

2019 BUDGET OVERVIEW

HOLIDAY INN EXPRESS & SUITES LEROY

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.

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.

2019 BUDGET ASSUMPTIONS

HOLIDAY INN EXPRESS & SUITES LEROY

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.

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.

2019 BUDGET ASSUMPTIONS

HOLIDAY INN EXPRESS & SUITES LEROY

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.

2019 BUDGET ASSUMPTIONS HOLIDAY INN EXPRESS & SUITES LEROY

OTHER INCOME & EXPENSE

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

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

2019 BUDGET ASSUMPTIONS

HOLIDAY INN EXPRESS & SUITES LEROY

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.

2019 BUDGET ASSUMPTIONS

HOLIDAY INN EXPRESS & SUITES LEROY

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 tradeshow 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.

2019 BUDGET ASSUMPTIONS

HOLIDAY INN EXPRESS & SUITES LEROY

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.

2019 BUDGET ASSUMPTIONS

HOLIDAY INN EXPRESS & SUITES LEROY

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

Administrated 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

2019 BUDGET ASSUMPTIONS

HOLIDAY INN EXPRESS & SUITES LEROY

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.

2019 BUDGET ASSUMPTIONS

HOLIDAY INN EXPRESS & SUITES LEROY

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

* Important : Please see notes overleaf before filling up the challan

Single Copy (to be sent to the ZAO)

CHALLAN NO./ ITNS 280	Tax Applicable (Tick One)* (0020) INCOME-TAX ON COMPANIES <input type="checkbox"/> (CORPORATION TAX) (0021) INCOME TAX (OTHER THAN COMPANIES) <input type="checkbox"/>	Assessment Year <div style="border: 1px solid black; width: 100px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 100px; height: 20px; margin: 2px;"></div>				
Permanent Account Number <div style="border: 1px solid black; width: 100%; height: 20px;"></div>						
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Complete Address with City & State <div style="border: 1px solid black; width: 100%; height: 20px;"></div>						
Tel. No. <div style="border: 1px solid black; width: 100%; height: 20px;"></div> Pin <div style="border: 1px solid black; width: 100%; height: 20px;"></div>						
Type of Payment (Tick One) <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> Advance Tax (100) <input type="checkbox"/> Self Assessment Tax (300) <input type="checkbox"/> Tax on Regular Assessment (400) <input type="checkbox"/> </div> <div style="width: 45%;"> Surtax (102) <input type="checkbox"/> Tax on Distributed Profits of Domestic Companies (106) <input type="checkbox"/> Tax on Distributed Income to Unit Holders (107) <input type="checkbox"/> </div> </div>						
DETAILS OF PAYMENTS		FOR USE IN RECEIVING BANK				
Amount (in Rs. Only)		Debit to A/c / Cheque credited on				
Income Tax	<div style="border: 1px solid black; width: 100%; height: 20px;"></div>	<div style="border: 1px solid black; width: 100%; height: 40px; display: flex; align-items: center; justify-content: center;"> <div style="border: 1px solid black; width: 40px; height: 20px; margin: 2px;"></div> <div style="margin: 0 5px;">-</div> <div style="border: 1px solid black; width: 40px; height: 20px; margin: 2px;"></div> <div style="margin: 0 5px;">-</div> <div style="border: 1px solid black; width: 40px; height: 20px; margin: 2px;"></div> <div style="margin: 0 5px;">-</div> <div style="border: 1px solid black; width: 40px; height: 20px; margin: 2px;"></div> <div style="margin: 0 5px;">-</div> <div style="border: 1px solid black; width: 40px; height: 20px; margin: 2px;"></div> <div style="margin: 0 5px;">-</div> <div style="border: 1px solid black; width: 40px; height: 20px; margin: 2px;"></div> </div> <div style="display: flex; justify-content: space-around; font-size: small;"> D D M M Y Y </div>				
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Paid in Cash/Debit to A/c /Cheque No.			Dated			
Drawn on						
(Name of the Bank and Branch)						
Date: <div style="border: 1px solid black; width: 100%; height: 20px;"></div>						
Signature of person making payment						
Rs.						
Taxpayers Counterfoil (To be filled up by tax payer)						SPACE FOR BANK SEAL
PAN	<div style="border: 1px solid black; width: 100%; height: 20px;"></div>					
Received from	(Name)					
Cash/ Debit to A/c /Cheque No.		For Rs.				
Rs. (in words)						
Drawn on						
(Name of the Bank and Branch)						
on account of Companies/Other than Companies/Tax						
Income Tax on (Strike out whichever is not applicable)						
Type of Payment (To be filled up by person making the payment)						
for the Assessment Year	<div style="border: 1px solid black; width: 100%; height: 20px;"></div>	-	<div style="border: 1px solid black; width: 100%; height: 20px;"></div>			
Rs.						

*NOTES

1. **Please use a separate challan for each type of payment.**
2. Please note that quoting your Permanent Account Number (PAN) is mandatory.
3. Please note that quoting false PAN may attract a penalty of Rs. 10,000/- as per section 272B of I.T. Act, 1961.
4. Please note that to deposit Appeal Fees either **Major Head 020 or 021** (depending upon the tax payer's status) has to be ticked under 'Tax Applicable'. Followed by this; **Minor Head: Self Assessment Tax (300)** has to be ticked under 'Type of Payment' and the amount is to filled under **Others** in 'Details of Payments'.
5. To deposit taxes, appeal fees, etc. in respect of block period cases, enter the first Assessment Year of the block period followed by the last Assessment Year of the period. For example, if the block period is 1/04/85 to 5/3/96, it would be entered as 1986-97 in the space indicated for Assessment Year. If taxes are being deposited, tick the box Self Assessment (300) under Type of Payment and fill up amount under 'Tax' while in respect of appeal fees, enter amount under 'Others'.
6. Tax payers may please draw/issue Cheque/DDs towards payment of income-tax as under:
Pay _____ (Name of the bank where the Challan in being deposited)
A/c Income-tax

PLEASE USE THIS CHALLAN FOR DEPOSITING TAXES (TYPES OF PAYMENT) MENTIONED OVERLEAF.
KINDLY DO NOT USE THIS CHALLAN FOR DEPOSITING TAX DEDUCTION AT SOURCE (TDS)

KINDLY ENSURE THAT THE BANK'S ACKNOWLEDGEMENT CONTAINS THE FOLLOWING:

1. 7 DIGIT BSR CODE OF THE BANK BRANCH
2. DATE OF DEPOSIT OF CHALLAN (DD MM YY)
3. CHALLAN SERIAL NUMBER

THESE WILL HAVE TO BE QUOTED IN YOUR RETURN OF INCOME.

Competition Analysis

Competitor Name	Hard Rock	Comfort Inn Hard Rock	Best Western Braintree	Hampton Inn Braintree	Hyatt Place Braintree
Competition Type	Extended stay, weekend wedding and sports business, overflow Clean Harbors room nights.	Weekend tour and sports business, construction and extended stay.	Midweek corporate, weekend wedding and sports business.	Midweek corporate, weekend wedding and sports business.	Midweek corporate, weekend wedding and sports business.
Year Built	1984	1989	1970	2001	1982
Address	900 Hingham Street Hard Rock, MA 02370	850 Hingham Street Hard Rock, MA 02370	190 Wood Road Braintree, MA 02184	215 Wood Road Braintree, MA 02184	50 Forbes Road Braintree, MA 02184
Trip Advisor Ranking	Ranking: 1 of 3 hotels in Hard Rock	Ranking: 3 of 3 hotels in Hard Rock	Ranking: 3 of 6 hotels in Braintree	Ranking: 1 of 6 hotels in Braintree	Ranking: 2 of 6 hotels in Braintree
# of Rooms	76	100	103	103	204
Room Breakdown	40 2 Queens 27 1 King 9 1 King Mini Suites	37 2 Doubles 52 2 Queens 10 1 King 1 Suite	6 1 Double 9 1 Queen 38 2 Doubles 16 2 Queens 32 1 King 2 Jr Suites	53 2 Queen 50 1 King	61 2 Queen 24 1 King 119 1 King w/ pullout
Food and Beverage Description	Continental breakfast	Continental breakfast	Continental breakfast	Continental breakfast	Continental breakfast; premade food items available all day long that require a heat through.
Function Space	1 Function room 60 person capacity	1 Meeting room 40 person capacity	2 Meeting rooms each with 220 square feet	1 Meeting room 676 square feet	5 Meeting rooms 500 square feet each
Recreation Services	Free HBO, fitness center, game room	Complimentary Wi-Fi	Exercise room, business center, complimentary Wi-Fi	Indoor heated pool and hot tub, exercise room, complimentary Wi-Fi	Indoor and outdoor pool, fitness center, complimentary Wi-Fi, gym classes, and swimming classes available.
Distance from Hotel	.02 Miles	.03 Miles	10 miles	10 miles	10 miles
Curb Appeal	Positive curb appeal with new signage,, grounds maintained	Positive curb appeal, nice brick building with entry columns	Currently under renovation on face of building and interior	Clean building, no wear	New, modern building, with nicely kept landscaping
Room Condition	Completed renovations end of 2016. Updated bathrooms in 2017.	Nice guestrooms, renovated in 2001. Updated said to begin 2018.	Very good renovated 2010	Good, Recently renovated guestrooms.	Very good Opened 2012.
Market Segment	Transient, Corporate, Extended Stay	Corporate, Tour, Transient	Corporate, Transient, Sports	Corporate, Transient	Corporate, Transient
TripAdvisor Recommend Percentage	81%	62%	54%	83%	78%
Strengths	Low rates, continental breakfast	Attractive lobby, complimentary continental breakfast	Complimentary breakfast, complimentary shuttle service	Complimentary breakfast, Hilton Honor rewards, indoor pool, complimentary shuttle	Complimentary breakfast, complimentary shuttle service, advanced fitness center

Weaknesses	Exterior corridors, no pool	No pool, limited meeting space	No pool, limited meeting space	Limited meeting space	Limited meeting space
Opportunities	Ability to take more meeting and catering business. Higher end product for guests. Pool for social and sports team business. Hilton Honors rewards.	Ability to take more meeting and catering business. Higher end product for guests. Pool for social and sports team business. Hilton Honors rewards.	Ability to take more meeting and catering business. Pool for social and sports team business. Hilton Honors rewards.	Ability to take more meeting and catering business.	Ability to take more meeting and catering business. Hilton Honors rewards.
Threats	Breakfast included in rate. Able to offer extremely low rates. Extended stay business.	Breakfast included in rate. Able to offer extremely low rates.	Breakfast included in rate and complimentary shuttle.	Breakfast included in rate and complimentary shuttle.	Shuttle service is important to local accounts. Breakfast included in rate. Location is settled between shopping and dining.
Comments	Renovated the entire property, rooms, common areas and signage.	Room renovations to begin in 2018.	Currently selling as the Beantown Inn until they complete renovations and requirements to Best Western.	Capturing more business while renovations are ongoing at Beantown Inn which is next door.	Union hotel