



**2019 BUDGET**  
Presented by CUSA, LLC

**Holiday Inn Express**  
**LeRoy, Illinois**

EXPERTISE  
EXPERIENCE  
PROVEN RESULTS

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# 2019 BUDGET OVERVIEW

## HOLIDAY INN EXPRESS & SUITES LEROY

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The Holiday Inn Express & Suites is a sixty-four (64) room limited service, Intercontinental Hotel Group property located off Interstate 74 at exit 149 in LeRoy, Illinois. The hotel amenities include: complimentary hot breakfast, complimentary Wi-Fi, indoor pool, business center, exercise room and on-site guest laundry. All guest rooms include: free high-speed internet, microwave and mini-fridge, iron and board, coffee maker, hair dryer, sofa beds in select rooms, premium bedding and flat screen televisions.

The hotel is a limited service property near the historic antique district of Le Roy. There are a variety of outdoor opportunities, including picnicking, camping, hiking, swimming, fishing, boating, horseback riding and hunting, at the 1,687-acre Moraine View State Recreation Area. On the IHG website the property currently ranks 4.6 out of 5 on 484 customer service reviews, 4 out of 5 on TripAdvisor reviews and is #1 of 2 Hotels in Le Roy. There is only one other hotel within 10 miles of the hotel, The Days Inn.

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Year to Date the STR Trend Report through September, 2018 reflects a 50.2% occupancy, \$93.26 average daily rate and a \$46.79 RevPAR with a 100.3% RGI. Smith Travel Research combined with PKF Consulting have 2019 hotel key metric projections at a 0.2% occupancy growth with a 2.4% ADR improvement resulting in a 2019 RevPAR growth of 2.6%.

The Holiday Inn Express and Suites currently utilizes an outside sales and marketing group, Jacaruso to fulfil their limited need of an outside sales effort while engaging Hotel

Revenue Solutions to assist in the properties revenue management. Both companies are working directly with CUSA to increase to overall sales and profitability of the property.

The 2019 hotel total revenue is budgeted at \$1,070,947. Room's revenue is budgeted at \$1,064,947 with an occupancy of 48.8% and an ADR of \$94.90. The total hotel gross operating profit is budgeted at \$358,588 or 33.48% and the net operating income is budgeted at \$40,981. Fixed expenses includes: Insurance, Debt Service Interest, Personal and Property Taxes and Leased Equipment. There are no budgeted or recommended Capital Improvements or Brand Initiatives since the property is negotiating the property improvement planner upcoming relicensing of the hotel with IHG.

The 2019 Budget revenues were derived from monthly revenue figures provide by the hotel's general manager and 2017 financial data provided. The 2018 year-to-date financial data including labor and property expenses were not provide to CUSA in order for CUSA to meet the contractual requirement for delivering a fiscal budget for 2018.

Based on economic forecasts we are cautiously optimistic about the coming year. The results of operations shown in this budget are projections and do not represent results which will actually be achieved. These projections are dependent upon the continued support from ownership and the understanding that no unforeseen burden will be placed on the property that would interrupt or hinder the normal function of operations. Teamwork, effective leadership and working in conjunction with CUSA can produce the desired results of exceeding guest expectations and continued growth as the industry looks forward to an uncertain economic future. Attached you will find our projections for the 2019 capital budget; these are separate items from the operating budget which we anticipate needing in 2019.

Holiday Inn Express  
Le Roy, Illinois  
2019 Annual Budget  
Summary Income Statement

|                                  | Jan-19  | Feb-19  | Mar-19  | Apr-19  | May-19  | Jun-19  | Jul-19   | Aug-19  | Sep-19  | Oct-19  | Nov-19  | Dec-19  | 2019      | %       | 365      |
|----------------------------------|---------|---------|---------|---------|---------|---------|----------|---------|---------|---------|---------|---------|-----------|---------|----------|
|                                  | 31      | 28      | 31      | 30      | 31      | 30      | 31       | 31      | 30      | 31      | 30      | 31      | 31        | %       | 14:30    |
| Rooms Available                  | 1,953   | 1,764   | 1,953   | 1,890   | 1,953   | 1,890   | 1,953    | 1,953   | 1,890   | 1,953   | 1,890   | 1,953   | 1,953     | 22.99%  | 11/20/18 |
| Rooms Occupied                   | 348     | 623     | 763     | 988     | 1,098   | 1,153   | 1,238    | 1,125   | 1,153   | 1,206   | 957     | 569     | 569       | 11,221  |          |
| Occupancy Percentage             | 17.81%  | 35.32%  | 39.06%  | 52.30%  | 56.22%  | 61.00%  | 63.38%   | 57.61%  | 61.00%  | 61.74%  | 50.65%  | 29.15%  | 48.80%    |         |          |
| Average Daily Rate               | \$93.04 | \$89.91 | \$90.45 | \$93.38 | \$98.21 | \$97.47 | \$103.50 | \$91.22 | \$96.90 | \$92.60 | \$92.70 | \$91.70 | \$94.90   |         |          |
| REVPAR                           | \$16.57 | \$31.76 | \$35.33 | \$48.84 | \$55.21 | \$59.46 | \$65.60  | \$52.55 | \$59.11 | \$57.17 | \$46.95 | \$26.73 | \$46.31   |         |          |
| Revenue:                         |         |         |         |         |         |         |          |         |         |         |         |         |           |         | POR      |
| Rooms                            | 32,355  | 56,020  | 68,998  | 92,299  | 107,828 | 112,378 | 128,124  | 102,624 | 111,721 | 111,650 | 88,745  | 52,203  | 1,064,947 | 99.44%  | 94,905   |
| Food                             | 0       | 0       | 0       | 0       | 0       | 0       | 0        | 0       | 0       | 0       | 0       | 0       | 0         | 0.00%   | 0.000    |
| Beverage                         | 0       | 0       | 0       | 0       | 0       | 0       | 0        | 0       | 0       | 0       | 0       | 0       | 0         | 0.00%   | 0.000    |
| Telephone                        | 0       | 0       | 0       | 0       | 0       | 0       | 0        | 0       | 0       | 0       | 0       | 0       | 0         | 0.00%   | 0.000    |
| Other                            | 500     | 500     | 500     | 500     | 500     | 500     | 500      | 500     | 500     | 500     | 500     | 500     | 6,000     | 0.56%   | 0.535    |
| total                            | 32,855  | 56,520  | 69,498  | 92,799  | 108,328 | 112,878 | 128,624  | 103,124 | 112,221 | 112,150 | 89,245  | 52,703  | 1,070,947 | 100.00% | 95,439   |
| Departmental Expenses:           |         |         |         |         |         |         |          |         |         |         |         |         |           |         |          |
| Rooms                            | 18,496  | 20,216  | 23,154  | 25,518  | 27,790  | 27,590  | 29,618   | 27,556  | 28,025  | 28,560  | 25,552  | 21,203  | 303,279   | 28.48%  | 27,027   |
| Food                             | 0       | 0       | 0       | 0       | 0       | 0       | 0        | 0       | 0       | 0       | 0       | 0       | 0         | 0.00%   | 0.000    |
| Beverage                         | 0       | 0       | 0       | 0       | 0       | 0       | 0        | 0       | 0       | 0       | 0       | 0       | 0         | 0.00%   | 0.000    |
| Telephone                        | 2,189   | 2,189   | 2,189   | 2,189   | 2,189   | 2,189   | 2,189    | 2,189   | 2,189   | 2,189   | 2,189   | 2,189   | 26,268    | 0.00%   | 2,341    |
| Other                            | 0       | 0       | 0       | 0       | 0       | 0       | 0        | 0       | 0       | 0       | 0       | 0       | 0         | 0.00%   | 0.000    |
| total                            | 20,685  | 22,405  | 25,343  | 27,707  | 29,979  | 29,779  | 31,807   | 29,745  | 30,214  | 30,749  | 27,741  | 23,392  | 329,547   | 30.77%  | 29,368   |
| Departmental Profits:            |         |         |         |         |         |         |          |         |         |         |         |         |           |         |          |
| Rooms                            | 13,859  | 35,804  | 45,844  | 66,781  | 80,038  | 84,788  | 98,507   | 75,068  | 83,697  | 83,090  | 63,193  | 30,999  | 761,668   | 71.52%  | 67,877   |
| Food                             | 0       | 0       | 0       | 0       | 0       | 0       | 0        | 0       | 0       | 0       | 0       | 0       | 0         | 0.00%   | 0.000    |
| Beverage                         | 0       | 0       | 0       | 0       | 0       | 0       | 0        | 0       | 0       | 0       | 0       | 0       | 0         | 0.00%   | 0.000    |
| Telephone                        | -2,189  | -2,189  | -2,189  | -2,189  | -2,189  | -2,189  | -2,189   | -2,189  | -2,189  | -2,189  | -2,189  | -2,189  | -26,268   | 0.00%   | -2,341   |
| Other                            | 500     | 500     | 500     | 500     | 500     | 500     | 500      | 500     | 500     | 500     | 500     | 500     | 6,000     | 100.00% | 0.535    |
| total                            | 12,170  | 34,115  | 44,155  | 65,052  | 78,349  | 83,099  | 96,818   | 73,379  | 82,008  | 81,401  | 61,504  | 29,310  | 741,400   | 69.23%  | 66,071   |
| Gross Operating Income           | 12,170  | 34,115  | 44,155  | 65,052  | 78,349  | 83,099  | 96,818   | 73,379  | 82,008  | 81,401  | 61,504  | 29,310  | 741,400   | 69.23%  | 66,071   |
| Undistributed Expenses:          |         |         |         |         |         |         |          |         |         |         |         |         |           |         |          |
| Administrative & General         | 5,710   | 7,390   | 7,024   | 7,803   | 10,898  | 8,470   | 9,067    | 8,153   | 8,531   | 9,254   | 7,767   | 6,541   | 96,607    | 9.02%   | 8,609    |
| Sales & Marketing                | 3,250   | 3,600   | 3,250   | 2,850   | 4,000   | 2,850   | 3,250    | 3,600   | 3,250   | 2,850   | 4,000   | 2,850   | 39,600    | 3.70%   | 3,529    |
| Maintenance & Repair             | 2,915   | 3,114   | 3,230   | 3,417   | 3,537   | 3,553   | 3,653    | 3,530   | 3,582   | 3,597   | 3,420   | 3,099   | 40,646    | 3.80%   | 3,622    |
| Energy                           | 1,565   | 2,804   | 3,433   | 4,448   | 5,188   | 5,570   | 5,063    | 5,188   | 5,426   | 4,308   | 2,562   | 50,496  | 4,72%     | 4,500   |          |
| Franchise Costs                  | 3,559   | 6,162   | 7,590   | 10,153  | 12,362  | 14,094  | 11,289   | 12,289  | 12,282  | 9,762   | 5,742   | 117,144 | 10.94%    | 10,440  |          |
| Management Fees                  | 3,000   | 3,000   | 3,000   | 3,000   | 3,250   | 3,386   | 3,859    | 3,094   | 3,367   | 3,365   | 3,000   | 38,320  | 3,58%     | 3,415   |          |
| total                            | 19,999  | 26,070  | 27,526  | 31,671  | 38,486  | 35,809  | 39,493   | 34,728  | 36,207  | 36,772  | 32,257  | 23,793  | 382,812   | 35.75%  | 34,115   |
| Gross Operating Profit           | -7,830  | 8,045   | 16,629  | 33,421  | 39,863  | 47,290  | 57,325   | 38,651  | 45,800  | 44,629  | 29,247  | 5,517   | 358,588   | 33.48%  | 31,956   |
| Fixed Expenses:                  |         |         |         |         |         |         |          |         |         |         |         |         |           |         |          |
| FF&E Reserves                    | 0       | 0       | 0       | 0       | 0       | 0       | 0        | 0       | 0       | 0       | 0       | 0       | 0         | 0.00%   | 0.000    |
| Insurance                        | 1,237   | 1,237   | 1,237   | 1,237   | 1,237   | 1,237   | 1,237    | 1,237   | 1,237   | 1,237   | 1,237   | 1,237   | 14,841    | 1.39%   | 1,323    |
| Debt Service - Interest / Second | 17,847  | 17,847  | 17,847  | 17,847  | 17,847  | 17,847  | 17,847   | 17,847  | 17,847  | 17,847  | 17,847  | 17,847  | 214,162   | 20.00%  | 19,085   |
| Property Taxes - Real / Personal | 0       | 0       | 0       | 0       | 0       | 0       | 0        | 0       | 0       | 0       | 0       | 0       | 67,058    | 6.26%   | 5,976    |
| Land Lease                       | 0       | 0       | 0       | 0       | 0       | 0       | 0        | 0       | 0       | 0       | 0       | 0       | 0         | 0.00%   | 0.000    |
| Owner Expenses                   | 0       | 0       | 0       | 0       | 0       | 0       | 0        | 0       | 0       | 0       | 0       | 0       | 0         | 0.00%   | 0.000    |
| total Fixed Expenses             | 19,084  | 19,084  | 19,084  | 19,084  | 19,084  | 19,084  | 19,084   | 19,084  | 19,084  | 19,084  | 19,084  | 19,084  | 296,061   | 27.64%  | 26,384   |
| Non-Operating Expenses           |         |         |         |         |         |         |          |         |         |         |         |         |           |         |          |
| Brand Initiatives                | 0       | 0       | 0       | 0       | 0       | 0       | 0        | 0       | 0       | 0       | 0       | 0       | 0         | 0.00%   | 0.000    |
| Capital Improvements             | 0       | 0       | 0       | 0       | 0       | 0       | 0        | 0       | 0       | 0       | 0       | 0       | 0         | 0.00%   | 0.000    |
| Debt Service - Principle         | 0       | 0       | 0       | 0       | 0       | 0       | 0        | 0       | 0       | 0       | 0       | 0       | 0         | 0.00%   | 0.000    |
| Leased Equipment - Capital       | 1,796   | 1,796   | 1,796   | 1,796   | 1,796   | 1,796   | 1,796    | 1,796   | 1,796   | 1,796   | 1,796   | 1,796   | 21,546    | 2.01%   | 1,920    |
| Depreciation & Amortization      | 0       | 0       | 0       | 0       | 0       | 0       | 0        | 0       | 0       | 0       | 0       | 0       | 0         | 0.00%   | 0.000    |
| Other Non-Operating Expenses     | 0       | 0       | 0       | 0       | 0       | 0       | 0        | 0       | 0       | 0       | 0       | 0       | 0         | 0.00%   | 0.000    |
| total Fixed Expenses             | 1,796   | 1,796   | 1,796   | 1,796   | 1,796   | 1,796   | 1,796    | 1,796   | 1,796   | 1,796   | 1,796   | 1,796   | 21,546    | 2.01%   | 1,920    |
| Net Income (Loss)                | -28,709 | -12,835 | -4,250  | 12,542  | 18,984  | 26,411  | 36,446   | 17,772  | 24,921  | 23,750  | -58,690 | -15,362 | 40,981    | 3.83%   | 3,652    |

Statistics & Market Segments

|                                  | 2019     |          |          |          |           |           |           |           |           |           |          | %        |             |
|----------------------------------|----------|----------|----------|----------|-----------|-----------|-----------|-----------|-----------|-----------|----------|----------|-------------|
|                                  | Jan-19   | Feb-19   | Mar-19   | Apr-19   | May-19    | Jun-19    | Jul-19    | Aug-19    | Sep-19    | Oct-19    | Nov-19   | Dec-19   | Year        |
| Rooms Available                  | 1,953    | 1,764    | 1,953    | 1,890    | 1,953     | 1,890     | 1,953     | 1,953     | 1,890     | 1,953     | 1,890    | 1,953    | 22,995      |
| Rooms Occupied                   | 348      | 623      | 763      | 988      | 1,098     | 1,153     | 1,238     | 1,125     | 1,153     | 1,206     | 957      | 569      | 11,221      |
| Occupancy Percentage             | 17.8%    | 35.3%    | 39.1%    | 52.2%    | 61.0%     | 63.4%     | 57.6%     | 61.0%     | 61.7%     | 50.7%     | 29.1%    | 48.8%    |             |
| Average Daily Rate               | \$93.04  | \$89.91  | \$90.45  | \$93.38  | \$98.21   | \$103.50  | \$91.22   | \$96.90   | \$92.60   | \$92.70   | \$91.70  | \$94.90  |             |
| REVPAR                           | \$16.57  | \$31.76  | \$35.33  | \$48.84  | \$55.21   | \$65.60   | \$52.55   | \$59.11   | \$57.17   | \$46.95   | \$26.73  | \$46.31  |             |
| Market Segments - Rooms Occupied |          |          |          |          |           |           |           |           |           |           |          |          |             |
| Pleasure Transient               | 348      | 623      | 763      | 988      | 1,098     | 1,153     | 1,238     | 1,125     | 1,153     | 1,206     | 957      | 569      | 11,221      |
| Corporate Transient              | 0        | 0        | 0        | 0        | 0         | 0         | 0         | 0         | 0         | 0         | 0        | 0        | 0.00%       |
| Government Transient             | 0        | 0        | 0        | 0        | 0         | 0         | 0         | 0         | 0         | 0         | 0        | 0        | 0.00%       |
| Contract Transient               | 0        | 0        | 0        | 0        | 0         | 0         | 0         | 0         | 0         | 0         | 0        | 0        | 0.00%       |
| Group SMERF                      | 0        | 0        | 0        | 0        | 0         | 0         | 0         | 0         | 0         | 0         | 0        | 0        | 0.00%       |
| Group Corporate                  | 0        | 0        | 0        | 0        | 0         | 0         | 0         | 0         | 0         | 0         | 0        | 0        | 0.00%       |
| Group Association                | 0        | 0        | 0        | 0        | 0         | 0         | 0         | 0         | 0         | 0         | 0        | 0        | 0.00%       |
| Group Government                 | 0        | 0        | 0        | 0        | 0         | 0         | 0         | 0         | 0         | 0         | 0        | 0        | 0.00%       |
| Group Tour & Travel              | 0        | 0        | 0        | 0        | 0         | 0         | 0         | 0         | 0         | 0         | 0        | 0        | 0.00%       |
| total                            | 348      | 623      | 763      | 988      | 1,098     | 1,153     | 1,238     | 1,125     | 1,153     | 1,206     | 957      | 569      | 11,221      |
| Market Segments - Average Rate   |          |          |          |          |           |           |           |           |           |           |          |          |             |
| Pleasure Transient               | \$93.04  | \$89.91  | \$90.45  | \$93.38  | \$98.21   | \$97.47   | \$103.50  | \$91.22   | \$96.90   | \$92.60   | \$92.70  | \$91.70  | \$94.90     |
| Corporate Transient              | \$0.00   | \$0.00   | \$0.00   | \$0.00   | \$0.00    | \$0.00    | \$0.00    | \$0.00    | \$0.00    | \$0.00    | \$0.00   | \$0.00   | \$0.00      |
| Government Transient             | \$0.00   | \$0.00   | \$0.00   | \$0.00   | \$0.00    | \$0.00    | \$0.00    | \$0.00    | \$0.00    | \$0.00    | \$0.00   | \$0.00   | \$0.00      |
| Contract Transient               | \$0.00   | \$0.00   | \$0.00   | \$0.00   | \$0.00    | \$0.00    | \$0.00    | \$0.00    | \$0.00    | \$0.00    | \$0.00   | \$0.00   | \$0.00      |
| Group SMERF                      | \$0.00   | \$0.00   | \$0.00   | \$0.00   | \$0.00    | \$0.00    | \$0.00    | \$0.00    | \$0.00    | \$0.00    | \$0.00   | \$0.00   | \$0.00      |
| Group Corporate                  | \$0.00   | \$0.00   | \$0.00   | \$0.00   | \$0.00    | \$0.00    | \$0.00    | \$0.00    | \$0.00    | \$0.00    | \$0.00   | \$0.00   | \$0.00      |
| Group Association                | \$0.00   | \$0.00   | \$0.00   | \$0.00   | \$0.00    | \$0.00    | \$0.00    | \$0.00    | \$0.00    | \$0.00    | \$0.00   | \$0.00   | \$0.00      |
| Group Government                 | \$0.00   | \$0.00   | \$0.00   | \$0.00   | \$0.00    | \$0.00    | \$0.00    | \$0.00    | \$0.00    | \$0.00    | \$0.00   | \$0.00   | \$0.00      |
| Group Tour & Travel              | \$0.00   | \$0.00   | \$0.00   | \$0.00   | \$0.00    | \$0.00    | \$0.00    | \$0.00    | \$0.00    | \$0.00    | \$0.00   | \$0.00   | \$0.00      |
| total                            | \$93.04  | \$89.91  | \$90.45  | \$93.38  | \$98.21   | \$97.47   | \$103.50  | \$91.22   | \$96.90   | \$92.60   | \$92.70  | \$91.70  | \$94.90     |
| Market Segments - Room Revenue   |          |          |          |          |           |           |           |           |           |           |          |          |             |
| Pleasure Transient               | \$32,355 | \$56,020 | \$68,998 | \$92,299 | \$107,828 | \$112,378 | \$128,124 | \$102,624 | \$111,721 | \$111,650 | \$88,745 | \$52,203 | 1,064,947   |
| Corporate Transient              | 0        | 0        | 0        | 0        | 0         | 0         | 0         | 0         | 0         | 0         | 0        | 0        | 0.00%       |
| Government Transient             | 0        | 0        | 0        | 0        | 0         | 0         | 0         | 0         | 0         | 0         | 0        | 0        | 0.00%       |
| Contract Transient               | 0        | 0        | 0        | 0        | 0         | 0         | 0         | 0         | 0         | 0         | 0        | 0        | 0.00%       |
| Group SMERF                      | 0        | 0        | 0        | 0        | 0         | 0         | 0         | 0         | 0         | 0         | 0        | 0        | 0.00%       |
| Group Corporate                  | 0        | 0        | 0        | 0        | 0         | 0         | 0         | 0         | 0         | 0         | 0        | 0        | 0.00%       |
| Group Association                | 0        | 0        | 0        | 0        | 0         | 0         | 0         | 0         | 0         | 0         | 0        | 0        | 0.00%       |
| Group Government                 | 0        | 0        | 0        | 0        | 0         | 0         | 0         | 0         | 0         | 0         | 0        | 0        | 0.00%       |
| Group Tour & Travel              | 0        | 0        | 0        | 0        | 0         | 0         | 0         | 0         | 0         | 0         | 0        | 0        | 0.00%       |
| total                            | \$32,355 | \$56,020 | \$68,998 | \$92,299 | \$107,828 | \$112,378 | \$128,124 | \$102,624 | \$111,721 | \$111,650 | \$88,745 | \$52,203 | \$1,064,947 |

Holiday Inn Express  
Le Roy, Illinois

**Rooms Department**

|                                    | Account Code | Jan-19   | Feb-19   | Mar-19   | Apr-19   | May-19    | Jun-19    | Jul-19    | Aug-19    | Sep-19    | Oct-19    | Nov-19   | Dec-19   | 2019 Year   | Departmental % | Total Rev. % | POR    |
|------------------------------------|--------------|----------|----------|----------|----------|-----------|-----------|-----------|-----------|-----------|-----------|----------|----------|-------------|----------------|--------------|--------|
| Occupancy Percentage               |              | 17.8%    | 35.3%    | 39.1%    | 52.3%    | 56.2%     | 61.0%     | 63.4%     | 57.6%     | 61.0%     | 61.7%     | 50.7%    | 29.1%    | 48.8%       | 48.8%          | \$0.00       |        |
| Average Daily Rate                 |              | \$93.04  | \$89.91  | \$90.45  | \$93.38  | \$98.21   | \$103.50  | \$97.47   | \$103.50  | \$91.22   | \$96.90   | \$92.60  | \$92.70  | \$91.70     | \$94.90        | 99.44%       | 94.905 |
| <b>Rooms Revenue</b>               |              |          |          |          |          |           |           |           |           |           |           |          |          |             |                | 99.44%       | 94.905 |
| No Show Revenue                    |              | \$32,355 | \$56,020 | \$68,988 | \$92,299 | \$107,828 | \$112,378 | \$128,124 | \$102,624 | \$111,721 | \$111,650 | \$88,745 | \$52,203 | \$1,064,947 | 100%           | 99.44%       | 94.905 |
| Total Rooms Revenue                |              | \$32,355 | \$56,020 | \$68,988 | \$92,299 | \$107,828 | \$112,378 | \$128,124 | \$102,624 | \$111,721 | \$111,650 | \$88,745 | \$52,203 | \$1,064,947 | 100%           | 99.44%       | 94.905 |
| <b>Payroll &amp; Related:</b>      |              |          |          |          |          |           |           |           |           |           |           |          |          |             |                |              |        |
| Salaries & Wages                   |              | 12,677   | 12,470   | 14,112   | 14,706   | 15,899    | 15,396    | 16,501    | 15,631    | 15,775    | 15,969    | 14,935   | 13,628   | 177,699     | 17%            | 16.59%       | 15.836 |
| PTEB                               |              | 2,275    | 2,239    | 2,524    | 2,627    | 2,834     | 2,747     | 2,938     | 2,788     | 2,812     | 2,846     | 2,667    | 2,440    | 31,737      | 3%             | 2.96%        | 2.828  |
| <b>Total Payroll &amp; Related</b> |              | 14,952   | 14,709   | 16,636   | 17,333   | 18,733    | 18,143    | 19,439    | 18,419    | 18,588    | 18,816    | 17,601   | 16,068   | 209,436     | 20%            | 19.56%       | 18.664 |
| <b>Rooms Other:</b>                |              |          |          |          |          |           |           |           |           |           |           |          |          |             |                |              |        |
| Amenities                          | 710510.000   | 122      | 218      | 267      | 346      | 384       | 404       | 433       | 394       | 404       | 422       | 335      | 199      | 3927        | 0%             | 0.37%        | 0.350  |
| Cable TV                           | 700010.000   | 768      | 768      | 768      | 768      | 768       | 768       | 768       | 768       | 768       | 768       | 768      | 768      | 9216        | 1%             | 0.86%        | 0.821  |
| Casual / Contract Labor            | 713180.000   | 0        | 0        | 0        | 0        | 0         | 0         | 0         | 0         | 0         | 0         | 0        | 0        | 0           | 0%             | 0.00%        | 0.000  |
| Central Reservations System        | 711210.000   | 0        | 0        | 0        | 0        | 0         | 0         | 0         | 0         | 0         | 0         | 0        | 0        | 0           | 0%             | 0.00%        | 0.000  |
| Cleaning Supplies                  | 711510.000   | 104      | 187      | 229      | 297      | 329       | 346       | 371       | 338       | 346       | 362       | 287      | 171      | 3366        | 0%             | 0.31%        | 0.300  |
| Contract Cleaning                  | 711810.000   | 0        | 0        | 0        | 0        | 0         | 0         | 0         | 0         | 0         | 0         | 0        | 0        | 0           | 0%             | 0.00%        | 0.000  |
| Complementary Breakfast            | 712210.000   | 1217     | 2181     | 2670     | 3459     | 3843      | 4035      | 4333      | 3938      | 4035      | 4220      | 3351     | 1992     | 39274       | 4%             | 3.67%        | 3.500  |
| Decorations                        | 712310.000   | 0        | 0        | 0        | 0        | 0         | 0         | 0         | 0         | 0         | 0         | 0        | 0        | 0           | 0%             | 0.00%        | 0.000  |
| Front Office Supplies              | 712510.000   | 175      | 175      | 175      | 175      | 175       | 175       | 175       | 175       | 175       | 175       | 175      | 175      | 2100        | 0%             | 0.20%        | 0.187  |
| Guest Room Supplies                | 715510.000   | 296      | 530      | 648      | 840      | 933       | 980       | 1052      | 956       | 980       | 1025      | 814      | 484      | 9538        | 1%             | 0.89%        | 0.850  |
| Laundry Cost Allocation            | 715810.000   | 125      | 224      | 275      | 356      | 395       | 415       | 446       | 405       | 415       | 434       | 345      | 205      | 4040        | 0%             | 0.38%        | 0.360  |
| Licenses, Taxes, & Permits         | 713810.000   | 0        | 0        | 0        | 0        | 0         | 0         | 0         | 0         | 0         | 0         | 0        | 0        | 0           | 0%             | 0.00%        | 0.000  |
| Linen Replacement                  | 714010.000   | 167      | 299      | 366      | 474      | 527       | 553       | 594       | 540       | 553       | 579       | 460      | 273      | 5386        | 1%             | 0.50%        | 0.480  |
| Linen Rental                       | 714110.000   | 0        | 0        | 0        | 0        | 0         | 0         | 0         | 0         | 0         | 0         | 0        | 0        | 0           | 0%             | 0.00%        | 0.000  |
| Printing & Stationery              | 715510.000   | 0        | 0        | 0        | 0        | 0         | 0         | 0         | 0         | 0         | 0         | 0        | 0        | 0           | 0%             | 0.00%        | 0.000  |
| Recorded Music                     | 715810.000   | 35       | 35       | 35       | 35       | 35        | 35        | 35        | 35        | 35        | 35        | 35       | 35       | 420         | 0%             | 0.04%        | 0.037  |
| Reservations Terminal Fee          | 716010.000   | 0        | 0        | 0        | 0        | 0         | 0         | 0         | 0         | 0         | 0         | 0        | 0        | 0           | 0%             | 0.00%        | 0.000  |
| Rooms Promotion                    | 716310.000   | 0        | 0        | 0        | 0        | 0         | 0         | 0         | 0         | 0         | 0         | 0        | 0        | 0           | 0%             | 0.00%        | 0.000  |
| Royalties                          | 700010.000   | 0        | 0        | 0        | 0        | 0         | 0         | 0         | 0         | 0         | 0         | 0        | 0        | 0           | 0%             | 0.00%        | 0.000  |
| Telecommunications                 | 700010.000   | 0        | 0        | 0        | 0        | 0         | 0         | 0         | 0         | 0         | 0         | 0        | 0        | 0           | 0%             | 0.00%        | 0.000  |
| Travel Agent Commissions           | 717010.000   | 485      | 840      | 1035     | 1384     | 1617      | 1686      | 1922      | 1539      | 1676      | 1731      | 1731     | 1731     | 15974       | 2%             | 1.49%        | 1.424  |
| Uniforms                           | 718010.000   | 50       | 50       | 50       | 50       | 50        | 50        | 50        | 50        | 50        | 50        | 50       | 50       | 600         | 0%             | 0.06%        | 0.053  |
| Guest Transportation               | 718510.000   | 0        | 0        | 0        | 0        | 0         | 0         | 0         | 0         | 0         | 0         | 0        | 0        | 0           | 0%             | 0.00%        | 0.000  |
| Miscellaneous Expenses             | 719510.000   | 0        | 0        | 0        | 0        | 0         | 0         | 0         | 0         | 0         | 0         | 0        | 0        | 0           | 0%             | 0.00%        | 0.000  |
| <b>total Other</b>                 |              | 3,544    | 5,507    | 6,518    | 8,185    | 9,057     | 9,447     | 10,179    | 9,138     | 9,437     | 9,744     | 9,744    | 9,744    | 93,842      | 9%             | 8.76%        | 8.363  |
| <b>Rooms Expenses</b>              |              | 18,496   | 20,216   | 23,154   | 25,518   | 27,790    | 27,590    | 29,618    | 27,556    | 28,025    | 28,560    | 25,552   | 21,203   | 303,279     | 28%            | 28.32%       | 27.027 |
| <b>Rooms Profit</b>                |              | 13,859   | 35,804   | 45,844   | 66,781   | 80,038    | 84,788    | 98,507    | 75,068    | 83,697    | 83,090    | 63,193   | 30,999   | 761,668     | 72%            | 71.12%       | 67.877 |

# 2019 BUDGET ASSUMPTIONS

## HOLIDAY INN EXPRESS & SUITES LEROY

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### ROOMS DEPARTMENT

**Amenities** – Budget: \$0.35 per occupied room.

This includes soaps, shampoo, conditioner, body wash, luffas, eye masks, cotton balls, q-tips, coffee cups, coffee, condiments, and other items in guest rooms.

**Cable TV** – Budget: \$768 per month.

This is the cost of cable television only.

**Cleaning Supplies** – Budget: \$0.30 per occupied room.

These costs include all of the chemicals used in cleaning the guest rooms as well as other areas of the hotel.

**Complimentary Breakfast** – Budget: \$3.500 per occupied room.

This includes food & beverage items, utensils, paper goods and serving pieces.

**Front Office Supplies** – Budget: \$175 per month.

These costs include costs includes toner and other office supplies for front desk as well as the middle office printer toners and cartridges, paper, pens, etc.

**Guest Room Supplies** – Budget: \$0.850 per occupied room.

This cost includes Kleenex, toilet tissue, and other items placed in or delivered to the guest rooms to enhance our guest's experience.

**Laundry Cost Allocation-Rooms** – Budget \$0.360 per occupied room.

This figure includes total laundry costs (chemicals, uniforms and labor.) and is allocated as a percentage of departmental revenue. In 2017, the laundry attendant was combined with room attendants.

**Linen Replacement** – Budget: \$5,386 per year.

This is the cost associated with maintaining the hotel at correct linen par levels while replacing damaged items throughout the year. The spring purchases were increased to supply the summer business levels.

**Recorded Music** – Budget: \$35 per month

The cost of recorded music for lobby.

**Travel Agent Commissions** – Budget: \$15,974 per year.

This includes all travel agent commissions' fees charged by the agencies for booking room nights at the hotel.

**Uniforms** – Budget: \$600 per year.

This is budgeted for uniforms and nametags. These are items that need replacing due to normal wear and tear. This includes the front desk and the housekeeping departments.

Holiday Inn Express  
Le Roy, Illinois

Laundry Department

|                          | Account Code | Jan-19  | Feb-19  | Mar-19  | Apr-19  | May-19  | Jun-19  | Jul-19  | Aug-19  | Sep-19  | Oct-19  | Nov-19  | Dec-19  | 2019 Year | %       | POR     |
|--------------------------|--------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|-----------|---------|---------|
| Payroll & Related        |              |         |         |         |         |         |         |         |         |         |         |         |         |           |         |         |
| Salaries & Wages         |              | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 0         | 0.00%   | 0.000   |
| PTEB                     |              | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 0         | 0.00%   | 0.000   |
| total Payroll & Related  |              | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 0         | 0.00%   | 0.000   |
| Other Expenses:          |              |         |         |         |         |         |         |         |         |         |         |         |         |           |         |         |
| Laundry Chemicals        | 810595.000   | 125     | 224     | 275     | 356     | 395     | 415     | 446     | 405     | 415     | 434     | 345     | 205     | 4,040     | 0.38%   | 0.360   |
| Laundry Supplies         | 811095.000   | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 0         | 0.00%   | 0.000   |
| Uniforms                 | 811595.000   | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 0         | 0.00%   | 0.000   |
| total Other              | 125          | 224     | 275     | 356     | 395     | 415     | 446     | 405     | 415     | 434     | 345     | 205     | 4,040   | 0.38%     | 0.360   |         |
| Total Laundry Department |              | 125     | 224     | 275     | 356     | 395     | 415     | 446     | 405     | 415     | 434     | 345     | 205     | 4,040     | 0.38%   | 0.360   |
| Operational Revenue %:   |              |         |         |         |         |         |         |         |         |         |         |         |         |           |         |         |
| Rooms Department         |              | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00%   | 100.00% | 100.00% |
| Food Department          |              | 0.00%   | 0.00%   | 0.00%   | 0.00%   | 0.00%   | 0.00%   | 0.00%   | 0.00%   | 0.00%   | 0.00%   | 0.00%   | 0.00%   | 0.00%     | 0.00%   | 0.00%   |
| Beverage Department      |              | 0.00%   | 0.00%   | 0.00%   | 0.00%   | 0.00%   | 0.00%   | 0.00%   | 0.00%   | 0.00%   | 0.00%   | 0.00%   | 0.00%   | 0.00%     | 0.00%   | 0.00%   |
| Expense Distribution:    |              |         |         |         |         |         |         |         |         |         |         |         |         |           |         |         |
| Rooms Department         | 125          | 224     | 275     | 356     | 395     | 415     | 446     | 405     | 415     | 434     | 345     | 205     | 4,040   | 100.00%   | 0.360   |         |
| Food Department          | 0            | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 0         | 0.00%   | 0.000   |
| Beverage Department      | 0            | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 0         | 0.00%   | 0.000   |

## LAUNDRY DEPARTMENT

**Laundry Chemicals** – Budget: \$0.360 per occupied room.

The cost includes all soaps, bleach and fabric softener required to clean the hotel linen and terry.

Telephone Department

|                                    | Account Code  | Jan-19        | Feb-19        | Mar-19        | Apr-19        | May-19        | Jun-19        | Jul-19        | Aug-19        | Sep-19        | Oct-19        | Nov-19        | Dec-19        | 2019 Year      | Departmental %  | Total Rev. %   | POR            |        |
|------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|-----------------|----------------|----------------|--------|
| <b>Telephone Revenue:</b>          |               |               |               |               |               |               |               |               |               |               |               |               |               |                |                 |                |                |        |
| Local Revenue                      | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0              | 0.000%          | 0.000%         | 0.000%         |        |
| Long Distance Revenue              | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0              | 0.000%          | 0.000%         | 0.000%         |        |
| Other                              | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0              | 0.000%          | 0.000%         | 0.000%         |        |
| <b>total Revenue</b>               | <b>0</b>       | <b>0.000%</b>   | <b>0.000%</b>  | <b>0.000%</b>  |        |
| <b>Telephone Costs:</b>            |               |               |               |               |               |               |               |               |               |               |               |               |               |                |                 |                |                |        |
| Cost of Calls                      | 542040.000    | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0              | 0.000%          | 0.000%         | 0.000%         |        |
| Telephone Line Charges             | 543040.000    | 810           | 810           | 810           | 810           | 810           | 810           | 810           | 810           | 810           | 810           | 810           | 810           | 9,720          | #DIV/0!         | 0.908%         | 17.075         |        |
| Internet Charges                   | 544040.000    | 1379          | 1379          | 1379          | 1379          | 1379          | 1379          | 1379          | 1379          | 1379          | 1379          | 1379          | 1379          | 1379           | 16,548          | #DIV/0!        | 1.545%         | 29.070 |
| Telephone Maintenance Contract     | 741040.000    | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0              | 0.000%          | 0.000%         | 0.000%         |        |
| Telephone Repairs                  | 742040.000    | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0              | 0.000%          | 0.000%         | 0.000%         |        |
| Other                              | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0              | 0.000%          | 0.000%         | 0.000%         |        |
| <b>total Costs</b>                 | <b>2,189</b>  | <b>26,268</b>  | <b>270,247%</b> | <b>2.455%</b>  | <b>46.145</b>  |        |
| <b>Telephone Department Profit</b> | <b>-2,189</b> | <b>-26,268</b> | <b>#DIV/0!</b>  | <b>-2.453%</b> | <b>-46.145</b> |        |

# 2019 BUDGET ASSUMPTIONS

## HOLIDAY INN EXPRESS & SUITES LEROY

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### TELEPHONE DEPARTMENT

**Telephone Costs** – Budget: \$9,720 per year.

This line item includes telephone line charges, which include local and long distance service.

**Fixed Internet Charges** – Budget: \$16,548 per year.

This item includes all internet related monthly expenses to include the 24 hour monitoring required by IHG.

Holiday Inn Express  
Le Roy, Illinois

Other Department

|                           | Account Code | Jan-19 | Feb-19 | Mar-19 | Apr-19 | May-19 | Jun-19 | Jul-19 | Aug-19 | Sep-19 | Oct-19 | Nov-19 | Dec-19 | 2019 Year | Departmental % | Total Rev. % | POR   |
|---------------------------|--------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-----------|----------------|--------------|-------|
| Other Revenue:            |              |        |        |        |        |        |        |        |        |        |        |        |        |           |                |              |       |
| AM/PM Breaks              | 451050.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0         | 0.000%         | 0.000%       | 0.000 |
| Setup Service Charge      | 451051.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0         | 0.000%         | 0.000%       | 0.000 |
| Audio-Visual Equipment    | 452050.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0         | 0.000%         | 0.000%       | 0.000 |
| Gift Shop                 | 453550.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0         | 0.000%         | 0.000%       | 0.000 |
| Guest Laundry             | 454050.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0         | 0.000%         | 0.000%       | 0.000 |
| Interest Income           | 455050.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0         | 0.000%         | 0.000%       | 0.000 |
| Meeting Room Rental       | 456050.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0         | 0.000%         | 0.000%       | 0.000 |
| Miscellaneous Revenue     | 457050.000   | 500    | 500    | 500    | 500    | 500    | 500    | 500    | 500    | 500    | 500    | 500    | 500    | 500       | 100.000%       | 0.560%       | 0.535 |
| Movie Rental              | 457550.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0         | 0.000%         | 0.000%       | 0.000 |
| Parking Revenue           | 458050.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0         | 0.000%         | 0.000%       | 0.000 |
| Rental Income             | 458550.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0         | 0.000%         | 0.000%       | 0.000 |
| Vending Income            | 459050.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0         | 0.000%         | 0.000%       | 0.000 |
| Vendor's Tax Compensation | 459550.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0         | 0.000%         | 0.000%       | 0.000 |
| Pet Fees                  | 459150.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0         | 0.000%         | 0.000%       | 0.000 |
| Smoking Fees              | 459060.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0         | 0.000%         | 0.000%       | 0.000 |
| total Revenue             |              | 500    | 500    | 500    | 500    | 500    | 500    | 500    | 500    | 500    | 500    | 500    | 500    | 500       | 100.000%       | 0.560%       | 0.535 |
| Other Costs:              |              |        |        |        |        |        |        |        |        |        |        |        |        |           |                |              |       |
| AM/PM Breaks Costs        | 551050.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0         | 0.000%         | 0.000%       | 0.000 |
| A/V Equipment Costs       | 552050.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0         | 0.000%         | 0.000%       | 0.000 |
| Gift Shop Costs           | 553025.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0         | 0.000%         | 0.000%       | 0.000 |
| Guest Laundry Costs       | 553050.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0         | 0.000%         | 0.000%       | 0.000 |
| Meeting Rooms Expenses    | 554050.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0         | 0.000%         | 0.000%       | 0.000 |
| Movie Costs               | 555050.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0         | 0.000%         | 0.000%       | 0.000 |
| Vending Costs             | 559050.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0         | 0.000%         | 0.000%       | 0.000 |
| Miscellaneous Expenses    | 559550.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0         | 0.000%         | 0.000%       | 0.000 |
| total Costs               |              | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0         | 0.000%         | 0.000%       | 0.000 |
| Other Department Profit   |              | 500    | 500    | 500    | 500    | 500    | 500    | 500    | 500    | 500    | 500    | 500    | 500    | 500       | 100.000%       | 0.560%       | 0.535 |

# 2019 BUDGET ASSUMPTIONS

## HOLIDAY INN EXPRESS & SUITES LEROY

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### OTHER INCOME & EXPENSE

**Miscellaneous Revenue** – Budget: \$6,000 per year.

Revenues associated to guest room damage, purchased supplies and other services

Holiday Inn Express  
Le Roy, Illinois

Administrative & General

|                                | Account Code | Jan-19 | Feb-19 | Mar-19 | Apr-19 | May-19 | Jun-19 | Jul-19 | Aug-19 | Sep-19 | Oct-19 | Nov-19 | Dec-19 | 2019 Year | %      | POR   |       |
|--------------------------------|--------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-----------|--------|-------|-------|
| Payroll & Related              |              |        |        |        |        |        |        |        |        |        |        |        |        |           |        |       |       |
| Salaries & Wages               | 2,987        | 3,055  | 3,055  | 3,055  | 3,125  | 3,055  | 3,125  | 3,055  | 3,125  | 3,055  | 3,125  | 3,125  | 3,125  | 36,945    | 3.45%  | 3,292 |       |
| PTEB                           | 536          | 549    | 547    | 546    | 557    | 545    | 556    | 545    | 557    | 545    | 558    | 560    | 560    | 6,600     | 0.62%  | 0.588 |       |
| total Payroll & Related        | 3,523        | 3,604  | 3,602  | 3,601  | 3,682  | 3,600  | 3,682  | 3,600  | 3,682  | 3,600  | 3,683  | 3,685  | 3,685  | 43,545    | 4.07%  | 3.881 |       |
| Other Expenses:                |              |        |        |        |        |        |        |        |        |        |        |        |        |           |        |       |       |
| Accounting Fees                | 760560.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0         | 0.00%  | 0.000 |       |
| Bad Debts                      | 761060.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0         | 0.00%  | 0.000 |       |
| Bank Fees                      | 761560.000   | 25     | 25     | 25     | 25     | 25     | 25     | 25     | 25     | 25     | 25     | 25     | 25     | 25        | 0.03%  | 0.027 |       |
| Equipment Rental               | 762260.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0         | 0.00%  | 0.000 |       |
| Computer Supplies              | 762360.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0         | 0.00%  | 0.000 |       |
| Casual / Contract Labor        | 763180.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0         | 0.00%  | 0.000 |       |
| Student Labor                  | 666060.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0         | 0.00%  | 0.000 |       |
| Contract Services              | 762760.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0         | 0.00%  | 0.000 |       |
| Credit Card Commissions        | 763060.000   | 1035   | 1793   | 2208   | 2954   | 3450   | 3596   | 4100   | 3284   | 3575   | 3573   | 3573   | 3573   | 2840      | 0.00%  | 0.000 |       |
| Credit & Collection Fees       | 763260.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0         | 0.00%  | 0.000 |       |
| Data/Payroll Processing        | 763560.000   | 900    | 900    | 900    | 900    | 900    | 900    | 900    | 900    | 900    | 900    | 900    | 900    | 900       | 10,800 | 1.03% | 9,962 |
| Licenses & Permits             | 763860.000   | 100    | 100    | 100    | 100    | 100    | 100    | 100    | 100    | 100    | 100    | 100    | 100    | 100       | 1,200  | 0.11% | 1,107 |
| Dues & Subscriptions           | 764060.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0         | 0      | 0.00% | 0.000 |
| Human Resources                | 760060.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0         | 0      | 0.00% | 0.000 |
| Legal & Accounting             | 764560.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0         | 0      | 0.00% | 0.000 |
| Office Supplies                | 765060.000   | 52     | 93     | 114    | 148    | 165    | 173    | 186    | 169    | 173    | 181    | 181    | 181    | 144       | 85     | 1,683 | 0.150 |
| Postage                        | 765260.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0         | 0      | 0.00% | 0.000 |
| Printing & Stationery          | 765560.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0         | 0      | 0.00% | 0.000 |
| Professional Fees              | 766060.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0         | 0      | 0.00% | 0.000 |
| Safety & Security              | 767060.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0         | 0      | 0.00% | 0.000 |
| Cell Phones / Pagers           | 767560.000   | 50     | 50     | 50     | 50     | 50     | 50     | 50     | 50     | 50     | 50     | 50     | 50     | 50        | 600    | 0.06% | 0.053 |
| Travel Expenses                | 768060.000   | 25     | 825    | 25     | 25     | 25     | 25     | 25     | 25     | 25     | 25     | 25     | 25     | 25        | 4,400  | 0.41% | 0.392 |
| Miscellaneous                  | 769560.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0         | 0      | 0.00% | 0.000 |
| Total Other                    | 2,188        | 3,786  | 3,422  | 4,202  | 7,215  | 4,869  | 5,386  | 4,553  | 4,848  | 5,654  | 4,083  | 2,856  | 2,856  | 53,061    | 4.95%  | 4,729 |       |
| Total Administrative & General | 5,710        | 7,390  | 7,024  | 7,803  | 10,898 | 8,470  | 9,067  | 8,153  | 9,254  | 7,767  | 6,541  | 96,607 | 9,02%  | 8,609     |        |       |       |

# 2019 BUDGET ASSUMPTIONS

## HOLIDAY INN EXPRESS & SUITES LEROY

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### ADMINISTRATIVE & GENERAL EXPENSES

#### **Bank Fees** – Budget: \$300 per year

Fee paid to the bank to maintain the hotel accounts.

#### **Credit Card Commissions** – Budget: \$34,078 per year.

This number accounts for the processing fees charged by the credit card companies.

#### **Data Processing** – Budget: \$900 per month.

This is an estimation of all payroll processing for the hotel, quarterly reports and new hire reporting.

#### **Licenses and Permits** – Budget: \$1,200 per year.

The expense related to operational licenses including: occupancy, pool and elevator.

#### **Office Supplies** – Budget: \$1,683 per year.

Small office supplies use in the hotel. Does not include toner and guest room stationary.

#### **Cell Phones** – Budget: \$50 per month.

This is based on cell phone expense for hotel management.

#### **Travel Expenses** – Budget: \$4,400 per year

This includes travel for training, meetings etc. as well as in-town mileage for errands required of the staff. This also includes meals with traveling support personnel as well as any local commitments related to the operation of the hotel and is based on historical data. Finally, there are assumed costs for one property individual attending the 2019 IHG annual franchise meeting.

Holiday Inn Express  
Le Roy, Illinois

Sales & Marketing

|                                      | Account Code | Jan-19 | Feb-19 | Mar-19 | Apr-19 | May-19 | Jun-19 | Jul-19 | Aug-19 | Sep-19 | Oct-19 | Nov-19 | Dec-19 | Year  | %       | POR     |
|--------------------------------------|--------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-------|---------|---------|
| <b>Payroll:</b>                      |              |        |        |        |        |        |        |        |        |        |        |        |        |       |         |         |
| Salaries & Wages                     |              | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0     | 0.00%   | 0.000   |
| PTEB                                 |              | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0     | 0.00%   | 0.000   |
| <b>total Payroll &amp; Related</b>   |              | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0     | 0.00%   | 0.000   |
| <br><b>Sales Expenses:</b>           |              |        |        |        |        |        |        |        |        |        |        |        |        |       |         |         |
| Airport Displays & Indoor Signage    | 770570.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0     | 0.00%   | 0.000   |
| Agency Fees                          | 770770.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0     | 0.00%   | 0.000   |
| Brochures - Property & Packages      | 771070.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0     | 0.00%   | 0.000   |
| Association Dues                     | 771570.000   | 100    | 100    | 100    | 100    | 100    | 100    | 100    | 100    | 100    | 100    | 100    | 100    | 100   | 0.11%   | 0.107   |
| Directories                          | 772070.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0     | 0.00%   | 0.000   |
| Contract Services - Sales            | 772300-000   | 1760   | 1760   | 1760   | 1760   | 1760   | 1760   | 1760   | 1760   | 1760   | 1760   | 1760   | 1760   | 1760  | 21.120  | 1.97%   |
| Goodwill Advertising                 | 772570.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0     | 0       | 0.00%   |
| Direct Mail                          | 772870.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0     | 0       | 0.00%   |
| Internet Marketing                   | 773570.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0     | 0       | 0.00%   |
| Franchise & Affiliation Advertising  | 774570.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0     | 0       | 0.00%   |
| Loyalty Programs & Affiliation Fees  | 774580.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0     | 0       | 0.00%   |
| Office Supplies                      | 775070.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0     | 0       | 0.00%   |
| Photography                          | 775170.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0     | 0       | 0.00%   |
| Postage                              | 775270.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0     | 0       | 0.00%   |
| Printing & Stationery                | 775570.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0     | 0       | 0.00%   |
| Promo/Gifts/Supplies                 | 775770.000   | 50     | 50     | 50     | 50     | 50     | 50     | 50     | 50     | 50     | 50     | 50     | 50     | 50    | 600     | 0.06%   |
| Outdoor Signage                      | 775870.000   | 400    | 400    | 400    | 400    | 400    | 400    | 400    | 400    | 400    | 400    | 400    | 400    | 400   | 2,400   | 0.22%   |
| Print & Broadcast Media              | 776070.000   | 850    | 850    | 850    | 850    | 850    | 850    | 850    | 850    | 850    | 850    | 850    | 850    | 850   | 10,200  | 0.95%   |
| National/Tour Sales/Trade Shows      | 776570.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0     | 0       | 0.00%   |
| Media Production                     | 777070.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0     | 0       | 0.00%   |
| Telephone / Cell Phone               | 777570.000   | 15     | 15     | 15     | 15     | 15     | 15     | 15     | 15     | 15     | 15     | 15     | 15     | 15    | 180     | 0.02%   |
| Travel                               | 778070.000   | 75     | 825    | 75     | 825    | 75     | 825    | 75     | 825    | 75     | 825    | 75     | 825    | 75    | 3,900   | 0.36%   |
| Yellow Pages                         | 778570.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0     | 0       | 0.348   |
| Parties/Open House                   | 779070.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0     | 0       | 0.00%   |
| Miscellaneous Expenses               | 779570.000   | 3,250  | 3,600  | 3,250  | 2,850  | 4,000  | 2,850  | 3,250  | 3,600  | 3,250  | 2,850  | 4,000  | 2,850  | 2,850 | 39,600  | 3.70%   |
| <b>total Sales Expenses</b>          |              | 3,250  | 3,600  | 3,250  | 2,850  | 4,000  | 2,850  | 3,250  | 3,600  | 3,250  | 2,850  | 4,000  | 2,850  | 2,850 | #DIV/0! | #DIV/0! |
| <br><b>Total Sales and Marketing</b> |              | 3,250  | 3,600  | 3,250  | 2,850  | 4,000  | 2,850  | 3,250  | 3,600  | 3,250  | 2,850  | 4,000  | 2,850  | 2,850 | 39,600  | #DIV/0! |

# 2019 BUDGET ASSUMPTIONS

## HOLIDAY INN EXPRESS & SUITES LEROY

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### SALES & MARKETING

**Association Dues-Sales** – Budget: \$1,200 per year.

This covers the cost of membership in the local and state associations

**Contract Services Sales** – Budget: \$21,120 per year.

Revenue Management Services and Sales Support through Jacaruso and Hotel Revenue Solutions.

**Promo/Gifts/Supplies** – Budget: \$50 per month.

This covers the cost of promotional items used on sales calls and tradeshows to promote the hotel.

**Outdoor Signage** – Budget: \$2,400 per year.

The cost of the East / West bound traffic on I -74.

**Print and Broadcast Media** – Budget: \$850 per month.

This is for exit coupon book. Please refer to the Marketing Plan for details

**Cell Phones** – Budget: \$15 per month.

This is based on cell phone expense for hotel management.

**Travel & Entertainment** – Budget: \$3,900 per year.

This is for travel on sales calls, meals with prospective and existing clients as well as training.

Maintenance & Repairs

|                             | Account Code | Jan-19 | Feb-19 | Mar-19 | Apr-19 | May-19 | Jun-19 | Jul-19 | Aug-19 | Sep-19 | Oct-19 | Nov-19 | Dec-19 | 2019 Year | %      | POR    |        |
|-----------------------------|--------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-----------|--------|--------|--------|
| Maintenance Payroll:        |              |        |        |        |        |        |        |        |        |        |        |        |        |           |        |        |        |
| Salaries & Wages            |              | 1,040  | 1,015  | 1,015  | 1,040  | 1,015  | 1,040  | 1,015  | 1,040  | 1,015  | 1,040  | 1,040  | 1,040  | 1.099%    | 1.099% |        |        |
| PTEB                        |              | 187    | 182    | 181    | 185    | 181    | 185    | 181    | 185    | 181    | 186    | 186    | 186    | 0.19%     | 0.19%  |        |        |
| total Payroll & Related     |              | 1,227  | 1,197  | 1,196  | 1,225  | 1,196  | 1,225  | 1,196  | 1,225  | 1,196  | 1,226  | 1,226  | 1,226  | 1.295%    | 1.295% |        |        |
| Maintenance Other:          |              |        |        |        |        |        |        |        |        |        |        |        |        |           |        |        |        |
| Building Maintenance        | 781080.000   | 87     | 156    | 191    | 247    | 274    | 288    | 309    | 281    | 288    | 301    | 239    | 142    | 2,805     | 0.26%  | 0.250% |        |
| Computer & Office Equipment | 781280.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0         | 0.00%  | 0.000% |        |
| Casual / Contract Labor     | 781380.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0         | 0.00%  | 0.000% |        |
| Electrical                  | 781580.000   | 35     | 62     | 76     | 99     | 110    | 115    | 124    | 113    | 115    | 121    | 96     | 57     | 1,122     | 0.10%  | 0.100% |        |
| Light Bulbs                 | 781780.000   | 28     | 50     | 61     | 79     | 88     | 92     | 99     | 90     | 92     | 96     | 77     | 46     | 898       | 0.08%  | 0.080% |        |
| Elevator Contracts          | 782080.000   | 250    | 250    | 250    | 250    | 250    | 250    | 250    | 250    | 250    | 250    | 250    | 250    | 3,000     | 0.28%  | 0.267% |        |
| Equipment Rental            | 782280.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0         | 0.00%  | 0.000% |        |
| Equipment Repairs           | 782380.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0         | 0.00%  | 0.000% |        |
| Pest Control                | 782580.000   | 75     | 75     | 75     | 75     | 75     | 75     | 75     | 75     | 75     | 75     | 75     | 75     | 900       | 0.08%  | 0.080% |        |
| Fire Alarm System           | 783080.000   | 150    | 150    | 150    | 150    | 150    | 150    | 150    | 150    | 150    | 150    | 150    | 150    | 150       | 1,800  | 0.17%  | 0.160% |
| Hardware & Small Parts      | 783580.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0         | 0      | 0.00%  | 0.000% |
| HVAC                        | 784080.000   | 250    | 250    | 250    | 250    | 250    | 250    | 250    | 250    | 250    | 250    | 250    | 250    | 3,000     | 0.28%  | 0.267% |        |
| Floor Covering              | 784280.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0         | 0.00%  | 0.000% |        |
| Grounds & Landscaping       | 784580.000   | 150    | 150    | 150    | 150    | 150    | 150    | 150    | 150    | 150    | 150    | 150    | 150    | 150       | 1,800  | 0.17%  | 0.160% |
| Laundry Equipment           | 785080.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0         | 0      | 0.00%  | 0.000% |
| Locks & Keys                | 785580.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0         | 0      | 0.00%  | 0.000% |
| Maintenance Contracts       | 785780.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0         | 0      | 0.00%  | 0.000% |
| Painting                    | 786080.000   | 52     | 93     | 114    | 148    | 165    | 173    | 186    | 169    | 173    | 181    | 144    | 85     | 1,683     | 0.16%  | 0.150% |        |
| Plumbing                    | 786280.000   | 87     | 156    | 191    | 247    | 274    | 288    | 309    | 281    | 288    | 301    | 239    | 142    | 2,805     | 0.26%  | 0.250% |        |
| Pool Chemical & Repairs     | 786580.000   | 250    | 250    | 250    | 250    | 250    | 250    | 250    | 250    | 250    | 250    | 250    | 250    | 3,000     | 0.28%  | 0.267% |        |
| Refrigeration               | 787080.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0         | 0      | 0.00%  | 0.000% |
| Signs                       | 787280.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0         | 0      | 0.00%  | 0.000% |
| Supplies & Small Tools      | 787580.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0         | 0      | 0.00%  | 0.000% |
| Television Repairs          | 787780.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0         | 0      | 0.00%  | 0.000% |
| Uniforms                    | 788080.000   | 25     | 25     | 25     | 25     | 25     | 25     | 25     | 25     | 25     | 25     | 25     | 25     | 25        | 300    | 0.03%  | 0.027% |
| Van Maintenance Repair      | 788580.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0         | 0      | 0.00%  | 0.000% |
| Waste Removal               | 789080.000   | 250    | 250    | 250    | 250    | 250    | 250    | 250    | 250    | 250    | 250    | 250    | 250    | 250       | 3,000  | 0.28%  | 0.267% |
| Miscellaneous               | 789580.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0         | 0      | 0.00%  | 0.000% |
| Total Other                 |              | 1,689  | 1,917  | 2,033  | 2,220  | 2,311  | 2,357  | 2,427  | 2,334  | 2,357  | 2,401  | 2,195  | 1,872  | 26,114    | 2,44%  | 2,327  |        |
| Total Maintenance & Repairs |              | 2,915  | 3,114  | 3,230  | 3,417  | 3,537  | 3,553  | 3,653  | 3,530  | 3,582  | 3,597  | 3,420  | 3,099  | 40,646    | 3,80%  | 3,622  |        |
| Energy                      |              |        |        |        |        |        |        |        |        |        |        |        |        | 0         |        | POR    |        |
| Utilities:                  |              |        |        |        |        |        |        |        |        |        |        |        |        |           |        |        |        |
| Electricity                 | 780185.000   | 1565   | 2804   | 3433   | 4448   | 4941   | 5188   | 5570   | 5063   | 5188   | 5426   | 4308   | 2562   | 50,496    | 4.72%  | 4.500  |        |
| Natural Gas                 | 780285.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0         | 0      | 0.00%  | 0.000% |
| Water & Sewer               | 780385.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0         | 0      | 0.00%  | 0.000% |
| total                       |              | 1,565  | 2,804  | 3,433  | 4,448  | 4,941  | 5,188  | 5,570  | 5,063  | 5,188  | 5,426  | 4,308  | 2,562  | 50,496    | 4.72%  | 4.500  |        |

# 2019 BUDGET ASSUMPTIONS

## HOLIDAY INN EXPRESS & SUITES LEROY

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### PROPERTY OPERATIONS & MAINTENANCE

**Building** – Budget: \$2,805 per year.

This covers the cost of building repairs and non-capital improvements.

**Electrical** – Budget: \$1,122 per year.

This covers the cost of all electrical supplies used in maintaining the property.

**Electrical Bulbs** – Budget: \$898 per year.

This is covering the cost of replacement light bulbs and ballast for the hotels.

**Elevator Contract** – Budget: \$3,000 per year.

This covers the cost of monthly maintenance of the elevator system.

**Pest Control** – Budget: \$900 per year.

This covers the cost of monthly pest control.

**Fire Alarm Maintenance** – Budget: \$1,800 per year.

This is for new parts as required for rooms or main alarm panel repairs. This also includes the fees for items for testing and monitoring of the fire alarm systems in the hotel.

**HVAC** – Budget: \$3,000 per year.

This covers the cost of HVAC parts and repairs.

**Grounds & Landscaping** – Budget: \$1,800 per month.

Annual mulch application for the property.

**Painting** – Budget: \$1,683 per year.

This is to cover the costs of paint and painting supplies to maintain the hotel.

**Plumbing** – Budget: \$2,805 per year.

This is an estimation of any plumbing repairs that may be needed and parts we stock.

**Pool Chemicals & Repairs** – Budget: \$3,000 per year.

This is based on the estimated costs of chemicals and initial start-up of the pool.

**Uniforms** – Budget: \$300 per year.

This is budgeted for uniforms and nametags. These are items that need replacing due to normal wear and tear.

**Waste Disposal** – Budget: \$3,000 per year.

Service provided by Waste Management.

## **UTILITIES**

**Electricity, Gas and Water** – Budget: \$50,496 per year.

An estimation based on 2018 usage.

LABOR RECAP

2019

# 2019 BUDGET ASSUMPTIONS

## HOLIDAY INN EXPRESS & SUITES LEROY

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### Departmental Labor

**Front Desk Supervisor** – Budget: \$24,404 per year.

One associate per shift, 5.7 hours per day

**Front Desk Clerk**-Budget: \$27,550 per year.

One associate per shift 10 hours per day

**Night Auditor** – Budget: \$31,273 per year.

One associate scheduled for 8 hours per day

**Inspectress** – \$21,221 per year.

Housekeeping supervision for one associate 8 hours for 5 days per week.

**Room Attendants** – Budget: \$46,355 per year.

Hours based on a cleaning schedule of 16 rooms per day

**Breakfast Attendants** – Budget: \$22,152 per year.

One associate scheduled for 6 hours per day

**Holiday / Vacation / Sick Pay Rooms** – \$4,774 per year.

Based on hotel benefit policy

### Administreated and General Department

**General Manager** – Budget: \$33,467 per year.

One associate with salary with \$3,583 per month with an increase in August, 2018

**Holiday / Vacation / Sick Pay Rooms** – \$919 per year.

Based on hotel benefit policy

**Bonus and Incentive Pay** – Budget: \$213 per month.

### Maintenance Department

**Maintenance Worker** – Budget: \$1,200 per year.

One associate with 5.0 hour per day coverage

**Holiday / Vacation / Sick Pay Rooms** – \$330 per year.

Based on hotel benefit policy

Payroll Taxes & Employment Benefits

|                                 | Account Code | Jan-19 | Feb-19 | Mar-19 | Apr-19 | May-19 | Jun-19 | Jul-19 | Aug-19 | Sep-19 | Oct-19 | Nov-19 | Dec-19 | Year    | %      | POR   |
|---------------------------------|--------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|---------|--------|-------|
| <b>Taxes &amp; Benefits</b>     |              |        |        |        |        |        |        |        |        |        |        |        |        |         |        |       |
| Employee Benefits               | 880591.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0.00%  | 0.00% |
| Employee Background Checks      | 881091.000   | 25     | 25     | 25     | 25     | 25     | 25     | 25     | 25     | 25     | 25     | 25     | 25     | 25      | 0.74%  | 0.027 |
| Employee Incentive              | 881591.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0.00%  | 0.00% |
| Employee Meals                  | 882091.000   | 75     | 75     | 75     | 75     | 75     | 75     | 75     | 75     | 75     | 75     | 75     | 75     | 75      | 2.22%  | 0.080 |
| Employee Advertising            | 882591.000   | 25     | 25     | 25     | 25     | 25     | 25     | 25     | 25     | 25     | 25     | 25     | 25     | 25      | 0.74%  | 0.027 |
| Employee Health Insurance       | 883591.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0.00%  | 0.00% |
| Employee LTD Insurance          | 883791.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0.00%  | 0.00% |
| Worker's Compensation Insurance | 884091.000   | 1269   | 1257   | 1382   | 1427   | 1525   | 1479   | 1571   | 1497   | 1515   | 1523   | 1452   | 1352   | 17,250  | 42.55% | 1.537 |
| Recruitment Fees                | 884591.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0.00%  | 0.00% |
| Safety & Training Materials     | 884791.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0.00%  | 0.00% |
| Staff Activities                | 885091.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0.00%  | 0.00% |
| Employer FICA                   | 885591.000   | 1303   | 1290   | 1418   | 1465   | 1565   | 1518   | 1612   | 1537   | 1555   | 1563   | 1490   | 1388   | 17,704  | 43.67% | 1.578 |
| FUTA                            | 886091.000   | 50     | 55     | 56     | 60     | 58     | 62     | 59     | 60     | 60     | 57     | 53     | 681    | 1,68%   | 0.061  |       |
| SUI                             | 886591.000   | 251    | 248    | 273    | 282    | 301    | 292    | 310    | 296    | 299    | 301    | 287    | 267    | 3,405   | 8.40%  | 0.303 |
| Miscellaneous                   | 0            | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0.00%  | 0.00% |
| <b>Total</b>                    | 2,998        | 2,970  | 3,252  | 3,355  | 3,576  | 3,473  | 3,680  | 3,514  | 3,555  | 3,572  | 3,410  | 3,185  | 40,540 | 100.00% | 3.613  |       |
| Distribution:                   |              |        |        |        |        |        |        |        |        |        |        |        |        |         |        |       |
| Rooms                           | 619910.000   | 2,275  | 2,239  | 2,524  | 2,627  | 2,834  | 2,747  | 2,938  | 2,788  | 2,812  | 2,846  | 2,667  | 2,440  | 31,737  | 78.29% | 2.828 |
| Laundry                         | 659915.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0.00%  | 0.000 |
| Food                            | 629910.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0.00%  | 0.000 |
| Beverage                        | 639910.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0.00%  | 0.000 |
| Admin.                          | 669910.000   | 536    | 549    | 547    | 546    | 557    | 545    | 556    | 545    | 557    | 545    | 558    | 560    | 6,600   | 16.28% | 0.588 |
| Sales                           | 679910.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0.00%  | 0.000 |
| Maint                           | 689910.000   | 187    | 182    | 181    | 185    | 181    | 185    | 181    | 185    | 181    | 186    | 186    | 2,203  | 5.43%   | 0.196  |       |
| <b>Total</b>                    | 2,998        | 2,970  | 3,252  | 3,355  | 3,576  | 3,473  | 3,680  | 3,514  | 3,555  | 3,572  | 3,410  | 3,185  | 40,540 | 100.00% | 3.613  |       |

# 2019 BUDGET ASSUMPTIONS

## HOLIDAY INN EXPRESS & SUITES LEROY

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### P/R TAXES & EMPLOYEE BENEFITS

**Background Checks** – Budgets: \$300 per year.

The expense allows for background checks to be completed before hire.

**Employee Meals** – Budget: \$900 per year.

The expense is for a monthly all associate staff meal and holiday celebration.

**Employee Advertising** – Budget: \$300 per year.

This covers any advertising associated with hiring.

**Workers Compensation Insurance** – Budget: \$17,250 per year.

Estimate based on current rates.

**Taxes – Employer FICA** – Budget: \$17,704 per year.

Estimate based on current rates.

**Taxes – Federal Unemployment** – Budget: \$681 per year.

Estimate based on current rates.

**Taxes – State Unemployment** – Budget: \$3,405 per year.

Estimate based on current rates.

Holiday Inn Express  
Le Roy, Illinois

Fixed Expenses

|                                     | Account Code | Jan-19 | Feb-19 | Mar-19 | Apr-19 | May-19 | Jun-19 | Jul-19 | Aug-19 | Sep-19 | Oct-19 | Nov-19 | Dec-19  | 2019 Year | %       | POR    |
|-------------------------------------|--------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|---------|-----------|---------|--------|
| <b>Fixed Expenses</b>               |              |        |        |        |        |        |        |        |        |        |        |        |         |           |         |        |
| Franchise Fees                      | 793590.000   | 3559   | 6162   | 7590   | 10153  | 11861  | 12362  | 14094  | 11289  | 12289  | 9762   | 5742   | 117,144 | 10.938%   | 10.440  |        |
| FF&E Reserves                       | 793590.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0         | 0.000%  | 0.000  |
| Insurance                           | 793590.000   | 1237   | 1237   | 1237   | 1237   | 1237   | 1237   | 1237   | 1237   | 1237   | 1237   | 1237   | 1237    | 14,841    | 1.386%  | 1.323  |
| Management Fees                     | 795590.000   | 3,000  | 3,000  | 3,000  | 3,000  | 3,250  | 3,386  | 3,859  | 3,094  | 3,365  | 3,000  | 3,000  | 3,000   | 38,320    | 3.578%  | 3.415  |
| Debt Service - Interest             | 795590.000   | 17103  | 17103  | 17103  | 17103  | 17103  | 17103  | 17103  | 17103  | 17103  | 17103  | 17103  | 17103   | 205,234   | 19.164% | 18.290 |
| Debt Service - Second               | 795590.000   | 744    | 744    | 744    | 744    | 744    | 744    | 744    | 744    | 744    | 744    | 744    | 744     | 8,928     | 0.834%  | 0.796  |
| Property Taxes - Real               | 796590.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 67,058    | 0       | 67,058 |
| Property taxes - Personal           | 796590.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0         | 0.000%  | 0.000  |
| Land Lease                          | 797590.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0         | 0.000%  | 0.000  |
| Owner's Expense                     | 798590.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0         | 0.000%  | 0.000  |
| <b>Total Fixed Expenses</b>         |              | 25,643 | 28,246 | 29,673 | 32,236 | 34,194 | 34,831 | 37,036 | 33,466 | 34,740 | 34,730 | 98,903 | 27,826  | 451,525   | 42.161% | 40.238 |
| <br><b>Non-Operating Expenses</b>   |              |        |        |        |        |        |        |        |        |        |        |        |         |           |         |        |
| Brand Initiatives                   | 0.000        | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0         | 0.000%  | 0.000  |
| Capital Improvements                | 710000.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0         | 0.000%  | 0.000  |
| Debt Service - Principle            | 795590.000   | 1796   | 1796   | 1796   | 1796   | 1796   | 1796   | 1796   | 1796   | 1796   | 1796   | 1796   | 1796    | 21,546    | 2.012%  | 1.920  |
| Leased Equipment - Capital          | 152000.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0         | 0.000%  | 0.000  |
| Leased Equipment - Other            | 794990.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0         | 0.000%  | 0.000  |
| Depreciation & Amortization         | 797590.000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0         | 0.000%  | 0.000  |
| <b>Total Non-Operating Expenses</b> |              | 1,796  | 1,796  | 1,796  | 1,796  | 1,796  | 1,796  | 1,796  | 1,796  | 1,796  | 1,796  | 1,796  | 1,796   | 473,071   | 44.173% | 42.159 |

# 2019 BUDGET ASSUMPTIONS

## HOLIDAY INN EXPRESS & SUITES LEROY

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### FIXED EXPENSES

**Franchise Fees** – Budget: \$117,144 per year.

Based on the existing Franchise Agreement with Wyndham Hotels

**Insurance General** - Budget: \$14,841 per year.

All insurance coverage required for the hotel

**Management Fees** – Budget: \$38,320 per year.

Estimate based on historic actual

**Debt Service - Interest** – Budget \$205,324 per year.

Estimate based on historic actuals.

**Debt Service - Second** – Budget: \$744 per month.

Based on 2017 financials and leased expense

**Property Taxes – Real** – Budget \$67,058 per year.

Estimate based on historic actuals.

**Leased Equipment - Capital** – Budget: \$1,796 per month.

Leased Equipment based on the 2017 financials