76         | \$11,472.93         |
| Articulated Drywall Ceiling (New)                          | \$51,628.16         | to        | \$65,608.00         | \$57,968.13         |
| Sound System   | \$7,846.93          | to        | \$17,851.77         | \$13,248.24         |
| Tables   | \$20,062.40         | to        | \$26,050.80         | \$23,049.33         |
| Drywall Partitions   | \$18,527.81         | to        | \$32,085.50         | \$24,322.19         |
| <b>Restaurant Full Renovation Additional Cost Subtotal</b> | <b>\$425,531.62</b> | <b>to</b> | <b>\$602,118.22</b> | <b>\$504,203.61</b> |
| <b>Restaurant Full Renovation Additional Cost Per SF</b>   | <b>\$132.98</b>     | <b>to</b> | <b>\$188.16</b>     | <b>\$157.56</b>     |
| <b>Restaurant Full Renovation Additional Cost Per Seat</b> | <b>\$3,546.10</b>   | <b>to</b> | <b>\$5,017.65</b>   | <b>\$4,201.70</b>   |

## Bar / Lounge Softgoods Renovation

Assume a 52-seat bar / lounge area of approximately 30' x 40' (1,200 SF). Ceiling 12' AFF, coffered.

|  |                     | RANGE     |                     | AVERAGE             |
|--|---------------------|-----------|---------------------|---------------------|
| Demolition   | \$3,465.86          | to        | \$4,366.99          | \$3,888.70          |
| Artwork, Accessories, and Mirrors (Installed)          | \$12,415.76         | to        | \$18,635.90         | \$15,521.72         |
| Bar / Back Bar (Refinish)                              | \$2,527.19          | to        | \$3,714.97          | \$3,118.55          |
| Carpet and Pad (55% of Floor Area)                     | \$5,016.75          | to        | \$5,855.08          | \$5,392.78          |
| Millwork Running Trim (Refinish)                       | \$713.14            | to        | \$1,313.55          | \$1,073.50          |
| Paint Drywall Ceiling                                  | \$1,100.88          | to        | \$1,783.16          | \$1,393.57          |
| Paint Doors and Trim                                   | \$179.22            | to        | \$330.00            | \$236.38            |
| Vinyl Wallcovering (LY 54")                            | \$5,714.43          | to        | \$7,317.40          | \$6,370.35          |
| Reupholster Banquettes                                 | \$11,081.56         | to        | \$16,798.28         | \$13,925.23         |
| Dining Chairs (With Arms, including Fabric)            | \$26,558.84         | to        | \$34,133.88         | \$30,346.36         |
| Dining Chairs (No Arms, including Fabric)              | \$10,406.70         | to        | \$13,661.28         | \$12,027.30         |
| Bar Stools (including Fabric)                          | \$6,540.70          | to        | \$9,922.80          | \$8,231.77          |
| Seating Group  | \$18,290.38         | to        | \$23,800.43         | \$21,046.69         |
| <b>Bar / Lounge Softgoods Renovation Cost Subtotal</b> | <b>\$104,011.41</b> | <b>to</b> | <b>\$141,633.71</b> | <b>\$122,572.91</b> |
| <b>Bar / Lounge Softgoods Renovation Cost Per SF</b>   | <b>\$86.68</b>      | <b>to</b> | <b>\$118.03</b>     | <b>\$102.14</b>     |
| <b>Bar / Lounge Softgoods Renovation Cost Per Seat</b> | <b>\$2,000.22</b>   | <b>to</b> | <b>\$2,723.73</b>   | <b>\$2,357.17</b>   |

# LUXURY

Prototype Hotel: 200 guestrooms, 20 suites, 6 stories (5 with guestrooms), 37 bays/floor  
Other assumptions and allowances are listed in each section below.

## Bar / Lounge - Add for a Full Renovation

|   | RANGE               |                        | AVERAGE             |
|---|---------------------|------------------------|---------------------|
| Additional Demolition   | \$10,008.00         | to \$14,011.20         | \$12,059.64         |
| Bar Die and Top (New in Existing Location)                      | \$69,500.00         | to \$109,462.50        | \$91,392.50         |
| Back Bar (New in Existing Location)                             | \$54,166.67         | to \$118,584.38        | \$90,150.21         |
| Bar Equipment   | \$57,764.39         | to \$78,848.39         | \$68,046.45         |
| Articulated Drywall Ceiling (New)                               | \$19,360.56         | to \$24,603.00         | \$21,738.05         |
| Banquettes  | \$11,250.00         | to \$36,487.50         | \$21,410.37         |
| Communal Table  | \$20,444.49         | to \$33,252.11         | \$27,240.28         |
| Communal Table Chairs   | \$12,721.97         | to \$19,082.95         | \$15,907.08         |
| Decorative Lighting   | \$11,573.92         | to \$18,295.81         | \$15,181.77         |
| Electrical  | \$14,556.63         | to \$18,195.78         | \$15,793.94         |
| Tile Flooring (45% of Floor Area)                               | \$19,495.48         | to \$27,293.67         | \$22,029.89         |
| HVAC  | \$11,264.06         | to \$15,596.38         | \$12,940.67         |
| Life Safety   | \$7,364.96          | to \$9,552.79          | \$8,409.05          |
| Architectural Lighting  | \$21,661.65         | to \$30,023.04         | \$25,760.03         |
| Millwork Running Trim (Stained Hardwood Crown, Chair, and Base) | \$5,593.82          | to \$6,522.60          | \$6,084.13          |
| Other Seating and Tables (Allowance)                            | \$6,407.62          | to \$9,605.01          | \$8,006.32          |
| Sound System  | \$11,770.40         | to \$26,777.65         | \$19,872.35         |
| TV's - 50" LCD HD   | \$2,221.64          | to \$2,624.52          | \$2,397.15          |
| Tables  | \$7,378.08          | to \$8,129.92          | \$7,754.00          |
| Drywall Partitions  | \$16,375.59         | to \$28,358.40         | \$21,496.88         |
| <b>Bar / Lounge Full Renovation Additional Cost Subtotal</b>    | <b>\$390,879.91</b> | <b>to \$635,307.61</b> | <b>\$513,670.76</b> |
| <b>Bar / Lounge Full Renovation Additional Cost Per SF</b>      | <b>\$325.73</b>     | <b>to \$529.42</b>     | <b>\$428.06</b>     |
| <b>Bar / Lounge Full Renovation Additional Cost Per Seat</b>    | <b>\$7,516.92</b>   | <b>to \$12,217.45</b>  | <b>\$9,878.28</b>   |

## Kitchen

Assume a kitchen area of approximately 60' x 70' (4,200 SF), including banquet prep and upgraded and increased equipment.

|  | RANGE               |                        | AVERAGE             |
|--|---------------------|------------------------|---------------------|
| Selective Demolition                                   | \$42,325.50         | to \$48,426.21         | \$45,047.32         |
| Vinyl-coated Tile Ceiling (2' x 4' Tiles and New Grid) | \$26,042.73         | to \$47,638.08         | \$36,201.79         |
| Lighting (2' x 4')                                     | \$19,105.57         | to \$31,842.62         | \$23,117.74         |
| Paint Door Frames and Trim                             | \$1,613.02          | to \$2,970.00          | \$2,127.46          |
| Paint Walls  | \$1,904.00          | to \$2,972.03          | \$2,553.22          |
| Quarry Tile Flooring                                   | \$58,800.00         | to \$75,815.76         | \$65,163.54         |
| Replace Doors  | \$16,896.08         | to \$38,155.50         | \$29,324.96         |
| Kydex-paneled Walls                                    | \$2,604.00          | to \$5,448.80          | \$4,508.92          |
| <b>Kitchen Renovation Cost Subtotal</b>                | <b>\$169,290.91</b> | <b>to \$253,269.00</b> | <b>\$208,044.94</b> |
| <b>Kitchen Renovation Cost Per SF</b>                  | <b>\$23.51</b>      | <b>to \$35.18</b>      | <b>\$28.90</b>      |

## Kitchen Equipment

|  | RANGE               |                        | AVERAGE             |
|--|---------------------|------------------------|---------------------|
| Select Kitchen Equipment               | \$201,821.55        | to \$266,162.26        | \$232,772.90        |
| <b>Kitchen Equipment Cost Subtotal</b> | <b>\$201,821.55</b> | <b>to \$266,162.26</b> | <b>\$232,772.90</b> |
| <b>Kitchen Equipment Cost Per SF</b>   | <b>\$28.03</b>      | <b>to \$36.97</b>      | <b>\$32.33</b>      |

# LUXURY

Prototype Hotel: 200 guestrooms, 20 suites, 6 stories (5 with guestrooms), 37 bays/floor  
 Other assumptions and allowances are listed in each section below.

## Prefunction Softgoods Renovation

Assume prefunction areas are approximately 15' to 20'-wide (3,100 SF). Ceiling 12' AFF, double coffered.

|  | RANGE              |                        | AVERAGE             |
|--|--------------------|------------------------|---------------------|
| Demolition   | \$8,953.48         | to \$11,281.38         | \$10,045.80         |
| Paint Articulated Drywall Ceiling  | \$5,270.00         | to \$8,226.16          | \$7,066.94          |
| Carpet and Pad   | \$24,113.34        | to \$27,930.23         | \$25,882.10         |
| Paint Doors and Trim (Service Doors and Exits)                             | \$537.67           | to \$990.00            | \$709.15            |
| Millwork Running Trim (Refinish - Stained Hardwood Crown, Chair, and Base) | \$2,681.10         | to \$4,185.03          | \$3,395.23          |
| Protect / Remove / Reinstall All Light Fixtures                            | \$2,166.16         | to \$3,790.79          | \$2,996.53          |
| Vinyl Wallcovering (LY 54")  | \$21,894.81        | to \$28,034.27         | \$24,407.44         |
| Window Treatments (with Hardware and Installation)                         | \$5,848.43         | to \$8,766.80          | \$7,307.22          |
| Seating Groups   | \$27,435.56        | to \$35,700.64         | \$31,570.04         |
| <b>Prefunction Softgoods Renovation Cost Subtotal</b>                      | <b>\$98,900.56</b> | <b>to \$128,905.31</b> | <b>\$113,380.46</b> |
| <b>Prefunction Softgoods Renovation Cost Per SF</b>                        | <b>\$31.90</b>     | <b>to \$41.58</b>      | <b>\$36.57</b>      |

## Prefunction - Add for a Full Renovation

|   | RANGE               |                        | AVERAGE             |
|---|---------------------|------------------------|---------------------|
| Additional Demolition   | \$30,163.00         | to \$37,326.71         | \$33,750.24         |
| Artwork, Accessories, and Mirrors (Allowance, Installed)        | \$68,528.58         | to \$102,828.99        | \$85,678.21         |
| Articulated Drywall Ceiling (New)                               | \$40,504.60         | to \$56,017.00         | \$50,520.46         |
| Decorative Lighting   | \$137,690.21        | to \$210,435.57        | \$172,727.94        |
| Electrical  | \$33,575.55         | to \$44,655.48         | \$38,925.25         |
| HVAC  | \$44,767.40         | to \$61,107.50         | \$52,736.00         |
| Life Safety   | \$19,026.15         | to \$24,678.03         | \$21,723.38         |
| Architectural Lighting  | \$67,151.10         | to \$98,712.12         | \$82,864.46         |
| Millwork Running Trim (Stained Hardwood Crown, Chair, and Base) | \$18,379.70         | to \$21,431.40         | \$19,990.70         |
| Portable Bars   | \$15,997.80         | to \$24,015.60         | \$20,006.00         |
| <b>Prefunction Full Renovation Additional Cost Subtotal</b>     | <b>\$475,784.08</b> | <b>to \$681,208.40</b> | <b>\$578,922.64</b> |
| <b>Prefunction Full Renovation Additional Cost Per SF</b>       | <b>\$153.48</b>     | <b>to \$219.74</b>     | <b>\$186.75</b>     |

## Ballroom Softgoods Renovation

Assume a ballroom area of approximately 60' x 80' (4,800 SF) with 3 divisions. Ceiling 18' AFF, double coffered.

|  | RANGE              |                        | AVERAGE            |
|--|--------------------|------------------------|--------------------|
| Demolition   | \$13,863.45        | to \$17,467.95         | \$15,554.79        |
| Paint Articulated Drywall Ceiling  | \$8,160.00         | to \$11,712.00         | \$10,587.80        |
| Carpet and Pad   | \$31,592.66        | to \$36,593.45         | \$33,910.05        |
| Paint Doors and Trim   | \$3,000.00         | to \$4,366.99          | \$3,377.40         |
| Millwork Running Trim (Refinish - Stained Hardwood Crown, Chair, and Base) | \$1,631.98         | to \$2,547.41          | \$2,066.66         |
| Protect / Remove / Reinstall All Light Fixtures                            | \$4,332.33         | to \$7,581.58          | \$5,993.06         |
| Vinyl Wallcovering (LY 54")  | \$17,135.07        | to \$21,939.87         | \$19,101.48        |
| Operable Partition Wallcovering  | \$4,083.64         | to \$5,132.60          | \$4,514.40         |
| <b>Ballroom Softgoods Renovation Cost Subtotal</b>                         | <b>\$83,799.13</b> | <b>to \$107,341.85</b> | <b>\$95,105.63</b> |
| <b>Ballroom Softgoods Renovation Cost Per SF</b>                           | <b>\$17.46</b>     | <b>to \$22.36</b>      | <b>\$19.81</b>     |

# LUXURY

Prototype Hotel: 200 guestrooms, 20 suites, 6 stories (5 with guestrooms), 37 bays/floor  
 Other assumptions and allowances are listed in each section below.

## Ballroom - Add for a Full Renovation

|  |                       | RANGE     |                       | AVERAGE               |
|--|-----------------------|-----------|-----------------------|-----------------------|
| Additional Demolition  | \$41,590.36           | to        | \$49,492.53           | \$45,111.68           |
| Artwork, Accessories, and Mirrors (Allowance, Installed)   | \$6,287.55            | to        | \$9,431.33            | \$7,859.82            |
| Banquet Chairs   | \$89,395.20           | to        | \$117,792.00          | \$103,769.60          |
| Articulated Drywall Ceiling (New)  | \$45,919.20           | to        | \$100,368.00          | \$81,012.02           |
| Decorative Lighting  | \$323,695.29          | to        | \$483,457.50          | \$403,715.25          |
| Electrical   | \$86,646.58           | to        | \$120,092.16          | \$103,040.11          |
| HVAC   | \$69,317.27           | to        | \$94,618.07           | \$81,655.74           |
| Life Safety  | \$29,459.84           | to        | \$38,211.14           | \$33,636.20           |
| Architectural Lighting   | \$103,975.90          | to        | \$152,844.57          | \$128,306.26          |
| Millwork Running Trim (Stained Hardwood Crown, Chair, and Base)  | \$11,187.64           | to        | \$13,045.20           | \$12,168.25           |
| Operable Partitions (New, Manual)  | \$88,795.98           | to        | \$107,298.52          | \$95,147.20           |
| Portable Bars  | \$15,997.80           | to        | \$24,015.60           | \$20,006.00           |
| Tables (14" x 72", including Meeting Rooms)  | \$51,631.50           | to        | \$55,237.50           | \$53,434.50           |
| Tables (72" rounds, including Meeting Rooms)   | \$25,831.80           | to        | \$28,651.20           | \$27,230.60           |
| AV Infrastructure: Ceiling speakers and cabling; wall and floor input/output plates and cabling; control plates and cabling and processors; rack in AV room with audio processing and amplification; array of ceiling rigging points with CAT 6 AVnet cabling and power (power by others); retractable projection screens. Portable equipment by others. | \$290,970.00          | to        | \$509,197.20          | \$436,455.60          |
| <b>Ballroom Full Renovation Additional Cost Subtotal</b>   | <b>\$1,280,701.91</b> | <b>to</b> | <b>\$1,903,752.51</b> | <b>\$1,632,548.84</b> |
| <b>Ballroom Full Renovation Additional Cost Per SF</b>   | <b>\$266.81</b>       | <b>to</b> | <b>\$396.62</b>       | <b>\$340.11</b>       |

## Meeting Rooms Softgoods Renovation

Assume 6 meeting rooms with areas approximately 20' x 25' each (500 SF each; 3,000 SF total). Ceiling 12' AFF, double coffered.

|  |                     | RANGE     |                     | AVERAGE             |
|--|---------------------|-----------|---------------------|---------------------|
| Demolition   | \$8,664.66          | to        | \$10,917.47         | \$9,721.75          |
| Carpet and Pad   | \$19,664.75         | to        | \$22,779.24         | \$21,107.00         |
| Paint Articulated Drywall Ceiling  | \$5,100.00          | to        | \$7,320.00          | \$6,617.37          |
| Paint Doors and Trim   | \$3,150.00          | to        | \$4,585.34          | \$3,546.27          |
| Millwork Running Trim (Refinish - Stained Hardwood Crown, Chair, and Base) | \$2,750.69          | to        | \$4,860.00          | \$3,970.64          |
| Protect / Remove / Reinstall All Light Fixtures                            | \$6,672.00          | to        | \$10,508.40         | \$8,857.08          |
| Vinyl Wallcovering (LY 54")  | \$22,030.80         | to        | \$28,208.40         | \$24,559.04         |
| Window Treatments (with Hardware and Installation)                         | \$53,470.68         | to        | \$80,177.94         | \$66,825.48         |
| Operable Partition Wallcovering  | \$8,505.49          | to        | \$11,077.44         | \$9,542.33          |
| <b>Meeting Rooms Softgoods Renovation Cost Subtotal</b>                    | <b>\$130,009.07</b> | <b>to</b> | <b>\$180,434.23</b> | <b>\$154,746.96</b> |
| <b>Meeting Rooms Softgoods Renovation Cost Per SF</b>                      | <b>\$43.34</b>      | <b>to</b> | <b>\$60.14</b>      | <b>\$51.58</b>      |



# LUXURY

Prototype Hotel: 200 guestrooms, 20 suites, 6 stories (5 with guestrooms), 37 bays/floor  
 Other assumptions and allowances are listed in each section below.

## Meeting Rooms - Add for a Full Renovation

|  |                     | RANGE     |                     | AVERAGE             |
|--|---------------------|-----------|---------------------|---------------------|
| Additional Demolition  | \$43,323.29         | to        | \$49,128.61         | \$45,697.41         |
| Banquet Chairs   | \$56,646.00         | to        | \$75,765.00         | \$66,324.00         |
| Artwork, Accessories, and Mirrors (Installed)  | \$37,953.30         | to        | \$56,941.64         | \$47,423.94         |
| Articulated Drywall Ceiling (New)  | \$48,401.40         | to        | \$62,730.00         | \$54,900.61         |
| Decorative Lighting  | \$42,786.67         | to        | \$69,443.76         | \$56,292.89         |
| Electrical   | \$36,391.56         | to        | \$45,489.46         | \$39,484.85         |
| HVAC   | \$28,160.14         | to        | \$38,990.96         | \$32,351.67         |
| Life Safety  | \$18,412.40         | to        | \$23,881.96         | \$21,022.63         |
| Architectural Lighting   | \$54,154.11         | to        | \$75,057.60         | \$64,400.07         |
| Millwork Running Trim (Stained Hardwood Crown, Chair, and Base)  | \$21,576.17         | to        | \$25,158.60         | \$23,467.35         |
| Millwork Serving Stations  | \$61,410.76         | to        | \$81,881.02         | \$71,213.74         |
| Operable Partitions (New, Manual)  | \$118,394.64        | to        | \$143,064.69        | \$126,862.93        |
| AV Infrastructure: Ceiling speakers and cabling; input/output plates and cabling; control plates and cabling and processors; rack in AV room with audio processing and amplification; CAT 6 AVnet cabling; retractable projection screens built into ceiling; ceiling attachments for portable projectors. Portable equipment by others. | \$65,004.00         | to        | \$113,746.80        | \$97,506.00         |
| <b>Meeting Rooms Full Renovation Additional Cost Subtotal</b>  | <b>\$632,614.46</b> | <b>to</b> | <b>\$861,280.10</b> | <b>\$746,948.08</b> |
| <b>Meeting Rooms Full Renovation Additional Cost Per SF</b>  | <b>\$210.87</b>     | <b>to</b> | <b>\$287.09</b>     | <b>\$248.98</b>     |

## Board Room Softgoods Renovation

Assume two, 2-bay board rooms, each approximately 26' x 28' (1,456 SF) with upgraded finishes. Ceiling 12' AFF, double coffered.

|  |                    | RANGE     |                    | AVERAGE            |
|--|--------------------|-----------|--------------------|--------------------|
| Demolition   | \$4,205.25         | to        | \$5,298.61         | \$4,718.29         |
| Carpet and Pad   | \$9,543.96         | to        | \$11,231.66        | \$10,304.43        |
| Paint Articulated Drywall Ceiling  | \$1,237.60         | to        | \$1,931.82         | \$1,659.59         |
| Paint Doors and Trim   | \$600.00           | to        | \$873.40           | \$670.68           |
| Millwork Running Trim (Refinish - Stained Hardwood Crown, Chair, and Base) | \$974.46           | to        | \$1,637.28         | \$1,396.15         |
| Protect / Remove / Reinstall All Light Fixtures                            | \$278.00           | to        | \$583.80           | \$450.36           |
| Vinyl Wallcovering (LY 54")  | \$8,812.32         | to        | \$11,283.36        | \$9,823.62         |
| Window Treatments (with Hardware and Installation)                         | \$6,666.88         | to        | \$10,022.54        | \$8,344.32         |
| Executive Chairs   | \$29,393.60        | to        | \$37,957.20        | \$33,667.73        |
| <b>Board Room Softgoods Renovation Cost Subtotal</b>                       | <b>\$61,712.06</b> | <b>to</b> | <b>\$80,819.67</b> | <b>\$71,035.16</b> |
| <b>Board Room Softgoods Renovation Cost Per SF</b>                         | <b>\$42.38</b>     | <b>to</b> | <b>\$55.51</b>     | <b>\$48.79</b>     |

# LUXURY

Prototype Hotel: 200 guestrooms, 20 suites, 6 stories (5 with guestrooms), 37 bays/floor  
 Other assumptions and allowances are listed in each section below.

## Board Room - Add for a Full Renovation

|  |                     | RANGE     |                     | AVERAGE             |
|--|---------------------|-----------|---------------------|---------------------|
| Additional Demolition  | \$21,026.24         | to        | \$23,843.75         | \$22,178.47         |
| Artwork, Accessories, and Mirrors (Installed)  | \$3,348.28          | to        | \$5,026.31          | \$4,179.07          |
| Articulated Drywall Ceiling (New)  | \$23,490.81         | to        | \$30,444.96         | \$26,645.10         |
| Decorative Lighting  | \$8,001.71          | to        | \$13,714.39         | \$10,915.10         |
| Electrical   | \$36,429.12         | to        | \$45,688.19         | \$41,114.31         |
| HVAC   | \$13,667.05         | to        | \$18,923.61         | \$15,701.34         |
| Life Safety  | \$8,936.15          | to        | \$11,590.71         | \$10,202.98         |
| Architectural Lighting   | \$35,481.78         | to        | \$49,177.74         | \$42,194.93         |
| Millwork Running Trim (Stained Hardwood Crown, Chair, and Base)  | \$8,630.47          | to        | \$10,063.44         | \$9,386.94          |
| Millwork Serving Stations  | \$49,128.61         | to        | \$65,504.82         | \$56,970.99         |
| Board Room Conference Table  | \$16,657.54         | to        | \$22,900.50         | \$20,125.56         |
| AV Infrastructure: Ceiling speakers and cabling; wall and floor input/output plates and cabling; control plates and cabling and processors; rack in AV room with audio processing and amplification; array of ceiling rigging points with CAT 6 AVnet cabling and power (power by others); retractable projection screens. Portable equipment by others. | \$28,068.00         | to        | \$49,119.60         | \$42,102.00         |
| <b>Board Room Full Renovation Additional Cost Subtotal</b>   | <b>\$252,865.76</b> | <b>to</b> | <b>\$345,998.03</b> | <b>\$301,716.79</b> |
| <b>Board Room Full Renovation Additional Cost Per SF</b>   | <b>\$173.67</b>     | <b>to</b> | <b>\$237.64</b>     | <b>\$207.22</b>     |

## Exercise Facility Softgoods Renovation

Assume an exercise facility of approximately 28' x 65' (1,820 SF). Ceiling 12' AFF.

|   |                    | RANGE     |                    | AVERAGE            |
|---|--------------------|-----------|--------------------|--------------------|
| Demolition  | \$5,256.56         | to        | \$6,623.26         | \$5,897.86         |
| Artwork (Installed)   | \$2,256.00         | to        | \$3,376.41         | \$2,807.59         |
| Clock   | \$196.10           | to        | \$275.88           | \$238.38           |
| Hamper  | \$1,009.24         | to        | \$1,310.00         | \$1,159.25         |
| Towel Caddy   | \$1,091.66         | to        | \$1,412.48         | \$1,252.07         |
| Sport Flooring  | \$31,949.53        | to        | \$42,679.00        | \$37,203.42        |
| Mirrors   | \$2,251.80         | to        | \$4,019.19         | \$2,974.10         |
| Paint Drywall Ceiling                                       | \$1,547.00         | to        | \$2,414.78         | \$2,074.49         |
| Paint Doors and Trim  | \$537.67           | to        | \$990.00           | \$709.15           |
| Remove and Reinstall Exercise Equipment                     | \$6,498.49         | to        | \$9,552.79         | \$8,019.14         |
| Vinyl Wallcovering (LY 54")                                 | \$5,156.83         | to        | \$7,044.61         | \$5,907.64         |
| Window Treatments (with Hardware and Installation)          | \$727.25           | to        | \$1,083.86         | \$905.36           |
| <b>Exercise Facility Softgoods Renovation Cost Subtotal</b> | <b>\$58,478.14</b> | <b>to</b> | <b>\$80,782.25</b> | <b>\$69,148.45</b> |
| <b>Exercise Facility Softgoods Renovation Cost Per SF</b>   | <b>\$32.13</b>     | <b>to</b> | <b>\$44.39</b>     | <b>\$37.99</b>     |

# LUXURY

Prototype Hotel: 200 guestrooms, 20 suites, 6 stories (5 with guestrooms), 37 bays/floor  
 Other assumptions and allowances are listed in each section below.

## Exercise Facility - Add for a Full Renovation

|   |                     | RANGE     |                     | AVERAGE             |
|---|---------------------|-----------|---------------------|---------------------|
| Additional Demolition   | \$26,282.80         | to        | \$29,804.69         | \$27,723.09         |
| Articulated Drywall Ceiling (New)                                 | \$29,363.52         | to        | \$38,056.20         | \$33,179.88         |
| Exercise Equipment (Installed)                                    | \$99,111.54         | to        | \$128,840.87        | \$113,976.40        |
| Electrical  | \$22,077.55         | to        | \$27,596.94         | \$23,954.14         |
| HVAC  | \$17,083.82         | to        | \$23,654.52         | \$19,626.68         |
| Life Safety   | \$11,170.19         | to        | \$14,488.39         | \$12,753.73         |
| Architectural Lighting  | \$32,853.50         | to        | \$45,534.94         | \$39,069.38         |
| Millwork Lockers  | \$32,492.47         | to        | \$37,756.25         | \$34,758.28         |
| TVs and Mounts (42", including Programming Allowance)             | \$6,149.40          | to        | \$6,948.86          | \$6,522.46          |
| Water Fountain  | \$4,332.33          | to        | \$6,368.52          | \$5,346.09          |
| Sound System  | \$3,923.47          | to        | \$8,925.88          | \$6,624.12          |
| <b>Exercise Facility Full Renovation Additional Cost Subtotal</b> | <b>\$284,840.57</b> | <b>to</b> | <b>\$367,976.07</b> | <b>\$323,534.24</b> |
| <b>Exercise Facility Full Renovation Additional Cost Per SF</b>   | <b>\$156.51</b>     | <b>to</b> | <b>\$202.18</b>     | <b>\$177.77</b>     |

## Outdoor Pool

Assume a 50' x 75' (3750 SF) pool and a 20'-wide deck, approximately 6,600 SF surface.

|  |                     | RANGE     |                     | AVERAGE             |
|--|---------------------|-----------|---------------------|---------------------|
| ADA Lift                                     | \$9,730.00          | to        | \$20,433.00         | \$14,928.60         |
| Pool Furniture                               | \$65,519.75         | to        | \$98,279.01         | \$81,899.59         |
| Pool Equipment                               | \$28,882.19         | to        | \$45,489.46         | \$37,258.03         |
| Resurface Pool Bottom                        | \$35,062.50         | to        | \$52,500.00         | \$40,809.38         |
| Resurface Pool Deck (Kool Deck)              | \$45,964.79         | to        | \$59,400.00         | \$53,570.65         |
| Signage (Life Safety, Pool Rules)            | \$1,390.00          | to        | \$3,648.75          | \$2,606.25          |
| <b>Outdoor Pool Renovation Cost Subtotal</b> | <b>\$186,549.24</b> | <b>to</b> | <b>\$279,750.22</b> | <b>\$231,072.50</b> |
| <b>Outdoor Pool Renovation Cost Per SF</b>   | <b>\$18.02</b>      | <b>to</b> | <b>\$27.03</b>      | <b>\$22.33</b>      |

## Indoor Pool

Assume a 50' x 75' (3750 SF) pool and a 12'-wide deck, approximately 3,576 SF surface.

|   |                     | RANGE     |                       | AVERAGE             |
|---|---------------------|-----------|-----------------------|---------------------|
| ADA Lift                                    | \$9,730.00          | to        | \$20,433.00           | \$14,928.60         |
| Architectural Lighting                      | \$162,624.80        | to        | \$225,397.98          | \$193,393.42        |
| Drywall Ceiling (New, from Scaffolding)     | \$45,465.42         | to        | \$72,072.00           | \$60,140.76         |
| Paint Doors and Trim                        | \$900.00            | to        | \$1,310.10            | \$1,006.02          |
| Pool Deck Tile                              | \$81,447.79         | to        | \$114,026.90          | \$92,036.00         |
| Pool Equipment                              | \$28,882.19         | to        | \$45,489.46           | \$37,258.03         |
| Pool Furniture                              | \$22,399.31         | to        | \$33,610.77           | \$28,004.85         |
| Pool Pak HVAC                               | \$275,495.22        | to        | \$333,098.77          | \$302,877.78        |
| Replace Doors (Storefront)                  | \$1,985.00          | to        | \$3,032.63            | \$2,616.19          |
| Resurface Pool Bottom                       | \$35,062.50         | to        | \$52,500.00           | \$40,809.38         |
| Wall Tile                                   | \$76,179.67         | to        | \$103,386.70          | \$85,103.58         |
| Decorative Water Feature (Allowance)        | \$50,543.84         | to        | \$92,495.23           | \$72,075.51         |
| Signage (Life Safety, Pool Rules)           | \$1,390.00          | to        | \$3,648.75            | \$2,606.25          |
| <b>Indoor Pool Renovation Cost Subtotal</b> | <b>\$792,105.75</b> | <b>to</b> | <b>\$1,100,502.27</b> | <b>\$932,856.37</b> |
| <b>Indoor Pool Renovation Cost Per SF</b>   | <b>\$108.12</b>     | <b>to</b> | <b>\$150.22</b>       | <b>\$127.34</b>     |

# LUXURY

Prototype Hotel: 200 guestrooms, 20 suites, 6 stories (5 with guestrooms), 37 bays/floor  
 Other assumptions and allowances are listed in each section below.

## Outdoor Amenities

|   | RANGE               |                        | AVERAGE             |
|---|---------------------|------------------------|---------------------|
| Stone Paving at Arrivals                          | \$89,173.77         | to \$131,323.73        | \$104,656.59        |
| Outdoor Furniture                                 | \$68,288.13         | to \$102,431.06        | \$85,359.78         |
| Fire Pit  | \$13,700.00         | to \$43,785.00         | \$31,987.00         |
| Outdoor Lighting                                  | \$26,716.03         | to \$58,378.13         | \$43,157.22         |
| Patio Landscaping                                 | \$28,160.14         | to \$41,698.67         | \$34,911.35         |
| Water Feature                                     | \$108,308.23        | to \$128,128.63        | \$117,615.51        |
| Outdoor Audio System                              | \$15,163.15         | to \$31,842.62         | \$23,806.15         |
| <b>Outdoor Amenities Renovation Cost Subtotal</b> | <b>\$349,509.45</b> | <b>to \$537,587.84</b> | <b>\$441,493.60</b> |

## Outdoor Parking

Typically, hotels in this market segment do not have outdoor parking.

## Structured Parking

Assume 352 parking spaces, 9' x 18', and 25'-wide aisles.

|   | RANGE               |                        | AVERAGE             |
|---|---------------------|------------------------|---------------------|
| Concrete Sealer and Traffic-bearing Membrane        | \$444,684.12        | to \$583,647.91        | \$511,386.74        |
| Lighting Upgrades                                   | \$25,020.00         | to \$29,190.00         | \$26,938.20         |
| Paint Ceilings, Columns, etc.                       | \$112,355.81        | to \$235,947.21        | \$182,016.42        |
| Stripe Spaces                                       | \$8,807.04          | to \$13,376.00         | \$10,861.51         |
| <b>Structured Parking Renovation Cost Subtotal</b>  | <b>\$590,866.97</b> | <b>to \$862,161.11</b> | <b>\$731,202.87</b> |
| <b>Structured Parking Renovation Cost Per Space</b> | <b>\$1,678.60</b>   | <b>to \$2,449.32</b>   | <b>\$2,077.28</b>   |

## Landscaping

|   | RANGE               |                        | AVERAGE             |
|---|---------------------|------------------------|---------------------|
| Landscaping Allowance                       | \$129,969.87        | to \$181,957.82        | \$155,530.61        |
| <b>Landscaping Renovation Cost Subtotal</b> | <b>\$129,969.87</b> | <b>to \$181,957.82</b> | <b>\$155,530.61</b> |

# LUXURY

Prototype Hotel: 200 guestrooms, 20 suites, 6 stories (5 with guestrooms), 37 bays/floor  
 Other assumptions and allowances are listed in each section below.

## Common Additives

|  |              | RANGE           | AVERAGE      |
|--|--------------|-----------------|--------------|
| New RFID Key System  | \$417.00     | to \$583.80     | \$512.91     |
| Elevator Cab Finishes  | \$36,102.74  | to \$47,005.77  | \$41,315.98  |
| <b>Elevator Modernization</b>  |              |                 |              |
| Traction, per Cab  | \$214,017.06 | to \$264,930.59 | \$237,603.99 |
| Escalator Modernization  | \$433,232.91 | to \$636,852.37 | \$534,609.41 |
| <b>Electronic Signage Boards</b>   |              |                 |              |
| Basic System - One Lobby Screen (42" diag.)                                  | \$36,102.74  | to \$59,136.29  | \$47,785.59  |
| Additional Lobby / Prefunction Screens                                       | \$12,034.25  | to \$19,712.10  | \$15,928.53  |
| Additional Meeting Room Door Screen (18" diag.)                              | \$10,830.82  | to \$13,495.21  | \$12,071.31  |
| Four-Pipe Vertical Fan Coil Unit Direct Replacement with Drywall Repair      | \$3,256.15   | to \$4,587.00   | \$4,087.20   |
| <b>Laundry Equipment (Direct Equipment Replacement with Access)</b>          |              |                 |              |
| 75# Washer   | \$28,882.19  | to \$39,424.19  | \$34,023.22  |
| 125# Dryer   | \$43,323.29  | to \$54,587.35  | \$48,608.73  |
| Ironer / Folder  | \$144,410.97 | to \$163,762.04 | \$152,324.69 |
| Porte Cochere - Re-image: Demolish and Replace                               | \$72,205.48  | to \$160,729.41 | \$118,214.82 |
| <b>Guestroom ADA Modifications</b>   |              |                 |              |
| Bathtub Room   | \$35,625.00  | to \$59,641.73  | \$47,753.58  |
| Roll-in Shower Room  | \$39,650.00  | to \$66,720.00  | \$52,020.10  |
| Exterior Signage - Monument - New Graphics on Existing Sign                  | \$21,661.65  | to \$28,809.99  | \$25,113.07  |
| Exterior Signage - New Exterior Brand Sign in Existing Location              | \$57,764.39  | to \$69,750.50  | \$63,194.24  |
| Power-operated, Bi-parting Entrance Doors (Inner and Outer at a Vestibule)   | \$38,920.00  | to \$41,700.00  | \$40,312.67  |
| Fireplace - Natural Gas with Stone Hearth and Surrounding Wall (Public Area) | \$24,325.00  | to \$36,487.50  | \$29,891.80  |
| Replace Guestroom Entry Door and Hardware                                    | \$1,077.36   | to \$2,116.28   | \$1,414.73   |
| Replace Guestroom Connecting Doors and Hardware                              | \$2,121.82   | to \$3,336.00   | \$2,734.57   |
| Replace Corridor Service Doors and Hardware                                  | \$1,946.00   | to \$2,700.08   | \$2,360.92   |
| Replace Guestroom Closet Door with Pair of Swing Doors and Hardware          | \$924.52     | to \$2,156.00   | \$1,497.50   |
| Replace Guestroom Bath Door with Barn Door and Hardware                      | \$1,374.00   | to \$1,807.00   | \$1,618.56   |





# INDUSTRY INSIGHTS

# DESIGNING TO A SCHEDULE

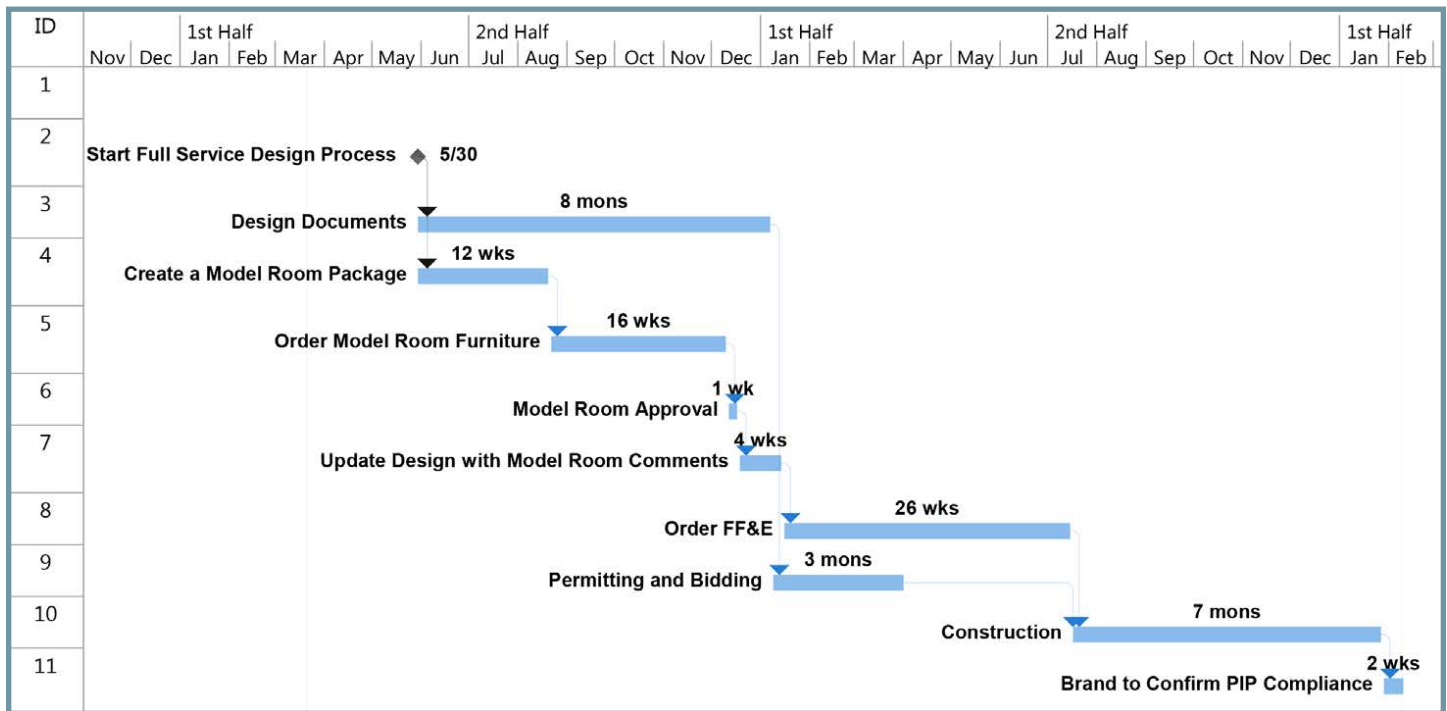
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Determining the budget for a project is just one step in the renovation process. It is also important to develop a thorough and achievable project schedule to help make the project a reality. We have put together the following conceptual schedules to serve as a guide when creating your own project schedule.

- Full-service Hotel
- Select Service Hotel – Prototype Design
- Select Service Hotel – Custom Design

These schedules are not intended to be one size fits all. Each project is unique. However, these durations can assist you and be a check point when developing your project-specific schedule.

## FULL SERVICE HOTEL Sample Renovation Schedule

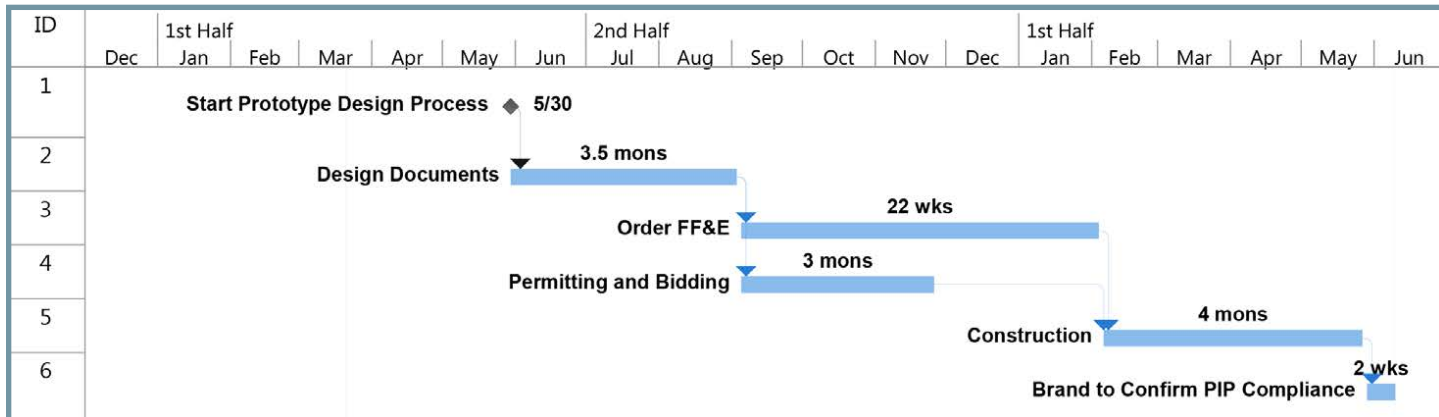




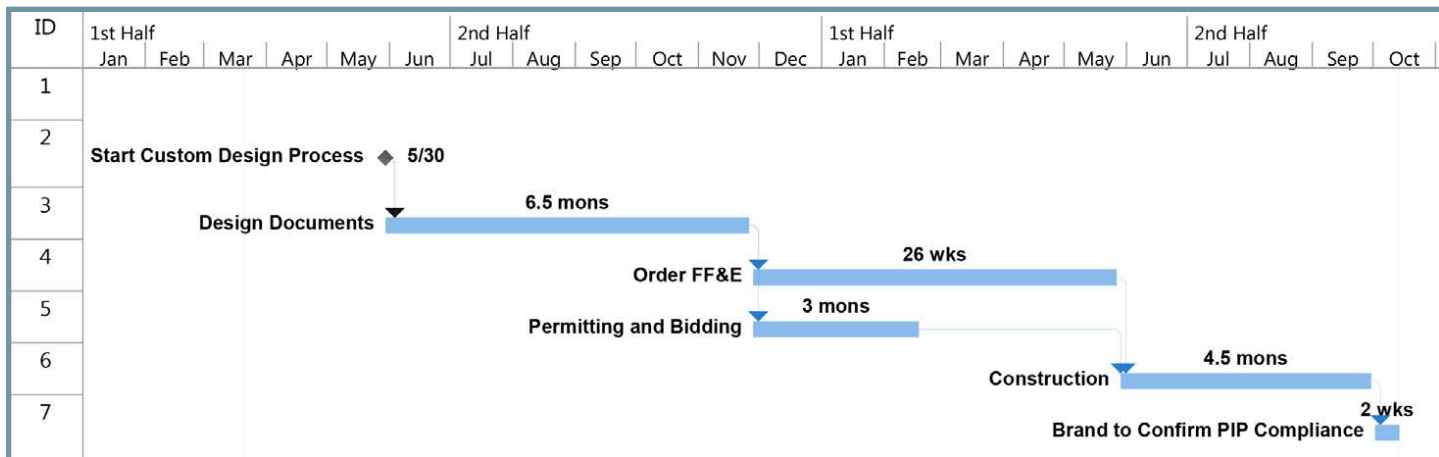
# DESIGNING TO A SCHEDULE

Created by Nehmer and HVS Design

## SELECT SERVICE HOTEL Sample Renovation Schedule | Prototype Design



## SELECT SERVICE HOTEL Sample Renovation Schedule | Custom Design



# FREIGHT AND WAREHOUSE PRICING

Provided by Audit Logistics

## ESTIMATED PERCENTAGES FOR FREIGHT AND WAREHOUSING

| ECONOMY      |         |             | EXTENDED STAY |         |             |
|--------------|---------|-------------|---------------|---------|-------------|
|              | Freight | Warehousing |               | Freight | Warehousing |
| Guestrooms   | 14.00%  | 8.00%       | Guestrooms    | 13.25%  | 7.75%       |
| Public Space | n/a     | n/a         | Public Space  | n/a     | n/a         |

| MIDSCALE     |         |             | UPSCALE      |         |             |
|--------------|---------|-------------|--------------|---------|-------------|
|              | Freight | Warehousing |              | Freight | Warehousing |
| Guestrooms   | 11.00%  | 6.50%       | Guestrooms   | 8.00%   | 5.50%       |
| Public Space | 14.00%  | n/a         | Public Space | 10.00%  | 5.50%       |

| UPPER UPSCALE |         |             | LUXURY       |         |             |
|---------------|---------|-------------|--------------|---------|-------------|
|               | Freight | Warehousing |              | Freight | Warehousing |
| Guestrooms    | 6.75%   | 5.00%       | Guestrooms   | 6.50%   | 4.50%       |
| Public Space  | 8.50%   | 5.00%       | Public Space | 8.00%   | 4.50%       |

These percentages are intended to provide a baseline idea for these costs when completing your budget. There are several considerations that can influence this percentage including:

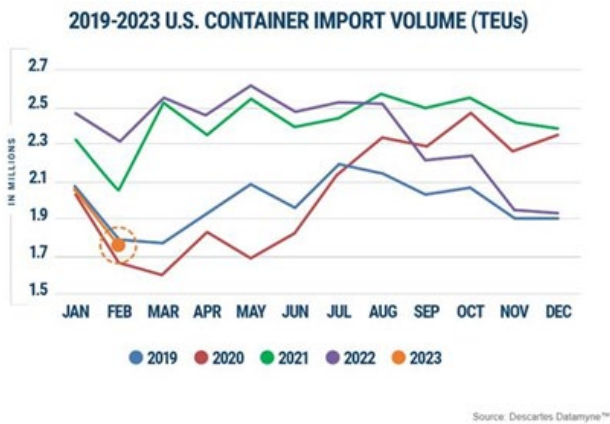
1. Vendor Selection
  - Factory FOB
  - Country of Origin
  - Packing Techniques
2. Schedule and Lead Times
  - Expedited Shipping
  - Storage Duration
3. Fuel Surcharges
4. Final FF&E Budget
5. Duty and Tariff Charges
6. Special Project Dispensations
7. Natural Disasters, Acts of War, or Terror

# FREIGHT AND WAREHOUSE PRICING

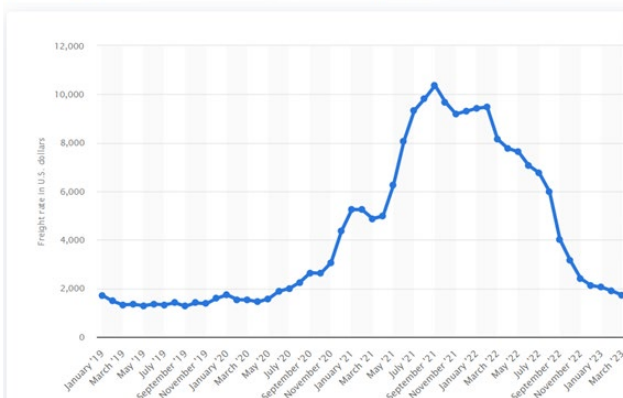
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## VARIABLES

**CONTAINER IMPORT VOLUME FROM ASIA TO US** | In late 2022, container volume into the US began to decline as consumer spending and imports decreased, from their previous peak, triggered by the disruptions caused by the COVID pandemic. As a result, container prices began to fall from their peak of over \$20,000 per container, that shippers experienced during the previous 18-month period, back to more historic levels seen of \$2,500 - \$3,000 per container.



Global container freight rate index from January 2019 to March 2023 (in U.S. dollars)



**PORT CONGESTION AND DELAYS** | In addition to container prices returning to normal historic levels, congestions at US ports that were an issue in 2021 and early 2022 began to ease. In 2022, a record number of container vessels waiting to unload at LA/Long Beach ports

reached to well over 100 vessels, sometimes waiting 35-41 days upon arrival for cargo to be offloaded. This increased the lead time of products from Asia into the US and created massive supply chain issues felt by businesses and consumers. In late 2022 into 2023, because of reduced imports, port congestion eased. By Q1 of 2023, volume returned to levels seen prior to the COVID pandemic and supply chain disruption eased significantly.

**WAREHOUSE RATES & CAPACITY** | During the pandemic, the supply chain was strained and there was a significant delay on materials to reach the end consumer. Businesses, small and large, ordered large amounts of goods in anticipation of consumer spending trending at its historic peak and began storing these goods as inventory as a strategy to combat the issue. The pandemic began to decline in mid-2022, consumer spending declined, and inflation started to rise, this created a decline in available warehouse space across the US.

For the hospitality industry specifically, warehouses normally utilized for FF&E, also found themselves filling up because of the large amount of renovations that had been put on hold in prior years, then started up in mid-2022. This created capacity issues in many markets around the US, including areas like California, Miami, Orlando, Chicago, Denver, Washington DC and other areas.

With the rise in demand and limited capacity, warehouses also began to increase rates. In some markets, rates increased as much as 20-30%. Other factors that affected warehouse rates included limited labor or increased labor costs. In addition to rate increases, hotel owners often wanted to bring goods in earlier prior to the renovation, to minimize any future supply chain impacts that might occur and ultimately delay their renovation once construction was started. Capacity and higher rates are a trend that will extend through 2023.





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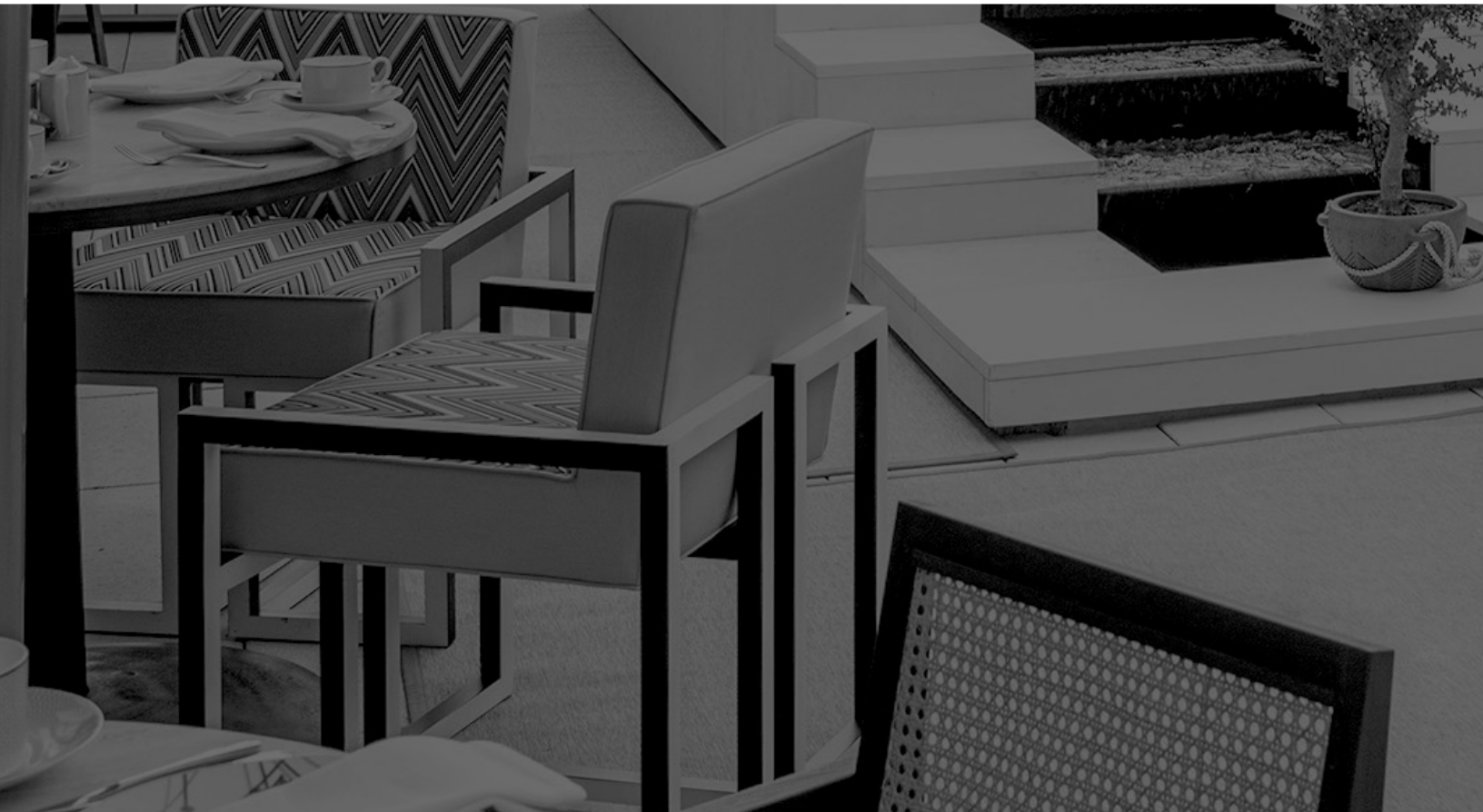
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# GLOSSARY OF TERMS

# GLOSSARY OF TERMS

provided by Audit Logistics

## A

**AMS Automated Manifest System** | An application that expedites the clearance of cargo for the subsequent release of containers when imported to U.S.A. through electronic submission of cargo manifests in lieu of bulk paper manifests.

**Americans with Disabilities Act of 2010 (ADA)** | The Americans with Disabilities Act of 1990 established the clear and comprehensive prohibition of discrimination on the basis of disability. Hotels in the United States are required to adhere to the ADAAG (The Americans with Disabilities Act Accessibility Guidelines), which outline the minimum standards to make places of lodging accessible to those of disabilities. In 2010, the Department of Justice issued revised regulations that all hotels must comply with starting March 15, 2012.

**Arrival Notice** | An advisory that the carrier or forwarder sends to the consignee advising of goods coming forward for delivery. Pertinent information such as bill of lading number, container number, total charges due from consignee, etc. are included and sent to consignee prior to vessel arrival. This is done gratuitously by the carrier or forwarder to ensure smooth delivery, but there is no obligation by the carrier or forwarder to do so. The responsibility to monitor the transit and present himself to take timely delivery still rests with the consignee.

**Automated Manifest System (AMS)** | An application that expedites the clearance of cargo for the subsequent release of containers when imported to the U.S. through electronic submission of cargo manifests in lieu of bulk paper manifests.

**Average Daily Rate (ADR)** | The average daily rate charged by a hotel for one room for one day; calculated by dividing the total room revenue by the actual rooms occupied.

**Awkward Cargo** | Cargo of irregular size that can either be containerized (packaged in container) or non-containerized (without equipment associated with) during transportation. It requires prior approval on a case-by-case basis before confirmation of booking.

**Axle Load** | Maximum load permitted to be carried on each axle of a motor vehicle.

**A8A Manifest** | A form issued by a licensed Customs broker which allows CCRA to monitor in-bound shipments as they move through Canada.

**A/E Fees** | Architecture and Engineering fees for a project that are part of the soft costs of a project budget.

## B

**Bay** | A term used to describe an area that is defined by the building's structural system. Each structural bay forms the basic unit size for a single guestroom.

**Berth** | The place beside a pier, quay, or wharf where a vessel can be loaded or unloaded.

**Block Train** | Railcars grouped in a train by destination so that segments (blocks) can be uncoupled and routed to different destinations as the train moves through various junctions. This eliminates the need to break up a train and sort individual railcars at each junction.

**Bonded Carrier** | A carrier licensed by U.S. Customs to carry Customs-controlled merchandise between Customs points.

**Bonded Warehouse** | A warehouse authorized by Customs for storage of goods on which payment of duties is deferred until the goods are removed.

**Booking** | Arrangement with a steamship company for the acceptance and artagage of freight.

**Booking Number** | A reference number for bookings registered with a carrier. It should be unique without duplication for a three-year period.

**Box** | Common term for an ocean-going freight container.

**Brand** | The trade name of a hotel. Most major hotel companies have groups of hotel brands, each brand targeting a different industry segment. (e.g. Parent company Marriott owns many hotel brands: Fairfield Inn, Courtyard, TownePlace Suites, etc.)

**Broker** | An individual, partnership, or corporation that arranges transportation service for client companies.

**Break-bulk Cargo** | Goods shipped loose in the vessel hold and not in a container.

**Broken Stowage** | The spare volume of a container of the cargo hold of a vessel where no cargo is stowed. It is a reflection of the bad stowage of the container or the vessel.

**Budget** | An itemized forecast of the expenses expected for a renovation or construction project. A complete budget should contain all construction and installation costs, FF&E costs, systems costs, professional fees, operating supplies and equipment costs, pre-opening expenses, freight, tax, warehousing, land costs, and a contingency amount.

**Bulk Carriers** | Vessels carrying dry, liquid, grain, not packaged, bundled, or bottled cargo and loaded without marks and number or count.

**Bull Rings** | Cargo-securing devices mounted in the floor of containers which allow lashing and securing of cargoes.

**Bunker Adjustment Factor (BAF)/Bunker Surcharge (BSC)** | Surcharges assessed by the carrier to freight rates to reflect current cost of bunker.

**Bunker** | Heavy oil used as fuel for ocean vessels.

## C

**Canada Customs and Revenue Agency (CCRA)** | Canadian government Customs authority.

**Capital or Capitalized Expense (CapEx)** | Capital expenditures for this study are broadly defined as all improvements made to the physical building of a hotel that would be capitalized as opposed to expensed for accounting purposes.

**Cargo Manifest** | A manifest that lists only cargo, without freight and charges.

**Carrier** | Any individual, company or corporation engaged in transporting cargoes.

**Carriers Owned Containers (COC)** | The containers used for the transportation of cargoes belonging to the property of the carriers.

**Casegoods / Hardgoods** | Hard furniture such as dressers, chests, nightstands, headboards, tables, etc.

**C-corporation** | A business that is a completely separate entity from its owners, unlike a partnership. C-corporations are taxed under Subsection C of the Internal Revenue Code. Most major companies are treated as C-corporations for Federal tax purposes.

**Cells** | The construction system employed in container vessels that permits containers to be stowed in a vertical line, with each container supporting the one above it inside the cargo hold.

**Cellular Vessel** | A vessel designed with internal ribbing to permit the support of stacked containers. See "Containership."

**Certificate of Origin** | Document certifying the country of origin of goods, which is normally issued or signed by the relevant government department, Chamber of Commerce, or embassy of the exporting country.

**CFR** | A pricing term indicating that the cost of the goods and freight charges are included in the quoted price.

**CFS/CFS** | A kind of cargo movement by container. Delivered loose at origin point with vanning by carrier, devanned by carrier at destination, and picked up loose at destination.

**Chassis** | A wheeled flat-bed constructed to accommodate containers moved over the road. Also termed as "Trailers."

**Closing** | The published deadline for export cargo or containers to be accepted for a sailing of the carrier. CY closing is applicable to FCLs and CFS closing is applicable to LCLs. Normally, CFS closing is around 24 hours ahead of CY closing, depending on the complexities of export Customs clearance formalities at the country. See "Late-Come."

**Connecting Carrier Agreement (CCA)** | An agreement of freight rates for connections between feeder ports and the ports of call of vessels.

**Consolidated Cargo** | Cargo containing shipments of two or more shippers, usually shipped by a firm called a consolidator. The consolidator takes advantage of lower FCL rates, and savings are passed on to shippers.

**Consolidation** | The combination of many small shipments into one container.

**Consolidator** | A person or firm performing a consolidation service of small lots of cargo for shippers.

**Consortium** | A group of carriers pooling resources, normally container vessels, in a trade lane to maximize their resources efficiently.

**Construction Management** | A construction delivery method in which the Construction Manager solicits bids from and holds all contracts with the individual subcontractors that are performing the construction work on a project. A Construction Manager generally works either for a flat fee or for a percentage of the total construction cost.

**Container** | A van-type body that can be relatively easily interchanged between trucks, trains, and ships.

**Container Freight Station (CFS)** | Consolidation depots where parcels of cargo are grouped and loaded into containers. Alternatively, inbound cargo in a container are devanned for deliveries to consignees as LCLs.

**Container Load Plan (CLP)** | A document prepared to show all details of cargo loaded in a container, e.g. weight (individual and total), measurement, markings, shippers, consignees, the origin and destination of goods, and location of cargo within the container. A Container Load Plan is either prepared by the cargo consolidator or the shipper that ships its cargo on FCL terms.

**Container Number** | The unique identification of a container.

**Container Seal Number** | A number embossed on high-security seals for closing up containers which will serve identification purposes.

**Container Size** | The length of a container i.e. 20', 40' and 45' (feet).

**Containership** | An ocean vessel specifically designed to carry ocean cargo containers. It is fitted with vertical cells for maximum capacity.

**Container Terminal** | A facility which allows container vessels to berth alongside for the operations of loading and unloading of containers. Shippers deliver their export containers to the Container Terminal awaiting for loading onto container vessels whilst consignees at ports take delivery of containers from the Container Terminal after they are unloaded from the container vessels.

**Container Type** | Containers are classified under different types, e.g. dry cargo, reefer, open top, flat-rack, open-side, etc.

**Container Yard (CY)** | A facility inside or outside the Container Terminal that accepts laden export containers from shippers or laden import containers for delivery to consignees.

**Contingency** | Part of the budget that is reserved for unforeseen conditions. Commonly calculated as a percentage of total project cost, but can also be a set amount.

**Controlled Atmosphere (CA)** | An atmosphere in which oxygen, carbon dioxide, and nitrogen concentrations are regulated, as are temperature and humidity.

**Cost and Freight (C&F)** A term of trading in which the buyer of the goods pays an amount that covers the cost of the goods plus the cost of transporting the goods from origin to the port of discharge or final destination.

**Cost, Insurance, and Freight (CIF)** A term of trading in which the buyer of the goods pays for the cost of the goods, the cost of transporting the goods from origin to the port of discharge or final destination, and the insurance premium for a maritime insurance policy for the value of the order.

**Cost Per Key** | The total renovation cost for the hotel divided by the number of "keys" (or rooms) in the hotel. Different owners and consultants may calculate this in different ways.

**Cost Per Square Foot** | The renovation cost of a given area of a hotel, e.g. ballroom, divided by the area of that space.

**Cube the Shipment** | Measure the total cubic feet of the shipment.

**Currency Adjustment Factor (CAF)** | An ancillary charge on ocean freight to compensate for exchange rate fluctuations.

**Customs Bonded Warehouse** | A publicly - or privately - owned warehouse where dutiable goods are stored pending payment of duty or removal under bond. The storage or delivery of goods are under the supervision of customs officers, and if the warehouse is privately-owned, the keeper has to enter into a bond as indemnity in respect of the goods deposited, which may not be delivered without a release from Customs.

**Customs Broker** | A private business that provides documentation and entry preparation services required by CCRA and U.S. Customs on behalf of an importer/exporter of record. Hired by an importer to carry out Customs-related responsibilities and covered by power of attorney to act on behalf of the importer/exporter of record.

**Customs House** | A government office where import duties, etc. on foreign shipments are handled.

**Customs House Broker** | An individual or firm licensed to enter and clear goods through Customs.

**Customs Self Assessment (CSA)** | A joint Canada/ U.S. border initiative aimed at speeding up the Customs process on low-risk shipments.

**Customs-Trade Partnership Against Terrorism (C-TPAT)** | A joint government and trade community initiative in developing, enhancing, and maintaining effective security processes throughout the global supply chain.

**Customs Valuation** | The determination of the value imported goods for the purpose of collecting ad valorem duties.

**Cut-off Time** | Latest possible time the cargo or container may be delivered to the vessel or designated point. See "Closing."

**Cwt.** | Hundredweight (100 pounds in the U.S., 112 pounds in the U.K.).

**CY/CFS** | Cargo loaded in a full container by a shipper at origin, delivered to a CFS facility at destination, and then devanned by the carrier for loose pickup.

**CY/CY** | Cargo loaded by the shipper in a full container at origin and delivered to the carrier's terminal at destination for pickup intact by consignee.

## D

**Dangerous and Hazardous (D&H)** | See "Dangerous Goods."

**Dangerous Goods** | The term used by I.M.C.O. for hazardous materials that are capable of posing a significant risk to health, safety, or property while being transported.

**Deadweight (D.W.)** | The number of tons of cargo, stores, and bunker fuel a ship can carry and transport. See "Deadweight Tonnage."

**Deadweight Tonnage (D/W)** | The number of total weight tons of cargo, stores, and bunker fuel that a vessel can carry and transport. It is the difference between the number of tons of water a vessel displaces "light" and the number of tons it displaces when submerged to "load line."

**Dedicated Unit Train** | A unit train operated by various railroads for exclusive usage.

**Delivered Duty Paid (DDP)** | In DDP, the shipper clears the goods for export and is responsible for making them available to the buyer at the named place of destination, cleared for import, and paid duty and tax.

**Delivered Duty Unpaid (DDU)** | In DDU, the shipper clears the goods for export and is responsible for making them available to the buyer at the named place of destination, not cleared for import.

**Delivery Order** | A document authorizing delivery to a nominated party of cargo in the care of a third party. The document is issued by a carrier or a forwarder on surrender of a bill of lading and then used by the merchant to transfer title by endorsement.

**Destination Delivery Charge (DDC)** | A charge assessed by the carrier for the handling of a full container at destinations. The term is more commonly used in the U.S. trade.

**Detention (Demurrage)** | Charges raised by the carrier or the forwarder for detaining a container/trailer at customer premises for a period longer than that provided in the tariff of the carrier or the forwarder.

**Devanning** | The removal of cargo from a container. Also known as unstuffing, unloading, or stripping.

**Differential Rate** | An amount added to or deducted from the base rate to make a rate to or from some other point or via another route.

**Dock Receipt** | A document used to acknowledge receipt of cargo or container at a CFS, a CY, or a Container Terminal. When delivery of an export shipment is completed, the operator's agent exchanges for the ocean or house of bill of lading.

**Door-to-Door** | Through transportation of a container and its cargo from consignor's premises to consignee's premises.

**Double-deck Load** | A second tier of cargo placed on top of the first tier.

**Double Stack Train (DST)** | Rail or train capable of carrying two 40' containers, one on top of the other.

**Drayage** | Charge made for local hauling by dray or truck; road transportation between the nearest ocean port or railway terminal and the stuffing/destuffing place.

**Dry Cargo** | Cargo that does not require temperature control.

**Dry-Bulk Container** | A container constructed to carry grain, powder, and other free-flowing solids in bulk.

**Dunnage** | Lumber or other material used to brace materials in carrier's equipment or containers.

**Dwell Time** | Expressed in terms of number of days that a container changed from one status to another, e.g. from inbound load to empty available to outbound load. The shorter the dwell time, the more efficient the container utilization will be.

## E

**Empty Depot** | A container yard used for the storage of empty containers.

**Ex Works** | An INCOTERMS term of sale in which the buyer is responsible for taking delivery of the goods at the premises of the factory. Also known as "F.C.A."

**Export Declaration** | A government document permitting designated goods to be shipped out of the country.

## F

**FCA** | Free Carrier. See "Ex-Works."

**FCL/FCL** | See "CY/CY."

**FCL/LCL** | See "CY/CFS."

**Federal Maritime Commission (FMC)** | U.S. government agency responsible for the regulation of all maritime activities.

**FF&E (Furniture, Fixtures, & Equipment)** | Pieces of movable furniture, fixtures, or other equipment that have no permanent connection to the structure of a building or utilities.

**Final Destination** | The place at which the carrier or the forwarder actually turns over the container or cargo to the consignee of its agent. It is the end of liability of carriers or forwarders.

**Flash Point** | A temperature at which certain flammable cargo will trigger and spontaneously ignite. It is an IMCO standard information requirement for dangerous goods.

**F.O.B. Destination** | Changes the location where title and risk pass. Under this arrangement, title and risk remain with the seller until they have delivered the freight to the delivery location specified in the contract.

**F.O.B. Origin** | Title and risk pass to the buyer at the moment of the seller's delivery to the carrier. The parties may agree to have title and risk pass at a different time or to allocate freight charges by a written agreement.

**Force Majeure** | Force of nature. Accidents or incidents caused by the forces of nature, which are beyond the power of people to control.



**Foreign Exchange Controls** | Government restrictions on the use of currency, bank drafts, or other payment types to regulate imports, exports, and trade balances.

**Forty Foot (40') Equivalent Unit (FEU)** | Commonly describes a 40-foot container or two TEUs.

**Free Along Side (FAS)** | A basis of pricing meaning the price of goods alongside a transport vessel at a specified location. The buyer is responsible for loading the goods onto the transport vessel and paying all of the cost of shipping beyond that location.

**Free and Secure Trade (FAST)** | A joint Canada/U.S. border security agreement of which C-TPAT and PIP are the main initiatives.

**Free In and Out (FIO)** | A term used in ship-chartering whereby the owner of the ship is not responsible for any charges incurred in the ports of loading or unloading.

**Free On Board (FOB)** | The seller agrees to deliver merchandise, free of all transportation expense, to the place specified by the contract. Once delivery is complete, the title to all the goods and the risk of damage becomes the buyer's.

**Free Storage Period (FSP)** | A carrier offers a period of time, normally three to five days, at destinations whereby imported containers or cargo are allowed to be taken for delivery by consignees free of any storage charge. After the FSP, there will be an overtime storage charge or demurrage levied by the carriers to the consignee. When bulk shipments are involved, the carriers are prepared to negotiate a longer FSP with the consignees.

**Freight** | (a) The price paid to the carrier for the transportation of goods or merchandise by sea or air from one place to another. (b) Also used to denote goods that are in the process of being transported from one place to another.

**Freight All Kind (FAK)** | A system whereby freight is charged per container, irrespective of the nature of the cargo, and not according to a tariff.

**Freight Collect** | The freight and charges agreed upon by the shipper and carrier are payable at the destination.

**Freight Forwarder** | A freight forwarder combines less-than-truckload (LTL) or less-than-carload (LCL) shipments into carload or truckload lots. Freight forwarders are designated as common carriers. They also issue bills of lading and accept responsibility for cargo. The term may also refer to the company that fills railroad trains with trailers.

**Freight Prepaid** | Freight and charges are required to be paid by a shipper before an original bill of lading is released.

**Fuel Adjustment Factor (FAF)** | An ancillary charge on ocean freight shipments to account for fluctuations in fuel costs.

**Full Berth Terms (FBT)** | Indicates that the cost of loading and discharge is included in the steamship rate quoted. Ship owner pays these.

**Full Container Load (FCL)** | An arrangement whereby the shipper packs cargo into a container provided by the carrier or the forwarder before.

**Functional Currency** | The currency of the primary economic environment of an entity. For ODFL, this is U.S. dollars.

## G

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**General Agreement on Tariff and Trade (GATT)** | An international multi-lateral agreement embodying a code of practice for fair trading in international commerce.

**General Average** | An unwritten, non-statutory, international maritime law that is universally recognized and applied. It is founded on the principle that vessel and goods are parties to the same venture and share exposure to the same perils, which may require sacrifice or the incurring of extraordinary expense on the part of one for the benefit of the whole venture. It is an arrangement that will be applied when the vessel encounters serious accidents caused by force majeure.

**G.R.I.** | General Rate Increase.

**Gross Tonnage** | Applies to vessels, not to cargo. Determined by dividing by 100 the contents, in cubic feet, of the vessel's closed-in spaces.

**Gross Weight** | Entire weight of goods, packaging, and container, ready for shipment.

# H

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**Hague Rules** | These rules, set by the 1924 International Convention on Carriage of Goods by Sea, govern liability for loss or damage to goods carried by sea under a bill of lading.

**Hague-Visby Rules** | 1968 Revision of Hague Rules.

**Hamburg Rules** | A new set of rules that radically alters the liability that shipowners have to bear for loss or damage of goods in the courts of those nations where the rules apply, adopted in March 1978 at an international conference in Hamburg.

**Harmonized Commodity Description and Coding System** | A multi-purpose international goods-classifications for manufacturers, transporters, exporters, importers, customs officials, statisticians, and others in classifying goods moving in international trade under a single commodity code. Developed under the auspices of the Customs Cooperations Council (CCC), an international customs organization in Brussels, this code is a hierarchically-structured product nomenclature containing approximately 5,000 headings and subheadings describing the articles moving in international trade. It is organized into 99 chapters arranged in 22 sections. Sections encompass an industry (e.g. Section XI, Textiles and Textile Articles), and chapters encompass the various materials and products of the industry (e.g. Chapter 50, Silk; Chapter 55, Manmade Staple Fibres; Chapter 57, Carpets). The basic code contains four-digit headings and six-digit subheadings. (The U.S. will add digits for tariff and statistical purposes.) In the U.S., duty rates will be at the eight-digit level; statistical suffixes will be at the ten-digit level.

**Haulier** | The participating carrier responsible for drayage of containers.

**Heavy Lift** | Articles too heavy to be lifted by a ship's tackle.

**Heavy-Lift Charge** | A charge made for lifting articles too heavy to be lifted by a ship's tackle.

**High Cube (HC or HQ)** | Any container that exceeds 8'-6" (102") in height, usually 9'-6".

**Hold** | It is the part of the ship below deck where the cargo is stored.

**House Bill of Lading (HB/L)** | Bill of lading issued by a forwarder or an NVOCC operator

**House-to-House (H/H)** | See "CY/CY"

**House-to-Pier (H/P)** | See "CY/CFS"

**Hull Underwriter** | The person with whom the ship hull, machinery apparel, and tackle is insured.

**HVAC** | Heating, Ventilation, and Air Conditioning system

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**Import License** | A document required and issued by some national governments authorizing the importation of goods into their individual countries.

**Import Permit** | Usually required for items that might affect public health, morals, animal life, vegetation, etc. Examples include foodstuffs, feedstuffs, pharmaceuticals (human and veterinary), medical equipment, seeds, plants, and various written material (including tapes, cassettes, movies, TV tapes, or TV movies). In some countries, an import permit is the same as an import license.

**In Bond** | A term indicating that an imported shipment was not cleared by Customs at the border and is moving under a surety bond.

**In Transit** | In passage from one place to another.

**Inbound** | Inward bound. Direction of vessel or cargo going to port of discharge or final destination.

**Incentive Fees** | Management fees that are contingent upon achieving certain pre-defined levels of profitability.

**Incoterms** | A set of uniform rules codifying the interpretation of trade terms defining the rights and obligations of both buyer and seller in an international transaction, thereby enabling an otherwise complex basis of a sale contract to be accomplished in three letters. Incoterms are drafted by the International Chamber of Commerce.

**Inland Clearance Depot** | A CFS with Customs clearance facilities.

**Insulated Container** | A container insulated on the walls, roof, floor, and doors to reduce the effect of external temperatures on the cargo.

**Insulated Tank Container** | The frame of a container constructed to hold one or more thermally-insulated tanks for liquids.

**Integrated Project Delivery (IPD)** | A collaborative system where the design team, contractor, and purchasing agent are all retained for the project at the beginning to create efficiencies and manage tight schedules.

**Interchange** | Transfer of a container from one party to another.

**Interior Points Intermodal (IPI)** | A term used by ocean carriers to describe door-to-door delivery service.

**Intermodal** | Pertaining to transportation involving more than one form of carrier: truck, ship, and rail.

**Intermodal Transport** | Moving ocean freight containers by various transportation modes. The fact that the containers are of the same size and have common handling characteristics permits them to be transferred from truck to railroad to air carrier to ocean carrier.

**International Maritime Consultative Organization (IMCO)** | A forum in which most major maritime nations participate and through which recommendations for the carriage of dangerous goods, bulk commodities, and maritime regulations become internationally acceptable.

**International Maritime Dangerous Goods (IMDG) Code** | The IMCO recommendations for the carriage of dangerous goods by sea.

**International Organization for Standardization (ISO)** | ISO is a worldwide federation of national standards bodies from some 130 countries, one from each country. It is a non-governmental organization established in 1947 to promote the development of standardization facilitating international trade. ISO's work results in international agreements, which are published as International Standards.

**Invoice** | Documentation supplying Customs with the type of goods, quantity, price of each type, and terms of sale. The type of invoice required is determined by the shipment's value.

## K

**Keel** | The main center-line structural member, running fore and aft along the bottom of a ship, sometimes referred to as the backbone.

**Key** | A term used to describe a single sellable guestroom. It may be composed of one or more structural bays. In order to qualify as a "key," it must have at least one bed and one bathroom, consisting of at least one toilet, sink, and tub or shower.

**Knot** | A unit of speed. The term "knot" means velocity in nautical miles per hour, whether of a vessel or current. One nautical mile is roughly equivalent to 1.15 statute miles or 1.85 kilometers.

## L

**Lashing** | Support for cargoes inside a container or a cargo hold to ensure they are secured and will not be subject to rolling during the voyage from origin to destination.

**Late-Come** | A term used in the liner industry when extensions are being given to the shippers against the official CY or CFS closing date and time, which carriers publish to the trade.

**LCL/FCL** | See "CY/CFS."

**LCL/LCL** | See "CY/CFS."

**Less than Container Load (LCL)** | Cargo in quantity less than required for the application of a container load rate.

**Letter of Indemnity** | Guarantee from the shipper or consignee to indemnify carriers or forwarders for costs and/or loss, if any, in order to obtain favorable action by carriers or forwarders. It is customary practice for carriers and forwarders to demand letters of indemnity from consignees for taking delivery of cargo without surrendering a bill of lading that has been delayed or is lost.

**Lien** | A legal claim upon goods for the satisfaction of some debt or duty.

**Lift-On/Lift-Off (LO-LO)** | A container ship onto which containers are lifted by crane.

**Lighter** | An open or covered barge towed by a tugboat and used mainly in harbors and inland waterways.

**Lighterage** | Refers to the carriage of cargo by lighter and the charge assessed therefor.

**Liner** | Vessel plying a regular trade/defined route against a published sailing schedule.

**Liner Terms** | Freight includes the cost of loading onto and discharging from the vessel.

**Lloyd's Registry** | An organization maintained for the surveying and classing of ships so that insurance underwriters and others may know the quality and condition of the vessels offered for insurance or employment.

**Load Factor** | Percent of loaded containers against total capacity of vessel or allocation.

**Locking Bar** | Device that secures container doors at top and bottom.

**Long Ton** | 2,240 pounds.

**Longshoreman** | Workers employed in the terminals or quays to load and unload ships. They are also known as "stevedores."

**Loose** | Without packing.

**Low-Bed** | A trailer or semi-trailer with no sides and with the floor of the unit close to the ground.

**Luxury Hotel** | A hotel that offers the highest level of service, facilities, guest amenities, and design and often includes special features for guests such as a spa, tennis courts, or golf course.

## M

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**Manifest** | A document that lists in detail all the bills of lading issued by a vessel or its agent or master, i.e. a detailed summary of the total cargo or containers loaded in a vessel. Used principally for customs purposes, it is also called a Bill of Lading.

**Maquiladoras** | Duty-free (for U.S. import) manufacturing plants located in Mexico.

**Marine Insurance** | Broadly, insurance covering loss or damage of goods at sea. Marine insurance typically compensates the owner of merchandise for losses sustained from fire, shipwreck, piracy, and various other causes but excludes losses that can be legally recovered.

**Marks and Numbers** | Markings placed on packages for export for identification purposes, generally a triangle, square, circle, diamond, or cross with letters and/or numbers and port discharge. They are of important use before containerization.

**Master Bill of Lading (MB/L)** | See "Ocean Bill of Lading."

**Master Lease** | Master Lease is one form of a short-term lease, which refers to the leasing of the containers by carriers from those leasing companies.

**Master Lease Leasing Cost** | Master lease leasing cost includes container rental, depot lift-on/lift-off charge, on/off hire drayage, drop-off charge, off-hire repair cost, etc. Due to off-hire quota limitation, the average on-hire period is around 73 days for 20'GP and 40'GP, and 102 days for 40'HQ.

**Mate's Receipt** | A receipt signed by a mate of the vessel, acknowledging receipt of cargo by the vessel. The individual in possession of the mate's receipt is entitled to the bill of lading, which in due course is issued in exchange for that receipt.

**Maximum Payload** | Maximum cargo that can be loaded into a container either by weight or volume.

**Maximum Rate** | The highest freight rate permitted by a regulatory body to apply between points.

**Measurement Ton** | One cubic meter. One of the alternative bases of Freight Tariff.

**Microbridge** | A land bridge movement in which cargo originating from/destined to an inland point is railed or trucked to/from the water port for a shipment to/from a foreign country. The carrier is responsible for cargo and costs from origin to destination. Also known as I.P.I. or Through Service.

**Mini-Bridge** | Cargo moving from/to an inland destination on one bill of lading from/to a foreign port through two U.S. ports.

**Mini Landbridge (MLB)** | An intermodal system for transporting containers from/to a foreign country by water to/from a U.S. ocean port other than the arrival port, by rail, at through rates and documents.

**Minimum Charge** | The lowest charge that can be assessed to transport a shipment.

**MT (M/T)** | (a) Metric Ton or Cubic Meter; (b) Empty container; (c) Multimodal Transport

## N

**Negotiable Bill of Lading** | Original bill of lading endorsed by shipper that is used for negotiating with banks.

**Negotiating Bank** | A bank named in the credit; examines the documents and certifies to the issuing bank that the terms are complied with.

**Net Tonnage** | A vessel's gross tonnage minus deductions of space occupied by accommodation for crew, by machinery, for navigation, and by the engine room and fuel. A vessel's net tonnage expresses the space available for passengers and cargo.

**Net Operating Income (NOI)** | Income after management fees and fixed charges (i.e. rent, property, and other taxes and insurance) but before replacement reserves and does not include items such as interest, depreciation, amortization, and income taxes. Income after reserves is now referred to as Adjusted Net Operating Income (but still does not include interest, depreciation, amortization, and income taxes).

**Net Weight** | Weight of the goods alone without any immediate wrappings, e.g. the weight of the contents of a tin can without the weight of the can. Also called actual net weight.

**Non-negotiable Bill of Lading** | Copy of the original bill of lading, which cannot be negotiated with banks.

**Non-vessel Owning / Operating Common Carrier (NVOCC)** | (a) A cargo consolidator of small shipments in ocean trade, generally soliciting business and arranging for or performing containerization functions at the port. (b) A carrier issuing a bill of lading for carriage of goods on a vessel that he neither owns nor operates.

**North American Free Trade Agreement (NAFTA)** | The joint Canada, Mexico, and United States treaty to reduce tariffs and trade barriers to promote cross-border economic activity.

## O

**Ocean Bill of Lading (Ocean B/L)** | A bill of lading issued by the ocean-going carriers.

**Ocean Route** | The all-water transportation portion of a route.

**O.C.P. Rate** | Overland Common Point rates are generally lower than local tariff rates. They were established by the U.S. West Coast steamship companies in conjunction with railroads serving the western U.S. ports so that cargo originating from or destined to the American Midwest and East would be competitive with all-water rates via the U.S. Atlantic and Gulf ports. O.C.P. rates are also applicable to eastern Canada.

**On Board** | Cargoes or containers landed onto the cargo hold or the cells of carriers.

**On Board Bill of Lading** | A Bill of Lading in which a carrier acknowledges that cargo have been placed on board a certain vessel. The on-board date on the bills of lading is the date on which liabilities of the carrier start.

**On Deck** | A special stowage instruction to confine that the cargo stowage must be on deck rather than under deck.

**One-Way Lease** | The lease of containers that covers the outbound voyage only, after which the containers are returned to the lease holder at or near the agreed destination.

**Open-Top Container** | A container fitted with a solid removable roof or with a tarpaulin roof that can be loaded or unloaded from the top.

**Operator** | The entity that manages the day-to-day functions of the hotel and offers the guestrooms for sale. Some hotel owners are also operators of their hotels, others contract with hotel management companies to operate hotels on their behalf.

**Origin Receiving Charge (O.R.C.)** | A terminal handling charge levied at ports of loading.

**OS&E** | Operating Supplies and Equipment.

**Overheight Cargo** | Cargo that exceeds 9-1/2 feet in height. They normally have to be stowed in an open-top container.

## P

**Packing List** | A document provided by the shipper detailing the packaging of the goods, including their weight and measurement, assortment, etc.

**Participating Carrier (Tariff)** | A carrier that is a party, under concurrence, to a tariff issued by another transportation line or by a tariff's publishing agent.

**Partners in Protection (PIP)** | A CCRA initiative designed to enlist the cooperation of private industry in efforts to enhance border security and increase awareness of customs compliance issues.

**Perishable Cargo** | Cargo subject to decay or deterioration, normally fresh food and vegetables, etc.

**Pier-to-House (P/H)** | See "CY/CFS."

**Pier-to-Pier (P/P)** | See "CY/CFS."

**PIP** | See "Property Improvement Plan."

**Place of Acceptance** | See "Place of Receipt."

**Place of Delivery** | See "Final Destination."

**Place of Receipt (P.O.R.)** | Location where cargo enters the care and custody of the carrier. Same as Place of Acceptance. It is the starting port of carrier's liability upon receipt of cargo from shippers.

**Port** | (a) Harbor with piers or dock. (b) Left side of a ship when facing the bow. (c) Opening in a ship's side for handling freight.

**Port of Arrival** | Location where imported merchandise is off-loaded from the importing aircraft or vessel.

**Port of Call** | A port where a vessel discharges or receives traffic.

**Port of Entry** | A port where cargo and containers destined elsewhere are actually discharged from a vessel.

**Port of Discharge (POD)** | The port at which cargo or containers are unloaded from a vessel. When transshipment is needed, there can be a number of PODs during the course of shipment until it reaches the final POD.

**Port of Loading (P.O.L.)** | The port at which cargo or containers are loaded onto vessels.

**Pre-Arrival Processing System (PAPS)** | An electronic system that allows U.S. Customs to review and pre-release shipments for import into the U.S.

**Pre-Arrival Review System (PARS/INPARS)** | Available both at the border and inland (INPARS). An electronic system that allows CCRA to review and pre-release shipments for import into Canada.

**Private Company** | A company whose shares are not traded on the open market.

**Product Improvement Plan / Property Improvement Plan (PIP)** | A document, usually created by a hotel brand, that details the improvements that must be made to a hotel property to obtain or maintain that hotel brand flag. PIPs are usually created upon transfer of ownership and renewal of license agreements.

**Project Management** | A type of firm that works directly on behalf of the owner, managing all the portions of the design and construction work, and that generally holds no subcontracts.

**Property Condition Assessment** | A detailed inspection of a property's existing conditions often done as part of a property transfer or as a due diligence project.

**Public Company** | A company that has issued securities through a public offering, and whose securities are traded on the open market.

**Purchasing Agent** | An individual who is responsible for sourcing, quotations, negotiations, planning, coordinating, tenders, material inward etc. for the project's FF&E and OS&E.

## Q

**Quarantine** | The period during which a vessel is detained in isolation until free from any contagious disease among the passengers or crew. The word is now applied to the sanitary regulations, which are the modern substitute for quarantine. During the quarantine period, the Q flag is hoisted.

**Quarantine Buoy** | One of the yellow buoys at the entrance of a harbor indicating the place where vessels must anchor for the exercise of quarantine regulations.

**Quarantine Declaration** | A document signed by the captain and the ship's doctor before the port health officer when a ship arrives at the quarantine station. It gives the name of the ship, tonnage, number of crew, first port of voyage and date of sailing, intermediate ports called, number of passengers for the port at which the vessel is arriving, number of transit passengers, cases of infectious diseases during voyage, deaths, nature of cargo, and name of agents. The port health officer then proceeds with the medical inspection of passengers and crew. Also called 'Entry Declaration.'

**Quarantine Dues** | A charge against all vessels entering a harbor to provide for the maintenance of medical control service. Also called "Quarantine Fees."

**Quarantine Flag (Q Flag)** | A yellow flag used as a sanitary signal. It is displayed by all vessels entering a harbor, and also when a contagious or infectious disease exists on board or when the vessel has been placed in quarantine.

**Quarantine Harbor** | A place where vessels in quarantine are stationed when arriving from contaminated ports.

**Quarantine Station** | A medical control center located in an isolated spot ashore where patients with contagious diseases from a vessel in quarantine are taken. It is also used for passengers and crews of vessels arriving from suspected ports while fumigation or any other disinfection is carried out onboard ship.

## R

**Real Estate Investment Trusts (REITs)** | A company that purchases and manages a portfolio of real estate or real estate loans to earn profit for its shareholders, using money invested by its shareholders.

**Received-for-Shipment Bill of Lading** | A term used in contrast to shipped bill of lading or on-board bill of lading. This kind of bill of lading is normally issued to acknowledge receipt of shipment before cargo loading or before the official original bill of lading is issued. Nowadays, not many shippers ask for this kind of bill of lading.

**Reefer** | The generic name of a temperature-controlled container. The containers, which are insulated, are specially-designed to allow temperature-controlled air circulation within the container. A refrigeration plant is built into the rear of the container.

**Relative Humidity %** | The ratio of the actual amount of water vapor in the air to the maximum it can hold at a given temperature, multiplied by 100.

**Relay** | To transfer cargo from one ship to another of the same ownership.

**Release Note** | A receipt signed by a customer acknowledging the delivery of cargo.

**Release Notification System (RNS)** | The electronic notification system that provides customers, customs agencies, and customers' broker representatives with proactive notification of shipment acceptance, review, and release.

**Repairs and Maintenance (R&M)** | Preventative maintenance and normal repairs to equipment due to wear and tear. These repairs need to be done whether or not a property is being upgraded, renovated, or repositioned. For instance, replacing a filter on the HVAC system is an R&M item; replacing the entire HVAC system is a capital expense.

**Return on Investment (ROI)** | The monetary benefits derived from having spent money on developing or renovating a hotel.

**RevPAR** | Room Revenue Per Available Room, expressed as the product of the occupancy rate times the attained average daily rate.

**Revenue Ton (R/T)** | The greater weight of measurement of cargo where 1 ton is either 1,000 kilos or 1 cubic meter (for metric system). Also known as "Bill of Lading Ton" or "Freight Ton." It is used to calculate freight charges.

**Roll-on/Roll-off (Ro/Ro)** | A feature designed in the specially constructed vessel in both the loading and discharging ports.

**Route** | The plan of movements of a vessel from the first port of call to her final destination.

## S

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**Said to Contain (STC)** | A standard clause used to protect carriers, NVOCC operators, or forwarders when cargo are stuffed into the container by shippers, their agents, or other third parties. See also “Shipper’s Load and Count.”

**Salvage** | Property that has been recovered from a wrecked vessel or the recovery of the ship herself.

**Salvage Clause** | A marine insurance policy clause that states the proportion of salvage charges for which underwriters are liable.

**Salvage Lien** | A maritime lien that exists when a ship or goods come into the possession of one who preserves them from the perils at sea. All salvage services carry with them a maritime lien on the items saved.

**Salvage Value** | The value of which salvage is awarded. It generally means the value of ship and cargo when they have been brought to a place of safety by the salvors.

**S-corporation** | A form of corporation, allowed by the IRS for most companies with 75 or fewer shareholders, which enables the company to enjoy the benefits of incorporation, but be taxed as if it were a partnership.

**Scope of Services** | The itemized description of all services to be rendered by a consultant.

**Scope of Work** | The itemized description of all renovation or construction tasks in a capital project.

**Seal** | A metal strip and lead fastener used for locking containers, freight cars, or truck doors. Seals are numbered for record and security purposes.

**Seal Record** | A record of the number, condition, and marks of identification on seals made at various times and places, referring to the movement of the container between origin and destination.

**Select Service Hotel** | A hotel that offers only some of the facilities, services, and guest amenities typically offered by Full Service hotels, if offered at all. This product type largely reflects rooms-only operations, typically with nonexistent or very limited food and beverage options and meeting facilities.

**Service Contract** | The Shipping Act of 1984 of the U.S. allows a contract between a shipper (or a shippers’ association) and an ocean common carrier, NVOCC operator, or a Shipping Conference in which the shipper makes a commitment to provide a certain minimum quantity of cargo or freight revenue over a fixed time period, and the ocean common carrier, NVOCC operator, or conference commits to a certain rate or rate schedule and a defined service level (such as assured space, transit time, port rotation, or similar service features). The contract may also specify provisions in the event of nonperformance on the part of either party.

**Ship Chandler** | An individual or company selling equipment and supplies for ships.

**Ship Owner** | One of the persons in whom the title of property of a ship or ships is vested.

**Ship Planning** | A function in the operations of container vessels where containers have to be planned for loading onto vessels, taking into consideration the size and weight of containers, transshipment and discharging port rotation, types of cargo, etc. The officer responsible for such function is called a “Ship Planner.”

**Shipped Bill of Lading** | A bill of lading issued only after the cargo has actually been shipped on board the vessel, as distinguished from the Received-for-Shipment bill of lading. Also see “On-board Bill of Lading.”

**Shipped On-board** | Endorsement on a bill of lading confirming loading of cargoes or containers on a vessel.

**Shipper** | The person for whom the owners of a ship agree to carry goods to a specified destination and at a specified price. Also called “Consignor.” The conditions under which the transportation is effected are stipulated in the bill of lading.

**Shipper Owned Container (SOC)** | The container used for cargo shipment is owned by the shipper.



**Shipper's Export Declaration (SED)** | A form often required prior to exporting a product. See "Overview of the Shipper's Export Declaration (SED)" for more information.

**Shipper's Load and Count** | Shipments loaded and sealed by shippers and not checked or verified by the carriers or forwarders. Neither the carriers nor the forwarders will assume any liability for shortages of cargo as long as the container seal remains intact at the time of devanning.

**Shipping Order** | A set of documents of carriers or forwarders that allows the shippers to book shipping space with them. There are a number of copies with the same form and contents but with different names – the 1st copy is called Shipping Order, and the remainder are called Shipping Order Copy or Dock Receipt – and for different purposes such as space control, surveyor, and sworn measurer, confirmation of receipt of cargo/containers, etc. As EDI is more popular nowadays and used by both the shipper and Customs, a hard copy Shipping Order is no longer widely used.

**Shipside Delivery** | A special cargo handling instruction for cargo to be delivered right away at shipside after discharge.

**Shop Drawings** | Drawings of contractor- or vendor-supplied items (i.e. light fixtures, furniture) utilized in a renovation or a construction project. Shop drawings are submitted to the design team for review to verify a product's consistency with the item specified by the designer.

**Shut-out** | Cargo or containers that are not loaded on-board the intended vessel in line with the Shipping Order confirmed with the carrier.

**Slot** | Space on board a vessel occupied by a container.

**Softgoods** | This term can be defined differently by different firms. One common definition is that softgoods consist of everything in the guestroom that is not a casegood (i.e. softgoods would include lighting, wallcovering, artwork, etc.). Others would define softgoods as only the "soft" or fabric items in the room: window treatments and bed treatments, carpet and pad, and soft seating.

**Stability** | The force that holds a vessel upright or returns it to upright if keeled over. Weights on the lower hold increase stability. A vessel is still if it has high stability; tender if it has low stability.

**Stack Car** | An articulated five-platform railcar that allows containers to be double-stacked. A stack car holds ten 40-foot equivalent units.

**Standard International Trade Classification (SITC)** | A standard numerical code used by the United Nations to classify commodities used in international trade.

**Stevedore** | See "Longshoreman."

**Store-Door Delivery (STOR/DOR)** | Delivery of goods to the consignee's place of business or warehouse by motor vehicle. Refers to a complete package of delivery services performed by a carrier from origin to final consumption point, whether that be retail, wholesale, or other final distribution facility.

**Store-Door Pickup** | Picking up an empty container from a carrier, delivering it to a merchant, and returning the laden container; the portion of store-door pickup performed by the carrier's trucker.

**Stowage** | A marine term referring to loading freight into the ship's holds.

**Straight Bill of Lading** | A term for non-negotiable bill of lading.

**Stripping** | The unloading of a container.

**Stuffing** | The loading of a container.

**Supply Air** | Cooled or warmed air leaving the evaporator delivered to the interior of the container. Supply air is sometimes called delivery air.

**Surcharge** | An extra or additional charge.

## T

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**T-floor** | Interior floor in a reefer, so named because of the longitudinal T-shaped rails that support the cargo and form an plenum for air flow beneath the cargo.

**Tail** | The rear of a container.

**Tank Container** | A specially constructed container for transporting liquids and gases in bulk.

**Tare Weight** | The weight of packing material, or in car-load shipments, the weight of the empty freight car or the weight of the container.

**Tariff** | A publication setting forth the charges, rates, and rules of transportation companies.

**Terminal** | An assigned area in which containers are prepared for loading into a vessel or are stacked immediately after discharge from the vessel.

**Terminal Handling Charge (THC)** | A charge of carriers for recovering the costs of handling FCLs at container terminals at origin or destination.

**Terminal Receiving Charge (TRC)** | A charge assessed by the terminal for cargo being delivered for export.

**Through Rate** | The total rate from the point of origin to the final destination.

**Through Service (Thru Service)** | A combination of transportation by sea and land services to/from the point of origin to the final destination.

**Time Charter** | A charter party hiring a vessel for a specified period of time in which the ship owner provides the vessel, bunkers, and crew while the charterer supplies the cargo.

**Time Volume Agreement (TVA)** | A contract between a carrier and shipper specifying the movement of a number of containers over time.

**Tonnage** | Generally refers to freight handled.

**Total Revenue** | Total income for a hotel from all sources, such as room charges, FF&E income, meeting space rental income, etc.

**Towage** | The charge made for towing a vessel.

**Tramp** | A freighter vessel that does not run in any regular trade lane, but takes cargo wherever the shippers desire.

**Transship** | To transfer goods from one transportation line (trade line) to another or from one ship to another.

**Transshipment Hub** | A port that is employed by a carrier for transshipping its carriers from one transportation line (trade lane) to another.

**Transit Cargo** | Goods onboard, which upon their arrival at a certain port are not to be discharged at that port.

**Transit Port** | A port where cargo received is merely en route and from which they have to be transferred and dispatched to their ultimate destination by coasters, barge, and so on. Also called "Transshipment Port."

**Twenty Foot (20') Equivalent Unit (TEU)** | Commonly describes 20-foot container.

## U

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**UCP500** | Revised and updated version of UCP operating from January 1, 1994.

**UN** | United Nations.

**UNCTAD** | United Nations Conference on Trade and Development

**UNCTAD MMO** | UNCTAD Multi-Modal Transport Convention

**Underwriter** | In marine insurance, one who subscribes his name to the policy indicating his acceptance of the liability mentioned therein, in consideration of which he receives a premium.

**Uniform Customs and Practice of Documentary Credit (UCP)** | The "Bankers Bible" on Documentary Credit Interpretation issued by the International Chamber of Commerce (I.C.C.).

**Unit Load** | Packages loaded on a pallet, in a crate, or any other way that enables them to be handled at one time as a unit.

**Unit Train** | A train of a specified number of railcars, perhaps 100, wherein the cars remain in a unit for a designated destination until a change in routing is made.

## V

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**Vanning** | A term sometimes used for stowing cargo in a container.

**VAT, Mexico** | Valued-Added Tax on the portion of service provided by the Mexican carrier. The invoicing party is due to collect and remit this tax.

**Vessel's Manifest** | Statement of a vessel's cargo or containers (revenue, consignee, marks, etc.)

**Voyage Charter** | A charter party hiring a vessel for a particular voyage in which the ship owner provides the vessel, bunkers, and crew while the charterer supplies the cargo.

**Voyage Direction** | The sector of a round trip voyage normally denoted by the direction of the sailing.

**Voyage Number** | The numeric identification of a trip undertaken by a vessel on a fixed trade lane.

## W

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**War Risk** | Insurance coverage for loss of goods resulting from any act of war.

**Waybill (WB)** | A document prepared by a transportation line at the point of a shipment. Shows the point of the origin, destination, route, consignor, consignee, description of shipment, and amount charged for the transportation service. A waybill is forwarded with the shipment or sent by mail to the agent at the transfer point or waybill destination. Unlike a bill of lading, a waybill is not a document of title.

**Weight Cargo** | A cargo on which the transportation charge is assessed on the basis of weight.

**Wharfage** | A charge assessed by a pier or dock owner against freight handled over the pier or dock or against a steamship company using the pier or dock.

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