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JN+A and HVS Design

HOTEL COST ESTIMATING GUIDE 2018



10th
Edition

JN+A and HVS DESIGN

HOTEL COST ESTIMATING GUIDE

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HOTEL COST ESTIMATING GUIDE 2018

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10th EDITION FOREWARD

HOTEL COST ESTIMATING GUIDE 2018

Ten years ago, JN+A and HVS Design saw an opportunity. There wasn't a reference manual available for personnel to gain an understanding of how much renovations cost. People needed a tool to help them quickly assess their renovation needs, no matter the size or type. With that, the Hotel Cost Estimating Guide was created. The response was so immensely positive that we have continued to refine and update the costs on an annual basis.

Looking back, when we started the Cost Guide, the hotel industry was still reeling from the 2008 recession. Capital expenditure resources were low and renovation cycles were being missed. As the recovery started, hotel owners were trying to get a handle on their renovation costs and seeing if renovations could be completed in a piecemeal fashion. Determining where they could get the biggest return on their investment was paramount. The Cost Guide became a vital resource in helping owners undertake and understand this task.

Since that time, the industry has seen a steady growth to pre-recession times. New brands are launching and new trends are changing the way projects are renovated. The line items in the Cost Guide have been adjusted each year to reflect these trends like tub-to-shower conversions and RFID locks. It is our goal to incorporate the latest industry trends each year to provide you with the costs most relevant to your projects.

The Cost Guide is intended to give you a good starting point for your budget. When you are ready to begin your project, you should get a more detailed version of the budget done by the manager of your job. Should you need a more detailed number that is customized specifically to your property, the team at JN+A and HVS Design is able to provide that service for you.

We often get requests to provide a Cost Guide for new build projects, but the various location factors that influence new build costs make this a difficult task to undertake. JN+A and HVS Design do have extensive data on new build projects and can assist you with creating a site-specific budget.

Lastly, the Cost Guide is not possible without the invaluable insight by our contributors. We encourage you to reach out to them for your next project. JN+A and HVS Design are proud to be able to create this trusted resource for your use for 10 years; and we look forward to continuing to serve you.

GUIDE TO THE COST GUIDE

by Warren G. Feldman, AIA, ISHC
CEO of JN+A | Principal of HVS Design

The 2018 Hotel Cost Estimating Guide is the tenth edition of this comprehensive planning tool. JN+A and HVS Design developed the Guide to examine construction and FF&E costs for renovations in each hotel tier. The Guide is intended to be just that - a guide to help provide approximate costs for your softgoods or full renovation with flexibility to customize your preliminary budget to fit your scope. As with any generic budgeting tool, the final costs for a specific project should be developed on a case specific basis. Below are some tips to aid in directing you to get the most out of this helpful tool.

Overall

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

Once you have selected a hotel tier, you should determine if you want a quick budget number or want to develop a more detailed version of the budget. For quick numbers use the summary pages (Pages 12 and 13). If you want a detailed budget, then use the detailed numbers within the tier you have selected.

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

Softgoods Renovation

For a quick preliminary budget using the summary page only, you would use the guestroom softgoods renovation price for an Upper Upscale hotel in the cost range of between \$8,426 and \$11,589. Now, skip ahead to the adjustments section.

For a more detailed budget you would skip ahead to the Guestroom Softgoods Renovation for the Upper Upscale (page 62) category, you should highlight each item that you are replacing including demo and FF&E installation. Each item has a cost range (low to high) and an average cost. Utilizing the average cost number will provide you with the general idea of the cost. Add up the select items needed for your renovation and multiply by the number of keys. This number will provide you with an approximate idea of how much it will cost to do a basic softgoods renovation including construction and FF&E.

Guestroom Softgoods Renovation

Assume guestroom area of approximately 15' x 24', plus 8' x 8' bathroom and 7' x 8' entry / closet area (472 SF). Ceilings 9'-0" AFF. Painted drywall.

	RANGE		AVERAGE
Demolition	\$310.75	to \$415.28	\$364.42
FF&E Installation	\$320.76	to \$423.75	\$372.55
Artwork, Mirrors, and Accessories (Installed Package)	\$782.43	to \$1,168.44	\$974.71
Full-height Framed Dressing Mirror	\$202.22	to \$294.39	\$240.64
Bed Skirt or Box Spring Cover	\$154.50	to \$183.00	\$168.50
Decorative Pillow	\$95.79	to \$124.50	\$110.15
Carpet and Pad	\$920.90	to \$1,165.80	\$1,011.68
Desk Lamp	\$145.00	to \$181.00	\$163.00
Floor Lamp	\$262.00	to \$350.00	\$306.00
End Table Lamp	\$260.00	to \$332.00	\$296.00
Nightstand or Bracket Lamp (2)	\$370.50	to \$493.50	\$432.00
Welcome Light (in Existing Location)	\$212.32	to \$287.00	\$250.74
Desk Chair (including Fabric)	\$307.00	to \$406.00	\$356.67
Lounge Chair (including Fabric)	\$637.00	to \$835.00	\$736.00
Ottoman (including Fabric)	\$262.00	to \$350.00	\$306.00
Sleeper Sofa (including Fabric; Assumes King Rooms Only)	\$481.50	to \$622.50	\$552.00
Paint Textured or Drywall Ceiling	\$316.98	to \$443.77	\$393.20
Paint Trim (Base and Crown)	\$316.00	to \$445.11	\$363.45
Paint Entry Doors, Closet Doors, Frames, and Grilles	\$136.47	to \$327.70	\$245.24
Vinyl Wallcovering (LY 54")	\$1,429.32	to \$1,978.35	\$1,655.50
Window Treatments (Sheer, Blackout, Hardware, Installed)	\$503.00	to \$762.00	\$632.33
Guestroom Softgoods Renovation Cost Per Key	\$8,426.43	to \$11,589.08	\$9,930.77

GUIDE TO THE COST GUIDE

by Warren G. Feldman, AIA, ISHC
CEO of JN+A | Principal of HVS Design

Additional Renovation / Full Renovation

The Guide provides an additional level of renovation costs in the event you want to do a full renovation or even additional elements of a full renovation. Armed with your softgoods renovation cost, you decide you also want to replace the beds, add a tile foyer to the entry, and get new televisions. Under the Upper Upscale Guestroom – Add for a Full Renovation category (page 62), you should highlight the three additions to your scope. Add the average costs associated with each line item.

Guestroom - Add for a Full Renovation				
	RANGE		AVERAGE	
Bedsets (Box Spring, Mattress, and Frame)	\$828.00	to	\$1,069.50	\$948.50
Entry Area Hard Surface Flooring	\$816.48	to	\$1,170.68	\$947.00
TV and Mount (HD LCD, including Programming Allowance)	\$1,238.06	to	\$1,395.00	\$1,307.96
Guestroom Full Renovation Additional Cost Per Key	\$2,882.54	to	\$3,635.18	\$3,203.46

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

Total Guestroom Renovation Cost				
	RANGE		AVERAGE	
Guestrooms Softgoods Renovation Cost Per Key	\$8,426.43	to	\$11,589.08	\$9,930.77
Guestroom Full Renovation Additional Cost Per Key	\$2,882.54	to	\$3,635.18	\$3,203.46
Total Construction and FF&E Cost Per Key	\$11,308.97	to	\$15,224.26	\$13,134.23

Adjustments

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

Adjustments for Preliminary Budget				
	RANGE		AVERAGE	
Costs for Guestroom Renovation from the Summary Page	\$8,426.43	to	\$11,589.08	\$9,930.77
Construction Markups (18% of Construction)	\$758.38	to	\$1,043.02	\$893.77
Freight and Tax (6%-8%)	\$252.79	to	\$463.56	\$347.58
Professional Fees	\$943.76	to	\$1,309.57	\$1,117.21
Contingency (15%)	\$1,557.20	to	\$2,160.78	\$1,843.40
Total Construction and FF&E Cost Per Key	\$11,938.56	to	\$16,566.01	\$14,132.73

Adjustments for Detailed Budget				
	RANGE		AVERAGE	
Costs for Guestroom Renovation from the Detail Pages	\$11,308.97	to	\$15,224.26	\$13,134.23
Construction Markups (18% of Construction)	\$1,017.81	to	\$1,370.18	\$1,182.08
Freight and Tax (6%-8%)	\$339.27	to	\$456.73	\$394.03
Professional Fees	\$1,266.60	to	\$1,705.12	\$1,471.03
Contingency (10%)	\$1,393.26	to	\$1,875.63	\$1,618.14
Total Construction and FF&E Cost Per Key	\$15,325.91	to	\$20,631.92	\$17,799.51



About the Author

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

ABOUT THE COST GUIDE

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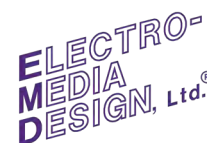
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The JN+A and HVS Design Team would like to thank the above firms for the large amount of time they volunteered to provide us with unit cost data for each of the categories and sub-categories included in the Guide. JN+A and HVS Design have successfully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

ABOUT THE COST GUIDE

TIERS, CRITERIA, AND CATEGORIES

HOTEL MARKET TIERS | MODEL HOTEL CRITERIA

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

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

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

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

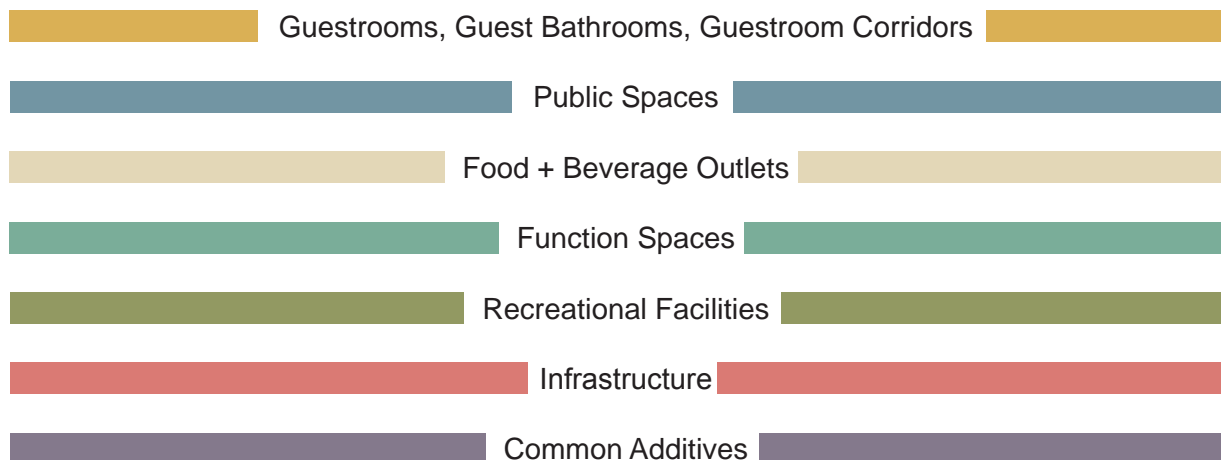
Upscale | 304 guestrooms, 9 stories (8 with guestrooms), 34 rooms/floor

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

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

COST CATEGORIES

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



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

HOTEL COST ESTIMATING GUIDE 2018 SUMMARY

Cost Per Guestroom | Per Seat | Per Square Foot

		Economy	Extended Stay	Midscale
Guestrooms & Corridors				
Guestroom	Softgoods Renovation	\$2,347 to \$3,168 Per Guestroom	\$6,065 to \$8,294 Per Guestroom	\$4,635 to \$6,636 Per Guestroom
	Add for Full Renovation	\$1,957 to \$2,453 Per Guestroom	\$8,709 to \$11,520 Per Guestroom	\$4,406 to \$5,674 Per Guestroom
Bathroom	Softgoods Renovation (1)	\$595 to \$866 Per Guestroom	\$928 to \$1,484 Per Guestroom	\$1,112 to \$1,785 Per Guestroom
	Add for Full Renovation (2)	\$3,748 to \$4,884 Per Guestroom	\$6,968 to \$9,739 Per Guestroom	\$7,166 to \$9,021 Per Guestroom
Guestroom Corridors (3,4)		\$472 to \$591 Per Guestroom	\$913 to \$1,137 Per Guestroom	\$1,025 to \$1,258 Per Guestroom
Public Spaces				
Reception Area	Softgoods Renovation (5)	\$30 to \$41 Per SF (180)	\$12 to \$15 Per SF (1400)	\$12 to \$15 Per SF (2500)
	Add for Full Renovation	\$134 to \$184 Per SF (180)	\$73 to \$108 Per SF (1400)	\$60 to \$88 Per SF (2500)
Public Restrooms	Softgoods Renovation	\$6 to \$9 Per SF (80)	\$8 to \$11 Per SF (480)	\$10 to \$14 Per SF (480)
	Add for Full Renovation	\$70 to \$94 Per SF (80)	\$85 to \$115 Per SF (480)	\$88 to \$117 Per SF (480)
Food & Beverage Facilities				
Restaurant <i>(Economy: Breakfast Bar Only)</i>	Softgoods Renovation	\$19 to \$27 Per SF (400)	\$29 to \$40 Per SF (1400)	\$29 to \$40 Per SF (1296)
	Add for Full Renovation	\$643 to \$913 Per Seat (12)	\$526 to \$745 Per Seat (76)	\$552 to \$769 Per Seat (68)
		\$42 to \$60 Per SF (400)	\$67 to \$96 Per SF (1400)	\$95 to \$134 Per SF (1296)
		\$1,386 to \$1,998 Per Seat (12)	\$1,236 to \$1,764 Per Seat (76)	\$1,807 to \$2,556 Per Seat (68)
Bar & Lounge	Softgoods Renovation	N/A	N/A	\$48 to \$67 Per SF (720)
	Add for Full Renovation	N/A	N/A	\$645 to \$893 Per Seat (54)
		N/A	N/A	\$153 to \$209 Per SF (720)
		N/A	N/A	\$2,046 to \$2,784 Per Seat (54)
Kitchen (6) <i>(Economy: Storage Pantry Only)</i>	Excl. Equipment	N/A	\$54 to \$96 Per SF (80)	\$17 to \$25 Per SF (1600)
	Select Kitchen Equipment	N/A	\$32 to \$43 Per SF (80)	\$15 to \$19 Per SF (1600)
Function Spaces				
Prefunction	Softgoods Renovation	N/A	N/A	\$22 to \$29 Per SF (750)
	Add for Full Renovation	N/A	N/A	\$75 to \$116 Per SF (750)
Ballroom	Softgoods Renovation	N/A	N/A	N/A
	Add for Full Renovation	N/A	N/A	N/A
Meeting Rooms	Softgoods Renovation	N/A	\$14 to \$19 Per SF (552)	\$12 to \$16 Per SF (2964)
	Add for Full Renovation	N/A	\$59 to \$84 Per SF (552)	\$71 to \$104 Per SF (2964)
Board Rooms	Softgoods Renovation	N/A	N/A	N/A
	Add for Full Renovation	N/A	N/A	N/A
Guest Amenities				
Exercise Facility	Softgoods Renovation	N/A	\$14 to \$21 Per SF (400)	\$20 to \$31 Per SF (728)
	Add for Full Renovation (7)	N/A	\$153 to \$201 Per SF (400)	\$105 to \$138 Per SF (728)
Spas	Softgoods Renovation	N/A	N/A	N/A
	Add for Full Renovation	N/A	N/A	N/A
Outdoor Swimming Pool (8)		N/A	\$16 to \$27 Per SF (2,106)	\$18 to \$31 Per SF (2,106)
Indoor Swimming Pool (8,9)		N/A	\$55 to \$75 Per SF (2,106)	\$57 to \$79 Per SF (2,106)
Outdoor Amenities		N/A	\$45,447 to \$71,520 Allowance	\$49,775 to \$77,721 Allowance
Infrastructure				
Outdoor Parking (Seal Lot & Stripe Spaces)		\$367 to \$936 Per Space (100)	\$367 to \$936 Per Space (175)	\$367 to \$936 Per Space (150)
Structured Parking		N/A	N/A	N/A
Landscaping (10)		\$11,740 to \$19,723 Allowance	\$23,480 to \$32,050 Allowance	\$23,480 to \$32,050 Allowance
Common Additives (11)				
New Electronic Key System		\$226 to \$326 Per Key	\$226 to \$326 Per Key	\$226 to \$326 Per Key
New RFID Key System (Nested WIFI)		N/A	N/A	\$339 to \$475 Per Key
Elevator Cab Finishes		\$7,044 to \$9,862 Per Cab	\$9,979 to \$15,162 Per Cab	\$3,356 to \$12,209 Per Cab
Elevator Modernization				
Hydraulic, per Cab		\$42,264 to \$51,033 Per Cab (3 Stops)	\$56,351 to \$68,044 Per Cab (4 Stops)	\$70,439 to \$75,810 Per Cab (5 Stops)
Traction, per Cab		N/A	N/A	N/A
Escalator Modernization		N/A	N/A	N/A
Electronic Signage Boards				
Basic System - One Lobby Screen (42" diag.)		N/A	N/A	\$11,740 to \$16,025 Per Screen
Additional Lobby / Prefunction Screens		N/A	N/A	N/A
Additional Meeting Room Door Screen (18" diag.)		N/A	N/A	N/A
PTAC Unit Direct Replacement, NIC Finishes		\$810 to \$1,143 Each	\$810 to \$1,143 Each	\$810 to \$1,143 Each
Two-Pipe Horizontal Fan Coil Unit Direct Replacement, NIC Finishes		N/A	N/A	N/A
Four-Pipe Vertical Fan Coil Unit Direct Replacement with Drywall Repair		N/A	N/A	N/A
Laundry Equipment (Direct Equipment Replacement with Access)				
75# Washer		\$23,480 to \$32,050 Each	\$23,480 to \$32,050 Each	\$23,480 to \$32,050 Each
125# Dryer		\$35,220 to \$44,377 Each	\$35,220 to \$44,377 Each	\$35,220 to \$44,377 Each
Ironer / Folder		\$117,399 to \$133,130 Each	\$117,399 to \$133,130 Each	\$117,399 to \$133,130 Each
Porte Cochere - Re-image: Demolish and Replace		N/A	\$11,740 to \$49,308 Allowance	\$11,740 to \$49,308 Allowance
Guestroom ADA Modifications				
Bathub Room		\$14,580 to \$20,500 Per Key	\$17,500 to \$27,120 Per Key	\$17,500 to \$27,120 Per Key
Roll-in Shower Room		\$17,496 to \$27,403 Per Key	\$21,352 to \$29,380 Per Key	\$21,352 to \$29,380 Per Key
Exterior Signage - Monument		\$5,870 to \$8,629 Each	\$11,740 to \$17,258 Each	\$11,740 to \$17,258 Each
Exterior Signage - Highway		\$23,480 to \$32,050 Each	\$29,350 to \$38,213 Each	\$29,350 to \$38,213 Each
Exterior Signage - New Exterior Brand Sign in Existing Location		\$23,480 to \$28,352 Each	\$35,220 to \$44,377 Each	\$35,220 to \$44,377 Each
Dumpster enclosure (CMU Walls, Wood Gate, Bollards, Concrete Pad)		\$12,500 to \$18,200 Each	\$12,500 to \$18,200 Each	\$12,500 to \$18,200 Each
Power-operated, Bi-parting Entrance Doors (Inner and Outer at a Vestibule)		\$26,400 to \$36,000 Per Pair	\$26,400 to \$36,000 Per Pair	\$26,400 to \$36,000 Per Pair
Fireplace - Natural Gas with Stone Hearth and Surrounding Wall (Public Area)		N/A	\$8,748 to \$18,000 Allowance	\$8,748 to \$18,000 Allowance
Replace Guestroom Entry Door and Hardware		\$622 to \$1,068 Each	\$622 to \$1,068 Each	\$665 to \$1,246 Each
Replace Corridor Connecting Doors and Hardware		\$1,243 to \$1,921 Each	\$1,243 to \$1,921 Each	\$1,661 to \$2,147 Each
Replace Corridor Service Doors and Hardware		\$777 to \$1,335 Each	\$777 to \$1,335 Each	\$989 to \$1,557 Each
Replace Guestroom Closet Door with Pair of Swing Doors and Hardware		N/A	\$396 to \$622 Per Pair	\$500 to \$678 Per Pair
Replace Guestroom Bath Door with Barn Door and Hardware		N/A	\$760 to \$1,167 Each	\$760 to \$1,167 Each
Incremental Add for LVT in Guestroom Instead of Carpet		N/A	\$1,679 to \$2,536 Each	N/A

HOTEL COST ESTIMATING GUIDE 2018 SUMMARY

Cost Per Guestroom | Per Seat | Per Square Foot

Upscale			Upper Upscale			Luxury		
\$6,690 to \$8,738	\$9,208 to \$11,622	Per Guestroom	\$8,426 to \$13,151	\$11,589 to \$18,307	Per Guestroom	\$14,130 to \$21,746	\$19,443 to \$29,431	Per Guestroom
\$1,434 to \$8,674	\$2,139 to \$11,562	Per Guestroom	\$1,745 to \$10,856	\$2,587 to \$14,946	Per Guestroom	\$3,162 to \$19,013	\$4,387 to \$26,418	Per Guestroom
\$1,297 to \$1,643		Per Guestroom	\$1,698 to \$2,132		Per Guestroom	\$1,949 to \$2,584		Per Guestroom
\$14 to \$108	\$19 to \$155	Per SF (3500)	\$18 to \$113	\$25 to \$165	Per SF (4800)	\$30 to \$154	\$41 to \$241	Per SF (4000)
\$16 to \$124	\$23 to \$181	Per SF (1440)	\$18 to \$145	\$26 to \$202	Per SF (1440)	\$15 to \$154	\$22 to \$212	Per SF (1920)
\$37 to \$788	\$49 to \$1,058	Per SF (3000)	\$35 to \$815	\$47 to \$1,094	Per SF (4560)	\$42 to \$1,115	\$56 to \$1,504	Per SF (3200)
\$102 to \$2,184	\$144 to \$3,090	Per SF (3000)	\$101 to \$2,355	\$138 to \$3,227	Per SF (4560)	\$98 to \$2,610	\$134 to \$3,580	Per SF (3200)
\$47 to \$943	\$64 to \$1,145	Per SF (1600)	\$66 to \$1,124	\$89 to \$1,528	Per SF (1200)	\$71 to \$1,642	\$96 to \$2,211	Per SF (1200)
\$148 to \$2,630	\$216 to \$3,847	Per SF (1600)	\$226 to \$3,875	\$314 to \$5,376	Per SF (1200)	\$292 to \$6,743	\$434 to \$10,017	Per SF (1200)
\$26 to \$19	\$39 to \$28	Per SF (4200)	\$19 to \$21	\$28 to \$27	Per SF (7200)	\$19 to \$23	\$29 to \$30	Per SF (7200)
\$29 to \$79	\$37 to \$116	Per SF (2000)	\$41 to \$110	\$53 to \$162	Per SF (1200)	\$57 to \$175	\$75 to \$259	Per SF (960)
\$11 to \$105	\$13 to \$153	Per SF (8550)	\$13 to \$192	\$16 to \$288	Per SF (4500)	\$14 to \$233	\$18 to \$345	Per SF (4800)
\$13 to \$71	\$17 to \$99	Per SF (11900)	\$19 to \$107	\$25 to \$145	Per SF (8400)	\$35 to \$168	\$46 to \$300	Per SF (3000)
\$23 to \$98	\$29 to \$141	Per SF (728)	\$26 to \$108	\$33 to \$155	Per SF (1456)	\$33 to \$141	\$42 to \$196	Per SF (1456)
\$22 to \$127	\$34 to \$165	Per SF (1092)	\$26 to \$124	\$34 to \$163	Per SF (1456)	\$28 to \$127	\$35 to \$164	Per SF (1820)
\$63 to \$148	\$83 to \$242	Per SF (592)	\$71 to \$147	\$93 to \$242	Per SF (1014)	\$70 to \$185	\$92 to \$287	Per SF (1740)
\$27 to \$70	\$42 to \$98	Per SF (3,500)	\$23 to \$83	\$35 to \$111	Per SF (4,800)	\$15 to \$88	\$23 to \$122	Per SF (10,350)
\$121,288 to \$202,470		Allowance	\$221,340 to \$325,737		Allowance	\$280,226 to \$414,284		Allowance
\$367 to \$46,960	\$936 to \$73,961	Per Space (486)	N/A	\$1,264 to \$70,439	Per Space (347)	N/A	\$1,359 to \$105,659	Per Space (352)
N/A			N/A			N/A		
\$339 to \$14,675	\$475 to \$20,832	Per Key	\$339 to \$20,545	\$475 to \$29,954	Per Key	\$339 to \$29,350	\$475 to \$38,213	Per Key
\$179,620 to N/A	\$226,321 to N/A	Per Cab (9 Stops)	\$147,923 to \$352,197	\$184,657 to \$517,729	Per Cab (7 Stops)	\$133,835 to \$352,197	\$165,673 to \$517,729	Per Cab (6 Stops)
\$17,610 to \$5,700	\$25,393 to \$8,286	Per Screen	\$17,610 to \$8,805	\$25,393 to \$10,971	Per Screen	\$29,350 to \$8,805	\$48,075 to \$10,971	Per Screen
\$1,600 to N/A	\$3,874 to N/A	Each	\$3,729 to N/A	\$5,800 to N/A	Each	\$3,729 to N/A	\$5,800 to N/A	Each
\$23,480 to \$29,350	\$32,050 to \$67,798	Each	\$23,480 to \$41,090	\$32,050 to \$80,125	Each	\$23,480 to \$58,699	\$32,050 to \$130,665	Each
\$19,000 to \$17,610	\$27,662 to \$23,421	Per Key	\$27,120 to \$17,610	\$39,387 to \$23,421	Per Key	\$36,276 to \$17,610	\$48,486 to \$23,421	Per Key
\$46,960 to N/A	\$56,704 to N/A	Each	\$46,960 to N/A	\$56,704 to N/A	Each	\$46,960 to N/A	\$56,704 to N/A	Each
\$26,400 to \$8,748	\$36,000 to \$18,000	Per Pair	\$26,400 to \$850	\$36,000 to \$1,243	Per Pair	\$26,400 to \$1,130	\$36,000 to \$1,720	Per Pair
\$1,691 to \$1,356	\$2,610 to \$1,780	Each	\$1,691 to \$669	\$2,848 to \$1,898	Each	\$2,117 to \$1,582	\$3,277 to \$2,195	Each
\$500 to \$910	\$735 to \$1,375	Per Pair	\$669 to \$910	\$961 to \$1,375	Per Pair	\$669 to \$1,243	\$1,074 to \$1,469	Per Pair
\$1,248 to N/A	\$1,921 to N/A	Each	\$1,276 to N/A	\$2,109 to N/A	Each	N/A	N/A	

General Notes

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

Footnotes

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



ECONOMY

ECONOMY

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

Guestroom Softgoods Renovation

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

	RANGE		AVERAGE	
Demolition	\$124.30	to	\$290.69	\$219.87
FF&E Installation	\$310.75	to	\$352.39	\$333.96
Artwork, Mirrors & Accessories (Installed Package)	\$112.58	to	\$164.80	\$124.95
Carpet and Pad	\$501.75	to	\$571.09	\$533.30
Carpet Base	\$95.20	to	\$128.55	\$111.74
Desk Lamp	\$54.99	to	\$71.49	\$63.24
Nightstand or Bracket Lamp (2)	\$121.50	to	\$157.50	\$139.50
Welcome Light (in Existing Location)	\$116.55	to	\$170.69	\$144.70
Desk Chair (including Fabric)	\$96.00	to	\$134.00	\$115.00
Paint Existing Knockdown-finish Walls	\$331.72	to	\$452.88	\$403.40
Paint Textured or Drywall Ceiling	\$122.71	to	\$157.80	\$144.78
Paint Entry Doors, Closet Doors, Frames and Grilles	\$65.00	to	\$74.92	\$69.19
Window Treatments (Sheer, Blackout, Hardware, Installed)	\$294.00	to	\$441.00	\$367.33
Guestroom Softgoods Renovation Cost Per Key	\$2,347.04	to	\$3,167.80	\$2,770.97

Guestroom - Add for a Full Renovation

	RANGE		AVERAGE	
Casegoods Installation	\$56.50	to	\$75.00	\$65.30
Bedsets (Box Spring, Mattress, and Frame)	\$562.50	to	\$723.00	\$642.50
Headboard	\$210.00	to	\$309.00	\$259.50
Nightstands	\$154.50	to	\$183.00	\$168.50
Desk	\$259.00	to	\$339.00	\$299.00
Closet Rack	\$56.50	to	\$77.12	\$68.53
TV and Mount (HD LCD, including Programming Allowance)	\$657.83	to	\$746.45	\$706.24
Guestroom Full Renovation Additional Cost Per Key	\$1,956.83	to	\$2,452.57	\$2,209.57

Guest Bathroom Softgoods Renovation

Assume guest bathroom area of 5' x 8'. Ceilings 8'-0" AFF, textured finish.

	RANGE		AVERAGE	
Demolition	\$86.90	to	\$129.67	\$105.61
Artwork (Installed)	\$41.12	to	\$68.92	\$54.98
Vanity Lighting	\$153.00	to	\$196.00	\$173.89
Paint Ceiling	\$21.00	to	\$30.00	\$26.25
Paint Walls	\$75.58	to	\$108.00	\$94.51
Shower Curtain and Hooks	\$31.09	to	\$34.19	\$32.64
Curved Shower Rod	\$46.96	to	\$70.44	\$61.40
Paint Door and Trim	\$65.00	to	\$74.92	\$69.19
RegROUT Floor Tile	\$74.80	to	\$154.00	\$121.00
Guest Bathroom Softgoods Renovation Cost Per Key	\$595.44	to	\$866.13	\$739.47

ECONOMY

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

Guest Bathroom - Add for a Full Renovation

	RANGE		AVERAGE	
Additional Demolition	\$308.17	to	\$369.81	\$329.74
Architectural Lighting	\$117.40	to	\$176.10	\$160.34
Replace Bathroom Door and Hardware	\$410.90	to	\$576.90	\$498.76
Electrical Upgrades (Add One GFI Outlet)	\$65.00	to	\$107.46	\$87.21
Shower Valve & Head, Tub Diverter, Tub Drain	\$262.44	to	\$416.52	\$347.67
Tub Surround	\$900.00	to	\$1,101.75	\$980.30
Lavatory	\$134.47	to	\$146.75	\$142.46
Faucet (and Connections)	\$146.90	to	\$201.71	\$169.80
Vanity Top	\$269.00	to	\$413.00	\$343.00
Vanity Base	\$204.75	to	\$293.00	\$247.10
Toilet Accessories	\$176.10	to	\$234.80	\$206.01
Tile Flooring	\$400.95	to	\$435.05	\$419.23
Toilet and Seat	\$352.20	to	\$410.90	\$373.33
Guest Bathroom Full Renovation Additional Cost Per Key	\$3,748.27	to	\$4,883.73	\$4,304.95

Corridors

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

	RANGE		AVERAGE	
Demolition	\$33.00	to	\$43.33	\$39.14
Artwork (Installed)	\$2.24	to	\$3.49	\$2.84
Carpet and Pad	\$204.27	to	\$234.79	\$219.64
Carpet Base	\$19.87	to	\$26.73	\$23.28
Ceiling-mounted Lighting	\$4.07	to	\$5.12	\$4.62
Elevator Lobby Furniture (Allowance)	\$18.50	to	\$27.73	\$23.12
Paint Ceiling	\$16.80	to	\$25.14	\$21.26
Signage Package (Room Numbers, Wayfinding, Complete)	\$56.50	to	\$73.56	\$64.88
Vinyl Wallcovering (LY 54")	\$113.07	to	\$146.35	\$130.32
Window Treatments (with Hardware and Installation)	\$3.27	to	\$4.90	\$4.08
Corridors Renovation Cost Per Key	\$471.58	to	\$591.15	\$533.17

Lobby Softgoods Renovation

Assume 180 SF area. Ceiling 8' AFF.

	RANGE		AVERAGE	
Demolition of Vinyl and Carpet	\$253.58	to	\$310.64	\$283.88
Artwork and Artifacts (Installed)	\$436.07	to	\$675.80	\$556.83
Carpet and Pad	\$647.76	to	\$749.80	\$699.21
Millwork (Refinish)	\$352.20	to	\$616.34	\$487.21
Paint Drywall Ceiling	\$83.98	to	\$126.92	\$110.52
Paint Doors and Trim	\$130.00	to	\$145.62	\$134.63
Vinyl Wallcovering (LY 54", 40% Openings)	\$328.15	to	\$429.00	\$380.49
Window Treatments (with Hardware and Installation)	\$437.00	to	\$663.00	\$550.00
Seating Groups	\$2,780.00	to	\$3,647.00	\$3,213.33
Lobby Softgoods Renovation Cost Subtotal	\$5,448.74	to	\$7,364.12	\$6,416.10
Lobby Softgoods Renovation Cost Per SF	\$30.27	to	\$40.91	\$35.64

ECONOMY

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

Lobby - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$845.27	to \$1,065.04	\$948.39
Decorative Lighting	\$1,934.99	to \$2,757.61	\$2,341.61
Electrical	\$887.54	to \$1,331.30	\$1,120.51
Hard Surface Flooring	\$432.00	to \$537.06	\$493.20
HVAC	\$411.42	to \$532.52	\$444.35
Life Safety	\$534.60	to \$630.00	\$569.81
Architectural Lighting	\$1,584.88	to \$2,329.78	\$1,804.83
Front Desk (New Pods, in Existing Location)	\$10,565.90	to \$15,000.00	\$12,065.54
Front Desk Equipment	\$3,521.97	to \$4,191.14	\$3,820.16
Acoustical Ceiling Tile and Grid (New)	\$733.87	to \$981.00	\$826.62
Drywall Partitions	\$2,754.00	to \$3,779.14	\$3,126.37
Lobby Full Renovation Additional Cost Subtotal	\$24,206.43	to \$33,134.59	\$27,561.40
Lobby Full Renovation Additional Cost Per SF	\$134.48	to \$184.08	\$153.12

Public Restrooms Softgoods Renovation

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

	RANGE		AVERAGE
Demolition	\$49.31	to \$73.96	\$56.70
Artwork and Artifacts (Installed)	\$105.61	to \$173.50	\$138.47
Framed Mirrors	\$25.22	to \$37.50	\$31.15
Paint Drywall Ceiling	\$41.99	to \$60.00	\$52.50
Paint Doors and Trim	\$65.54	to \$75.65	\$70.89
Decorative Vanity Lighting	\$169.32	to \$270.00	\$216.01
Public Restrooms Softgoods Renovation Cost Subtotal	\$456.98	to \$690.62	\$565.71
Public Restrooms Softgoods Renovation Cost Per SF	\$5.71	to \$8.63	\$7.07

Public Restrooms - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$939.19	to \$1,232.69	\$1,080.07
Toilet Accessories	\$264.15	to \$423.58	\$335.26
Replace Doors	\$550.00	to \$812.50	\$693.71
Toilets / Urinals	\$1,021.37	to \$1,158.73	\$1,062.84
Architectural Lighting	\$788.92	to \$986.15	\$855.98
Tile Flooring	\$960.00	to \$1,252.00	\$1,132.24
Motion-sensing Flush Valves	\$475.00	to \$735.00	\$644.34
Motion-sensing Faucets	\$600.00	to \$890.00	\$775.24
Public Restrooms Full Renovation Additional Cost Subtotal	\$5,598.63	to \$7,490.65	\$6,579.67
Public Restrooms Full Renovation Additional Cost Per SF	\$69.98	to \$93.63	\$82.25

ECONOMY

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

Restaurant Softgoods Renovation

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

	RANGE		AVERAGE
Demolition of Vinyl and Carpet	\$469.60	to \$690.31	\$579.48
Artwork (Installed)	\$1,328.22	to \$1,995.50	\$1,661.05
Carpet and Pad (80% of Floor Area)	\$1,256.17	to \$1,454.93	\$1,356.39
Millwork Buffet, Host Station (Refinish)	\$469.60	to \$887.54	\$684.67
Acoustical Tile Ceiling (New)	\$1,643.58	to \$2,572.40	\$2,138.40
Paint Doors and Trim	\$65.54	to \$75.65	\$70.89
Vinyl Wallcovering (LY 54", 40% Openings)	\$383.29	to \$502.19	\$445.00
Window Treatments (with Hardware and Installation)	\$480.00	to \$724.00	\$602.00
Dining Chairs (No Arms)	\$1,620.00	to \$2,052.00	\$1,836.00
Restaurant Softgoods Renovation Cost Subtotal	\$7,715.99	to \$10,954.51	\$9,373.87
Restaurant Softgoods Renovation Cost Per SF	\$19.29	to \$27.39	\$23.43
Restaurant Softgoods Renovation Cost Per Seat	\$643.00	to \$912.88	\$781.16

Restaurant - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$469.60	to \$690.31	\$579.48
Buffet Equipment	\$1,173.99	to \$1,725.76	\$1,448.70
Architectural Lighting	\$1,479.23	to \$2,465.38	\$1,992.02
Electrical	\$2,465.38	to \$3,451.53	\$2,785.87
Hard Surface Flooring (20% of Floor Area)	\$960.00	to \$1,252.00	\$1,131.33
HVAC	\$986.15	to \$1,972.30	\$1,494.02
Life Safety	\$1,479.23	to \$2,465.38	\$1,992.02
Millwork Buffet, Host Station (New, in Existing Location)	\$3,164.00	to \$4,034.10	\$3,609.22
Tables	\$375.00	to \$483.00	\$429.00
Drywall Partitions	\$3,264.00	to \$4,478.98	\$3,705.33
TV & Mount (55", including Programming Allowance)	\$810.10	to \$962.72	\$885.29
Restaurant Full Renovation Additional Cost Subtotal	\$16,626.66	to \$23,981.44	\$20,052.29
Restaurant Full Renovation Additional Cost Per SF	\$41.57	to \$59.95	\$50.13
Restaurant Full Renovation Additional Cost Per Seat	\$1,385.55	to \$1,998.45	\$1,671.02

Bar / Lounge

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

Kitchen

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

Function Spaces

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

Spa / Exercise Facility

Typically, hotels in this market segment do not have spas or exercise facilities.

Outdoor Amenities

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

ECONOMY

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

Outdoor Parking

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

	RANGE		AVERAGE
Clean and Seal Asphalt	\$5,668.70	to \$9,112.50	\$7,729.71
Stripe Spaces	\$1,458.00	to \$3,500.00	\$2,586.48
Pavement Resurfacing	\$29,524.50	to \$81,000.00	\$55,847.25
Outdoor Parking Renovation Cost Subtotal	\$36,651.20	to \$93,612.50	\$66,163.43
Outdoor Parking Renovation Cost Per Space	\$366.51	to \$936.13	\$661.63

Structured Parking

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

Landscaping

	RANGE		AVERAGE
Landscaping Allowance	\$11,739.88	to \$19,723.01	\$15,801.88
Landscaping Renovation Cost Subtotal	\$11,739.88	to \$19,723.01	\$15,801.88

Common Additives

	RANGE		AVERAGE
New Electronic Key System	\$226.00	to \$326.29	\$279.96
Elevator Cab Finishes	\$7,043.93	to \$9,861.50	\$8,429.24
Elevator Modernization			
Hydraulic, per Cab	\$42,263.58	to \$51,033.28	\$46,236.36
PTAC Unit Direct Replacement, NIC Finishes	\$810.00	to \$1,143.17	\$998.92
Laundry Equipment (Direct Equipment Replacement with Access)			
75# Washer	\$23,479.77	to \$32,049.88	\$27,659.17
125# Dryer	\$35,219.65	to \$44,376.76	\$39,516.45
Ironer / Folder	\$117,398.8	to \$133,130.29	\$123,832.3
Guestroom ADA Modifications			
Bathtub Room	\$14,580.00	to \$20,500.00	\$18,194.93
Roll-in Shower Room	\$17,496.00	to \$27,402.50	\$22,370.17
Exterior Signage - Monument - New Graphics on Existing Sign	\$5,869.94	to \$8,628.82	\$7,243.51
Exterior Signage - Highway - New Graphics on Existing Sign	\$23,479.77	to \$32,049.88	\$27,659.17
Exterior Signage - New Exterior Brand Sign in Existing Location	\$23,479.77	to \$28,351.82	\$25,686.87
Dumpster Enclosure (CMU Walls, Wood Gate, Bollards, Concrete Pad)	\$12,500.00	to \$18,200.00	\$15,626.68
Power-operated, Bi-parting Entrance Doors (Inner and Outer at a Vestibule)	\$26,400.00	to \$36,000.00	\$31,880.59
Replace Guestroom Entry Door and Hardware	\$621.50	to \$1,067.85	\$821.17
Replace Guestroom Connecting Doors and Hardware	\$1,243.00	to \$1,921.00	\$1,528.89
Replace Corridor Service Doors and Hardware	\$776.88	to \$1,334.81	\$1,100.34



EXTENDED STAY

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

Guestroom Softgoods Renovation

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

	RANGE		AVERAGE
Demolition	\$344.09	to \$450.00	\$392.27
FF&E Installation	\$320.76	to \$425.00	\$388.07
Artwork, Mirrors, and Accessories (Installed Package)	\$172.21	to \$264.51	\$219.05
Full-height Framed Dressing Mirror	\$91.38	to \$121.22	\$105.50
Bed Skirt or Box Spring Cover	\$63.75	to \$70.13	\$66.94
Decorative Pillow	\$30.60	to \$39.78	\$35.19
Carpet and Pad	\$791.56	to \$900.57	\$841.32
Rigid Vinyl Base	\$276.85	to \$441.00	\$394.98
Desk Lamp	\$63.19	to \$82.00	\$72.62
Floor Lamp	\$95.00	to \$129.00	\$112.00
End Table Lamp	\$84.00	to \$110.00	\$97.00
Nightstand or Bracket Lamp (2)	\$147.00	to \$195.00	\$171.00
Welcome Light (in Existing Location)	\$135.70	to \$196.00	\$166.86
Desk Chair (including Fabric)	\$177.00	to \$237.00	\$207.00
Lounge Chair (including Fabric)	\$176.00	to \$226.50	\$201.33
Dining Chair (including Fabric)	\$500.00	to \$642.00	\$571.33
Ottoman (including Fabric)	\$197.00	to \$251.00	\$224.00
Sleeper Sofa (including Fabric)	\$682.00	to \$882.00	\$782.00
Paint Existing Knockdown-finish Walls	\$411.51	to \$561.80	\$500.42
Paint Textured or Drywall Ceiling	\$186.62	to \$279.30	\$236.19
Paint Entry Doors, Closet Doors, Frames, and Grilles	\$195.00	to \$450.00	\$252.63
Luxury Vinyl Kitchen Flooring	\$309.60	to \$403.98	\$348.45
Window Treatments (Sheer, Blackout, Hardware Installed)	\$614.00	to \$936.00	\$775.33
Guestroom Softgoods Renovation Cost Per Key			\$7,161.51

Guestroom - Add for a Full Renovation

	RANGE		AVERAGE
Casegoods Installation	\$79.10	to \$106.79	\$92.55
Bedsets (Box Spring, Mattress, and Frame)	\$610.50	to \$796.50	\$703.50
Headboard	\$328.50	to \$498.00	\$413.00
Nightstands	\$265.50	to \$346.50	\$306.00
Dresser	\$918.00	to \$1,198.00	\$1,058.00
Desk	\$389.00	to \$508.00	\$448.67
Side Table	\$400.00	to \$520.00	\$460.00
Coffee Table	\$223.00	to \$283.00	\$253.00
Dining Table	\$259.00	to \$339.00	\$299.00
Closet Rack	\$99.14	to \$147.00	\$116.76
Drapery Valance - Painted Wood	\$336.54	to \$423.75	\$369.20
Kitchen Cabinetry	\$1,553.75	to \$2,118.75	\$1,912.53
Kitchen Appliances	\$1,711.32	to \$2,463.07	\$2,110.59
TV and Mount (HD LCD, including Programming Allowance)	\$1,536.12	to \$1,772.00	\$1,636.59
Guestroom Full Renovation Additional Cost Per Key			\$10,179.39

EXTENDED STAY

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

Guest Bathroom Softgoods Renovation

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

	RANGE		AVERAGE		
Demolition	\$86.90	to	\$160.00	\$129.71	
Artwork (Installed)	\$44.38	to	\$68.17	\$56.86	
Framed Mirror	\$61.04	to	\$81.89	\$70.11	
Vanity Lighting	\$155.00	to	\$214.00	\$183.89	
Night Light	\$24.00	to	\$88.05	\$63.48	
Paint Ceiling	\$50.39	to	\$72.00	\$63.01	
Vinyl Wallcovering (LY 54")	\$231.83	to	\$302.38	\$268.44	
Shower Curtain and Hooks	\$31.01	to	\$34.27	\$32.64	
Curved Shower Rod	\$63.85	to	\$76.84	\$70.62	
Paint Door and Trim	\$65.00	to	\$150.00	\$84.21	
RegROUT Floor Tile	\$29.75	to	\$61.25	\$48.13	
RegROUT Wall Tile	\$85.00	to	\$175.00	\$137.50	
Guest Bathroom Softgoods Renovation Cost Per Key		\$928.14	to	\$1,483.84	\$1,208.58

Guest Bathroom - Add for a Full Renovation

	RANGE		AVERAGE		
Additional Demolition	\$431.44	to	\$493.08	\$454.25	
Architectural Lighting	\$170.11	to	\$220.00	\$187.97	
Replace Bathroom Door and Hardware	\$440.00	to	\$576.90	\$506.78	
Electrical Upgrades (Add One GFI Outlet)	\$65.00	to	\$107.46	\$87.21	
Tub-to-Shower Conversion (New Pan, Surround, Valve, and Shower Head)	\$2,000.00	to	\$3,164.00	\$2,817.80	
Shower Valve and Head, Tub Diverter, Tub Drain	\$262.44	to	\$440.25	\$371.15	
Tub Surround	\$900.00	to	\$1,101.75	\$980.30	
Lavatory	\$176.10	to	\$205.45	\$188.88	
Faucet (and Connections)	\$221.62	to	\$297.02	\$262.74	
Vanity Top	\$311.00	to	\$477.00	\$396.00	
Vanity Base	\$237.00	to	\$371.00	\$305.00	
Toilet Accessories	\$263.90	to	\$395.50	\$316.88	
Tile Flooring	\$1,108.08	to	\$1,427.57	\$1,203.75	
Toilet and Seat	\$381.55	to	\$462.26	\$439.42	
Guest Bathroom Full Renovation Additional Cost Per Key		\$6,968.23	to	\$9,739.23	\$8,518.12

EXTENDED STAY

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

Corridors

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

	RANGE		AVERAGE
Demolition	\$41.80	to \$54.89	\$49.57
Artwork (Installed)	\$2.90	to \$4.57	\$3.71
Carpet and Pad	\$217.93	to \$249.80	\$233.97
Rigid Vinyl Base	\$47.46	to \$75.60	\$67.71
Ceiling-mounted Lighting	\$35.19	to \$44.37	\$39.95
Sconces	\$85.96	to \$110.84	\$98.61
Elevator Lobby Furniture (Allowance)	\$37.53	to \$56.42	\$46.97
Vending Area Floor Tile	\$9.59	to \$12.36	\$10.42
Ice Machine	\$187.21	to \$207.05	\$197.03
Paint Ceiling	\$16.80	to \$25.14	\$21.26
Signage Package (Room Numbers, Wayfinding, Complete)	\$96.05	to \$118.65	\$107.35
Vinyl Wallcovering (LY 54")	\$125.88	to \$162.93	\$145.09
Window Treatments (with Hardware and Installation)	\$9.18	to \$13.89	\$11.54
Corridors Renovation Cost Per Key	\$913.47	to \$1,136.50	\$1,033.19

Lobby Softgoods Renovation

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

	RANGE		AVERAGE
Demolition of Vinyl and Carpet	\$1,972.30	to \$2,416.07	\$2,207.98
Artwork and Artifacts (Installed)	\$621.67	to \$951.84	\$786.56
Carpet and Pad	\$5,607.51	to \$6,423.08	\$6,017.99
Millwork (Refinish)	\$528.29	to \$801.25	\$665.06
Paint Drywall Ceiling	\$653.18	to \$987.17	\$859.58
Paint Doors and Trim	\$130.00	to \$145.62	\$134.63
Vinyl Wallcovering (LY 54", 40% Openings)	\$1,138.13	to \$1,441.00	\$1,294.76
Window Treatments (with Hardware and Installation)	\$489.00	to \$721.00	\$605.00
Seating Groups	\$5,581.00	to \$7,245.00	\$6,413.00
Lobby Softgoods Renovation Cost Subtotal	\$16,721.09	to \$21,132.02	\$18,984.57
Lobby Softgoods Renovation Cost Per SF	\$11.94	to \$15.09	\$13.56

EXTENDED STAY

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

Lobby - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$8,217.92	to \$10,009.43	\$9,036.42
Decorative Lighting	\$2,883.99	to \$4,176.49	\$3,524.96
Electrical	\$6,903.05	to \$10,354.58	\$8,715.10
Hard Surface Flooring	\$5,040.00	to \$7,770.00	\$6,354.46
HVAC	\$4,930.75	to \$6,903.05	\$5,900.47
Life Safety	\$6,985.23	to \$9,060.26	\$7,975.49
Architectural Lighting	\$8,628.82	to \$13,090.49	\$11,732.35
Front Desk (New Pods, in Existing Location)	\$15,000.00	to \$24,757.15	\$18,297.71
Front Desk Equipment	\$4,108.96	to \$5,054.02	\$4,544.51
Acoustical Ceiling Tile and Grid (New)	\$3,318.00	to \$5,325.01	\$4,231.94
Articulated Drywall Ceiling (New)	\$7,261.33	to \$11,508.00	\$9,015.56
Sound System	\$1,760.98	to \$2,218.84	\$1,975.82
Drywall Partitions	\$7,650.00	to \$10,497.60	\$8,684.36
Sundries Shop (Millwork/Finishes/Equipment/Signage)	\$11,739.88	to \$18,047.78	\$14,819.03
Business Center (Millwork/Finishes/Seating)	\$8,395.94	to \$12,821.89	\$10,571.52
Lobby Full Renovation Additional Cost Subtotal	\$102,824.85	to \$151,594.59	\$125,379.71
Lobby Full Renovation Additional Cost Per SF	\$73.45	to \$108.28	\$89.56

Public Restrooms Softgoods Renovation

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

	RANGE		AVERAGE
Demolition	\$295.85	to \$443.77	\$340.22
Artwork and Artifacts (Installed)	\$277.22	to \$445.00	\$358.93
Framed Mirrors	\$356.30	to \$482.00	\$418.31
Paint Drywall Ceiling	\$251.94	to \$360.00	\$315.03
Paint Doors and Trim	\$131.08	to \$151.31	\$141.77
Vinyl Wallcovering (LY 54")	\$1,419.26	to \$1,802.24	\$1,617.55
Decorative Vanity Lighting	\$925.28	to \$1,400.00	\$1,148.04
Public Restrooms Softgoods Renovation Cost Subtotal	\$3,656.93	to \$5,084.32	\$4,339.86
Public Restrooms Softgoods Renovation Cost Per SF	\$7.62	to \$10.59	\$9.04

EXTENDED STAY

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

Public Restrooms - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$4,508.12	to \$5,916.90	\$5,184.33
Toilet Partitions	\$3,073.60	to \$4,147.83	\$3,317.09
Toilet Accessories	\$1,056.59	to \$1,380.00	\$1,202.23
Replace Doors	\$1,100.00	to \$1,625.00	\$1,387.43
Toilets / Urinals	\$6,282.00	to \$8,713.66	\$6,964.84
Architectural Lighting	\$4,733.52	to \$5,916.90	\$5,135.87
Tile Flooring	\$6,998.40	to \$9,016.23	\$7,602.62
Tile Walls	\$5,248.80	to \$7,468.85	\$6,076.45
Motion-sensing Flush Valves	\$2,850.00	to \$4,410.00	\$3,866.02
Motion-sensing Faucets	\$2,400.00	to \$3,560.00	\$3,100.96
Vanity Top, Faucets, Sinks	\$2,582.77	to \$3,204.99	\$2,940.11
Public Restrooms Full Renovation Additional Cost Subtotal	\$40,833.80	to \$55,360.36	\$46,777.96
Public Restrooms Full Renovation Additional Cost Per SF	\$85.07	to \$115.33	\$97.45

Restaurant Softgoods Renovation

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

	RANGE		AVERAGE
Demolition of Vinyl and Carpet	\$1,643.58	to \$2,416.07	\$2,028.18
Artwork (Installed)	\$3,226.00	to \$4,838.50	\$4,019.01
Carpet and Pad (80% of Floor Area)	\$4,897.61	to \$5,643.93	\$5,273.48
Millwork Buffet, Host Station (Refinish)	\$1,467.49	to \$2,773.55	\$2,139.59
Millwork Running Trim (Refinish - Hardwood Crown, Chair, and Base)	\$160.60	to \$252.00	\$213.46
Reupholster Banquettes	\$3,630.00	to \$5,550.00	\$4,590.00
Acoustical Tile Ceiling (New)	\$6,636.00	to \$10,650.02	\$8,463.88
Paint Doors and Trim	\$131.08	to \$151.31	\$141.77
Vinyl Wallcovering (LY 54", 40% Openings)	\$1,119.07	to \$1,419.73	\$1,274.71
Window Treatments (with Hardware and Installation)	\$1,120.00	to \$1,675.00	\$1,397.33
Dining Chairs (No Arms)	\$15,960.00	to \$21,280.00	\$18,620.00
Restaurant Softgoods Renovation Cost Subtotal	\$39,991.43	to \$56,650.11	\$48,161.43
Restaurant Softgoods Renovation Cost Per SF	\$28.57	to \$40.46	\$34.40
Restaurant Softgoods Renovation Cost Per Seat	\$526.20	to \$745.40	\$633.70

EXTENDED STAY

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

Restaurant - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$4,930.75	to \$6,903.05	\$5,900.47
Banquettes	\$2,282.50	to \$3,808.60	\$3,052.62
Buffet Equipment	\$9,605.00	to \$17,797.50	\$13,955.50
Decorative Lighting	\$5,411.20	to \$8,082.08	\$6,745.46
Architectural Lighting	\$9,450.61	to \$15,963.31	\$12,610.40
Electrical	\$13,806.10	to \$17,257.63	\$14,979.62
Hard Surface Flooring (20% of Floor Area)	\$4,082.40	to \$5,261.73	\$4,542.51
HVAC	\$3,451.53	to \$6,903.05	\$5,229.06
Life Safety	\$6,985.23	to \$9,060.26	\$7,975.49
Millwork Buffet, Host Station (New, in Existing Location)	\$15,408.60	to \$18,562.50	\$16,501.64
Sound System	\$1,760.98	to \$2,218.84	\$1,975.82
Tables	\$7,353.00	to \$9,690.00	\$8,524.67
Drywall Partitions	\$7,650.00	to \$10,497.60	\$8,684.36
TV and Mount (55", including Programming Allowance)	\$1,744.20	to \$2,087.43	\$1,913.24
Restaurant Full Renovation Additional Cost Subtotal	\$93,922.09	to \$134,093.58	\$112,590.86
Restaurant Full Renovation Additional Cost Per SF	\$67.09	to \$95.78	\$80.42
Restaurant Full Renovation Additional Cost Per Seat	\$1,235.82	to \$1,764.39	\$1,481.46

Bar / Lounge

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

Kitchen

Assume a kitchen area of approximately 80 SF.

	RANGE		AVERAGE
Selective Demolition	\$791.00	to \$972.93	\$888.86
Vinyl-coated Tile Ceiling (2' x 4' Tiles and New Grid)	\$408.00	to \$653.18	\$548.50
Fluorescent Lighting (2' x 4')	\$295.85	to \$493.08	\$357.97
Paint Door Frames and Trim	\$136.47	to \$300.00	\$175.56
Paint Walls	\$30.23	to \$43.20	\$37.80
Quarry Tile Flooring	\$913.09	to \$1,290.91	\$1,085.59
Replace Doors	\$1,526.18	to \$3,446.50	\$2,648.86
Kydex-paneled Walls	\$227.81	to \$481.87	\$316.19
Kitchen Renovation Cost Subtotal	\$4,328.63	to \$7,681.67	\$6,059.32
Kitchen Renovation Cost Per SF	\$54.11	to \$96.02	\$75.74

Kitchen Equipment

	RANGE		AVERAGE
Select Kitchen Equipment	\$2,582.77	to \$3,406.16	\$2,978.87
Kitchen Equipment Cost Subtotal	\$2,582.77	to \$3,406.16	\$2,978.87
Kitchen Equipment Cost Per SF	\$32.28	to \$42.58	\$37.24

EXTENDED STAY

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

Ballroom and Prefunction

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

Meeting Rooms Softgoods Renovation

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

	RANGE		AVERAGE	
Demolition of Vinyl and Carpet	\$648.04	to	\$952.62	\$799.68
Carpet and Pad	\$2,060.97	to	\$2,394.39	\$2,229.13
Paint Articulated Drywall Ceiling	\$289.73	to	\$395.55	\$352.34
Paint Doors and Trim	\$300.00	to	\$355.01	\$325.00
Millwork Running Trim (Refinish - Stained Hardwood Crown, Chair, and Base)	\$281.41	to	\$441.14	\$359.70
Protect / Remove / Reinstall All Light Fixtures	\$452.00	to	\$711.90	\$588.73
Vinyl Wallcovering (LY 54")	\$1,418.28	to	\$1,764.69	\$1,637.94
Window Treatments (with Hardware and Installation)	\$2,373.00	to	\$3,563.00	\$2,968.00
Meeting Rooms Softgoods Renovation Cost Subtotal	\$7,823.43	to	\$10,578.32	\$9,260.53
Meeting Rooms Softgoods Renovation Cost Per SF	\$14.17	to	\$19.16	\$16.78

Meeting Rooms - Add for a Full Renovation

	RANGE		AVERAGE	
Additional Demolition	\$3,240.21	to	\$3,946.57	\$3,562.93
Banquet Chairs	\$6,702.86	to	\$9,384.00	\$8,043.43
Artwork, Accessories, and Mirrors (Installed)	\$1,076.22	to	\$1,614.50	\$1,344.71
Acoustical Tile Ceiling (New)	\$2,250.53	to	\$3,008.40	\$2,534.96
Decorative Lighting	\$1,046.50	to	\$1,628.60	\$1,347.72
Electrical	\$5,443.55	to	\$6,804.44	\$5,906.25
HVAC	\$1,360.89	to	\$2,721.77	\$2,061.74
Life Safety	\$2,754.18	to	\$3,572.33	\$3,144.62
Architectural Lighting	\$4,082.66	to	\$5,443.55	\$4,810.74
Millwork Running Trim (Stained Hardwood Crown, Chair, and Base)	\$1,655.32	to	\$2,979.58	\$2,631.35
Millwork Serving Stations	\$3,164.00	to	\$5,423.83	\$4,725.32
Meeting Rooms Full Renovation Additional Cost Subtotal	\$32,776.91	to	\$46,527.57	\$40,113.78
Meeting Rooms Full Renovation Additional Cost Per SF	\$59.38	to	\$84.29	\$72.67

Board Room

Typically, hotels in this market segment do not have a Board Room.

EXTENDED STAY

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

Exercise Facility Softgoods Renovation

Assume a one-bay facility of approximately 25' x 16' (400 SF). Ceiling 10' AFF.

	RANGE		AVERAGE
Demolition of Vinyl and Floor Finish	\$469.60	to \$690.31	\$579.48
Artwork (Installed)	\$218.22	to \$331.50	\$274.05
Clock	\$42.83	to \$74.73	\$54.87
Hamper	\$95.00	to \$129.00	\$112.00
Towel Caddy	\$312.00	to \$402.00	\$357.00
Carpet and Pad	\$1,349.33	to \$1,484.27	\$1,416.80
Mirrors	\$1,464.48	to \$2,059.20	\$1,830.76
Paint Doors and Trim	\$300.00	to \$355.01	\$319.00
Remove and Reinstall Exercise Equipment	\$586.99	to \$1,849.03	\$1,250.30
Paint Walls	\$430.40	to \$615.00	\$538.17
Window Treatments (with Hardware and Installation)	\$336.00	to \$500.00	\$418.00
Exercise Facility Softgoods Renovation Cost Subtotal	\$5,604.85	to \$8,490.05	\$7,150.43
Exercise Facility Softgoods Renovation Cost Per SF	\$14.01	to \$21.23	\$17.88

Exercise Facility - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$2,347.98	to \$2,859.84	\$2,581.84
Acoustical Tile Ceiling (New)	\$1,896.00	to \$2,938.00	\$2,397.28
Exercise Equipment (Installed)	\$44,723.00	to \$58,134.00	\$51,428.33
Electrical	\$3,944.60	to \$4,930.75	\$4,279.89
HVAC	\$986.15	to \$1,972.30	\$1,494.02
Life Safety	\$1,995.78	to \$2,588.64	\$2,278.71
Architectural Lighting	\$2,958.45	to \$3,944.60	\$3,486.04
TVs and Mounts (42", including Programming Allowance)	\$912.10	to \$1,084.72	\$997.29
Water Fountain	\$469.60	to \$665.65	\$566.33
Sound System	\$880.49	to \$1,109.42	\$987.91
Exercise Facility Full Renovation Additional Cost Subtotal	\$61,114.14	to \$80,227.92	\$70,497.64
Exercise Facility Full Renovation Additional Cost Per SF	\$152.79	to \$200.57	\$176.24

Spa

Typically, hotels in this market segment do not have spa facilities.

Outdoor Pool

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

	RANGE		AVERAGE
ADA Lift	\$3,955.00	to \$8,305.50	\$6,068.10
Pool Furniture	\$8,248.00	to \$12,376.00	\$10,312.00
Pool Equipment	\$5,869.94	to \$13,559.57	\$9,873.24
Resurface Pool Bottom	\$3,559.50	to \$4,950.00	\$4,087.58
Resurface Pool Deck (Kool Deck)	\$10,861.80	to \$14,486.69	\$12,914.17
Signage (Life Safety, Pool Rules)	\$1,130.00	to \$2,966.25	\$2,118.75
Outdoor Pool Renovation Cost Subtotal	\$33,624.24	to \$56,644.00	\$45,373.85
Outdoor Pool Renovation Cost Per SF	\$15.97	to \$26.90	\$21.55

EXTENDED STAY

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

Indoor Pool

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

	RANGE		AVERAGE
ADA Lift	\$3,955.00	to \$8,305.50	\$6,068.10
Architectural Lighting	\$18,457.04	to \$23,730.47	\$21,304.69
Acoustical Tile Ceiling with Aluminum Grid (New)	\$7,771.70	to \$10,473.97	\$9,069.46
Paint Doors and Trim	\$300.00	to \$360.00	\$320.00
Pool Deck Tile	\$14,895.57	to \$19,249.65	\$16,791.98
Pool Equipment	\$5,869.94	to \$13,559.57	\$9,873.24
Pool Furniture	\$4,374.00	to \$6,561.00	\$5,467.33
Pool Pak HVAC	\$53,175.54	to \$64,294.06	\$58,460.87
Replace Doors (Storefront)	\$1,760.98	to \$2,588.64	\$2,173.05
Resurface Pool Bottom	\$3,559.50	to \$4,950.00	\$4,087.58
Paint Walls (Assume Two Walls are Storefront; Two are Drywall)	\$404.16	to \$577.50	\$505.36
Signage (Life Safety, Pool Rules)	\$1,130.00	to \$2,966.25	\$2,118.75
Indoor Pool Renovation Cost Subtotal	\$115,653.42	to \$157,616.62	\$136,240.42
Indoor Pool Renovation Cost Per SF	\$54.92	to \$74.84	\$64.69

Outdoor Amenities

	RANGE		AVERAGE
Stamped Concrete at Arrivals	\$9,375.00	to \$13,326.46	\$11,279.29
Outdoor Furniture	\$8,248.00	to \$12,376.00	\$10,312.00
Fire Pit	\$9,040.00	to \$15,000.00	\$11,417.20
Permanent Grill	\$5,869.94	to \$9,861.50	\$7,900.94
Outdoor Lighting	\$7,630.92	to \$11,710.53	\$9,679.53
Patio Landscaping	\$5,282.95	to \$9,245.16	\$7,308.08
Outdoor Amenities Renovation Cost Subtotal	\$45,446.82	to \$71,519.66	\$57,897.05

Outdoor Parking

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

	RANGE		AVERAGE
Clean and Seal Asphalt	\$9,920.23	to \$15,946.88	\$13,526.99
Stripe Spaces	\$2,551.50	to \$6,125.00	\$4,526.34
Pavement Resurfacing	\$51,667.88	to \$141,750.00	\$97,732.69
Outdoor Parking Renovation Cost Subtotal	\$64,139.61	to \$163,821.88	\$115,786.01
Outdoor Parking Renovation Cost Per Space	\$366.51	to \$936.13	\$661.63

Structured Parking

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

Landscaping

	RANGE		AVERAGE
Landscaping Allowance	\$23,479.77	to \$32,049.88	\$27,659.17
Landscaping Renovation Cost Subtotal	\$23,479.77	to \$32,049.88	\$27,659.17

EXTENDED STAY

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

Common Additives

	RANGE		AVERAGE
New Electronic Key System	\$226.00	to \$326.29	\$279.96
Elevator Cab Finishes	\$9,978.90	to \$15,162.06	\$12,576.94
Elevator Modernization			
Hydraulic, per Cab	\$56,351.45	to \$68,044.37	\$61,648.48
PTAC Unit Direct Replacement, NIC finishes	\$810.00	to \$1,143.17	\$998.92
Laundry Equipment (Direct Equipment Replacement with Access)			
75# Washer	\$23,479.77	to \$32,049.88	\$27,659.17
125# Dryer	\$35,219.65	to \$44,376.76	\$39,516.45
Ironer / Folder	\$117,398.85	to \$133,130.29	\$123,832.30
Porte Cochere - Re-image: Demolish and Replace	\$11,739.88	to \$49,307.52	\$31,580.29
Guestroom ADA Modifications			
Bathtub Room	\$17,500.00	to \$27,120.00	\$20,702.93
Roll-in Shower Room	\$21,352.33	to \$29,380.00	\$24,746.97
Exterior Signage - Monument - New Graphics on Existing Sign	\$11,739.88	to \$17,257.63	\$14,487.02
Exterior Signage - Highway - New Graphics on Existing Sign	\$29,349.71	to \$38,213.32	\$33,587.81
Exterior Signage - New Exterior Brand Sign in Existing Location	\$35,219.65	to \$44,376.76	\$39,516.45
Dumpster Enclosure (CMU Walls, Wood Gate, Bollards, Concrete Pad)	\$12,500.00	to \$18,200.00	\$15,626.68
Power-operated, Bi-parting Entrance Doors (Inner and Outer at a Vestibule)	\$26,400.00	to \$36,000.00	\$31,880.59
Fireplace - Natural Gas with Stone Hearth and Surrounding Wall (Public Area)	\$8,748.00	to \$18,000.00	\$15,079.68
Replace Guestroom Entry Door and Hardware	\$621.50	to \$1,067.85	\$821.17
Replace Guestroom Connecting Doors and Hardware	\$1,243.00	to \$1,921.00	\$1,528.89
Replace Corridor Service Doors and Hardware	\$776.88	to \$1,334.81	\$1,100.34
Replace Guestroom Closet Door with Pair of Swing Doors and Hardware	\$395.50	to \$621.50	\$518.10
Replace Guestroom Bath Door with Barn Door and Hardware	\$760.00	to \$1,186.50	\$1,000.66
Incremental Add for LVT in Guestroom Instead of Carpet	\$1,679.43	to \$2,535.69	\$2,062.47



MIDSCALE

MIDSCALE

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

Guestroom Softgoods Renovation

Assume guestroom area of approximately 13' x 21'-6" and 6' x 7' entry / closet area (370 SF). Ceilings 8'-0" AFF, painted drywall.

	RANGE		AVERAGE
Demolition	\$205.45	to \$415.28	\$334.21
FF&E Installation	\$207.47	to \$375.35	\$299.43
Artwork, Mirrors, and Accessories (Installed Package)	\$163.21	to \$254.51	\$209.39
Full-height Framed Dressing Mirror	\$100.93	to \$134.22	\$116.52
Bed Skirt or Box Spring Cover	\$120.00	to \$132.00	\$126.00
Decorative Pillow	\$34.26	to \$44.54	\$39.40
Carpet and Pad	\$648.00	to \$736.70	\$688.48
Carpet Base	\$112.34	to \$152.22	\$132.27
Desk Lamp	\$73.09	to \$95.00	\$84.03
Floor Lamp	\$145.00	to \$181.00	\$163.00
End Table Lamp	\$95.00	to \$129.00	\$112.00
Nightstand or Bracket Lamp (2)	\$181.50	to \$214.50	\$198.00
Welcome Light (in Existing Location)	\$138.15	to \$199.00	\$169.68
Desk Chair (including Fabric)	\$259.00	to \$339.00	\$299.00
Lounge Chair (including Fabric)	\$200.00	to \$260.00	\$230.00
Ottoman (including Fabric)	\$98.50	to \$125.50	\$112.00
Sleeper Sofa (including Fabric - Assumes King Rooms Only)	\$400.00	to \$520.00	\$460.00
Paint Textured or Drywall Ceiling	\$150.00	to \$224.49	\$189.84
Paint Entry Doors, Closet Doors, Frames, and Grilles	\$130.00	to \$300.00	\$168.42
Vinyl Wallcovering (LY 54")	\$726.51	to \$1,129.00	\$888.43
Window Treatments (Sheer, Blackout, Hardware, Installed)	\$447.00	to \$675.00	\$561.00
Guestroom Softgoods Renovation Cost Per Key		\$4,635.40 to \$6,636.30	\$5,581.09

Guestroom - Add for a Full Renovation

	RANGE		AVERAGE
Casegoods Installation	\$56.50	to \$75.00	\$65.30
Bedsets (Box Spring, Mattress, and Frame)	\$610.50	to \$796.50	\$703.50
Headboard	\$489.00	to \$735.00	\$612.00
Nightstands	\$375.00	to \$481.50	\$428.50
Dresser	\$482.00	to \$622.00	\$552.00
Desk	\$437.00	to \$575.00	\$506.00
Coffee Table	\$188.50	to \$248.50	\$218.50
Closet Rack	\$99.14	to \$147.00	\$116.76
Refrigerator Cabinet / Welcome Center	\$490.00	to \$632.00	\$561.00
Mini Refrigerator	\$235.00	to \$255.00	\$245.00
Draperly Valance - Painted Wood	\$175.00	to \$220.35	\$191.98
TV and Mount (HD LCD, including Programming Allowance)	\$768.06	to \$886.00	\$818.30
Guestroom Full Renovation Additional Cost Per Key		\$4,405.70 to \$5,673.85	\$5,018.84

MIDSCALE

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

Guest Bathroom Softgoods Renovation

Assume guest bathroom area of 6' x 8". Ceilings 8'-0" AFF, painted drywall.

	RANGE		AVERAGE	
Demolition	\$86.90	to	\$160.00	\$129.71
Artwork (Installed)	\$62.33	to	\$95.10	\$79.30
Lighted Mirror	\$412.00	to	\$573.00	\$487.00
Night Light	\$24.00	to	\$88.05	\$63.48
Paint Ceiling	\$25.19	to	\$36.00	\$31.50
Vinyl Wallcovering (LY 54")	\$164.72	to	\$210.21	\$188.28
Shower Curtain and Hooks	\$34.88	to	\$38.56	\$36.72
Curved Shower Rod	\$63.85	to	\$76.84	\$70.95
Paint Door and Trim	\$65.00	to	\$150.00	\$84.21
RegROUT Floor Tile	\$88.40	to	\$182.00	\$143.00
RegROUT Wall Tile	\$85.00	to	\$175.00	\$137.50
Guest Bathroom Softgoods Renovation Cost Per Key	\$1,112.27	to	\$1,784.76	\$1,451.66

Guest Bathroom - Add for a Full Renovation

	RANGE		AVERAGE	
Additional Demolition	\$431.44	to	\$493.08	\$454.25
Architectural Lighting	\$170.11	to	\$220.00	\$187.97
Replace Bathroom Door and Hardware	\$440.00	to	\$576.90	\$506.78
Electrical Upgrades (Add One GFI Outlet)	\$65.00	to	\$107.46	\$87.21
Tub-to-Shower Conversion (New Pan, Surround, Valve, and Shower Head)	\$2,825.00	to	\$3,164.00	\$3,039.30
Shower Valve and Head, Tub Diverter, Tub Drain	\$262.44	to	\$436.75	\$370.45
Tub Surround	\$900.00	to	\$1,195.00	\$1,025.12
Lavatory	\$176.10	to	\$205.45	\$188.88
Faucet (and Connections)	\$221.62	to	\$297.02	\$262.74
Vanity Top	\$311.00	to	\$477.00	\$396.00
Vanity Base	\$237.00	to	\$371.00	\$305.00
Toilet Accessories	\$263.90	to	\$395.50	\$316.88
Tile Flooring	\$481.14	to	\$619.87	\$522.68
Toilet and Seat	\$381.55	to	\$462.26	\$439.42
Guest Bathroom Full Renovation Additional Cost Per Key	\$7,166.29	to	\$9,021.27	\$8,102.68

Corridors

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

	RANGE		AVERAGE	
Demolition	\$33.00	to	\$43.33	\$39.14
Artwork (Installed)	\$8.56	to	\$13.28	\$10.89
Carpet and Pad	\$245.44	to	\$280.45	\$263.05
Carpet Base	\$23.09	to	\$30.68	\$26.88
Ceiling-mounted Lighting	\$34.67	to	\$45.45	\$39.99
Sconces	\$79.50	to	\$103.49	\$92.35
Elevator Lobby Furniture (Allowance)	\$57.30	to	\$86.26	\$71.78
Vending Area Floor Tile	\$21.60	to	\$27.83	\$23.46
Ice Machine	\$264.47	to	\$293.22	\$278.89
Paint Ceiling	\$21.00	to	\$31.42	\$26.57
Signage Package (Room Numbers, Wayfinding, Complete)	\$96.05	to	\$118.65	\$107.35
Vinyl Wallcovering (LY 54")	\$127.11	to	\$163.63	\$146.05
Window Treatments (with Hardware and Installation)	\$13.67	to	\$20.33	\$17.00
Corridors Renovation Cost Per Key	\$1,025.44	to	\$1,258.03	\$1,143.42

MIDSCALE

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

Lobby Softgoods Renovation

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

	RANGE		AVERAGE
Demolition of Vinyl and Carpet	\$3,521.97	to \$4,314.41	\$3,942.82
Artwork and Artifacts (Installed)	\$820.27	to \$1,254.50	\$1,034.91
Carpet and Pad	\$9,160.28	to \$10,536.46	\$9,853.59
Millwork (Refinish)	\$586.99	to \$862.88	\$724.35
Millwork Screen Walls (Refinish)	\$410.90	to \$677.98	\$546.49
Paint Drywall Ceiling	\$1,166.40	to \$1,762.80	\$1,534.97
Paint Doors and Trim	\$325.00	to \$364.04	\$336.58
Vinyl Wallcovering (LY 54", 40% Openings)	\$1,289.20	to \$1,606.73	\$1,453.40
Window Treatments (with Hardware and Installation)	\$598.00	to \$898.00	\$748.00
Seating Groups	\$12,349.50	to \$16,131.00	\$14,240.00
Lobby Softgoods Renovation Cost Subtotal	\$30,228.50	to \$38,408.80	\$34,415.10
Lobby Softgoods Renovation Cost Per SF	\$12.09	to \$15.36	\$13.77

Lobby - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$14,674.86	to \$17,873.97	\$16,136.47
Decorative Lighting	\$5,005.99	to \$7,358.49	\$6,176.96
Electrical	\$12,326.88	to \$18,490.32	\$15,562.68
Hard Surface Flooring	\$9,000.00	to \$13,875.00	\$11,347.25
HVAC	\$8,804.91	to \$12,326.88	\$10,536.55
Life Safety	\$12,473.63	to \$16,179.03	\$14,241.95
Architectural Lighting	\$15,408.60	to \$23,375.88	\$20,950.63
Front Desk (New Pods, in Existing Location)	\$15,000.00	to \$24,757.15	\$18,297.71
Front Desk Equipment	\$4,108.96	to \$5,054.02	\$4,544.51
Millwork Screen Walls (New)	\$6,163.44	to \$9,676.60	\$7,934.40
Acoustic Ceiling and Grid (New)	\$5,925.00	to \$9,508.95	\$7,557.04
Articulated Drywall Ceiling (New)	\$12,966.65	to \$20,550.00	\$16,099.21
Sound System	\$1,760.98	to \$2,218.84	\$1,975.82
Drywall Partitions	\$7,650.00	to \$10,497.60	\$8,684.36
Sundries Shop (Millwork/Finishes/Equipment/Signage)	\$7,630.92	to \$11,731.06	\$9,632.37
Business Center (Millwork/Finishes/Seating)	\$10,070.94	to \$15,328.89	\$12,662.52
Lobby Full Renovation Additional Cost Subtotal	\$148,971.76	to \$218,802.68	\$182,340.43
Lobby Full Renovation Additional Cost Per SF	\$59.59	to \$87.52	\$72.94

MIDSCALE

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

Public Restrooms Softgoods Renovation

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

	RANGE		AVERAGE
Demolition	\$295.85	to \$443.77	\$340.22
Artwork and Artifacts (Installed)	\$519.22	to \$815.00	\$664.93
Framed Mirrors	\$1,148.86	to \$1,550.00	\$1,348.58
Paint Drywall Ceiling	\$251.94	to \$360.00	\$315.03
Paint Doors and Trim	\$131.08	to \$151.31	\$141.77
Vinyl Wallcovering (LY 54")	\$1,689.60	to \$2,099.80	\$1,901.34
Decorative Vanity Lighting	\$977.28	to \$1,512.00	\$1,230.71
Public Restrooms Softgoods Renovation Cost Subtotal	\$5,013.83	to \$6,931.87	\$5,942.58
Public Restrooms Softgoods Renovation Cost Per SF	\$10.45	to \$14.44	\$12.38

Public Restrooms - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$3,099.33	to \$4,437.68	\$3,761.46
Toilet Partitions	\$4,610.40	to \$6,221.75	\$4,975.63
Toilet Accessories	\$1,056.59	to \$1,380.00	\$1,202.23
Replace Doors	\$1,100.00	to \$1,625.00	\$1,387.43
Toilets / Urinals	\$6,282.00	to \$8,713.66	\$6,964.84
Architectural Lighting	\$4,733.52	to \$5,916.90	\$5,135.87
Tile Flooring	\$6,998.40	to \$9,016.23	\$7,602.62
Tile Walls	\$6,660.00	to \$7,842.29	\$7,294.71
Motion-sensing Flush Valves	\$2,850.00	to \$4,410.00	\$3,866.02
Motion-sensing Faucets	\$2,400.00	to \$3,560.00	\$3,100.96
Vanity Top, Faucets, Sinks	\$2,582.77	to \$3,204.99	\$2,940.11
Public Restrooms Full Renovation Additional Cost Subtotal	\$42,373.02	to \$56,328.49	\$48,231.90
Public Restrooms Full Renovation Additional Cost Per SF	\$88.28	to \$117.35	\$100.48

Restaurant Softgoods Renovation

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

	RANGE		AVERAGE
Demolition of Vinyl and Carpet	\$1,521.49	to \$2,236.59	\$1,877.52
Artwork (Installed)	\$3,552.00	to \$5,328.50	\$4,427.01
Carpet and Pad (80% of Floor Area)	\$5,048.27	to \$5,791.10	\$5,421.99
Millwork Buffet, Host Station (Refinish)	\$2,347.98	to \$4,437.68	\$3,423.35
Millwork Screen Walls (Refinish)	\$880.49	to \$1,294.32	\$1,086.53
Millwork Running Trim (Refinish - Hardwood Crown, Chair, and Base)	\$160.60	to \$252.00	\$213.46
Reupholster Banquettes	\$4,075.00	to \$6,125.00	\$5,100.00
Paint Drywall Ceiling	\$604.66	to \$913.84	\$795.73
Paint Doors and Trim	\$272.94	to \$600.00	\$351.11
Vinyl Wallcovering (LY 54", 40% Openings)	\$1,215.10	to \$1,517.82	\$1,371.56
Window Treatments (with Hardware and Installation)	\$2,200.00	to \$3,308.00	\$2,754.00
Dining Chairs (No Arms)	\$15,640.00	to \$20,468.00	\$18,042.67
Restaurant Softgoods Renovation Cost Subtotal	\$37,518.53	to \$52,272.85	\$44,864.92
Restaurant Softgoods Renovation Cost Per SF	\$28.95	to \$40.33	\$34.62
Restaurant Softgoods Renovation Cost Per Seat	\$551.74	to \$768.72	\$659.78

MIDSCALE

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

Restaurant - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$4,564.47	to \$6,390.25	\$5,462.15
Banquettes	\$2,452.50	to \$4,090.60	\$3,278.62
Buffet Equipment	\$5,869.94	to \$13,559.57	\$9,873.24
Decorative Lighting	\$7,006.50	to \$10,651.00	\$8,764.06
Architectural Lighting	\$8,748.56	to \$14,777.46	\$12,312.65
Electrical	\$12,780.51	to \$15,975.63	\$13,866.85
Hard Surface Flooring (20% of Floor Area)	\$3,779.14	to \$4,870.86	\$4,205.07
HVAC	\$3,195.13	to \$6,390.25	\$4,840.62
Life Safety	\$6,466.33	to \$8,387.21	\$7,383.03
Millwork Buffet, Host Station (New, in Existing Location)	\$24,653.76	to \$29,700.00	\$26,402.62
Millwork Screen Walls (New)	\$4,108.96	to \$6,533.25	\$5,333.43
Millwork Running Trim (Hardwood Crown, Chair, and Base)	\$845.27	to \$1,521.49	\$1,343.67
Articulated Drywall Ceiling (New)	\$13,443.83	to \$17,366.40	\$15,183.64
Sound System	\$1,760.98	to \$2,218.84	\$1,975.82
Tables	\$6,930.00	to \$8,856.00	\$7,896.00
Communal Dining Tables (6 Seats)	\$3,521.97	to \$5,414.33	\$4,445.71
Communal Table Stools	\$1,920.00	to \$2,880.00	\$2,400.00
Drywall Partitions	\$7,344.00	to \$10,077.70	\$8,336.99
TV and Mount (55", including Programming Allowance)	\$3,488.39	to \$4,174.87	\$3,826.48
Restaurant Full Renovation Additional Cost Subtotal	\$122,880.23	to \$173,835.71	\$147,130.62
Restaurant Full Renovation Additional Cost Per SF	\$94.81	to \$134.13	\$113.53
Restaurant Full Renovation Additional Cost Per Seat	\$1,807.06	to \$2,556.41	\$2,163.69

Bar / Lounge Softgoods Renovation

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

	RANGE		AVERAGE
Demolition of Vinyl and Carpet	\$845.27	to \$1,242.55	\$1,043.07
Artwork, Accessories, and Mirrors (Installed)	\$5,081.22	to \$7,626.50	\$6,353.05
Bar / Back Bar (Refinish)	\$733.74	to \$1,386.77	\$1,069.80
Carpet and Pad (60%)	\$1,967.75	to \$2,263.01	\$2,116.42
Millwork Running Trim (Refinish)	\$107.77	to \$168.95	\$137.76
Paint Drywall Ceiling	\$335.92	to \$502.74	\$434.91
Paint Doors and Trim	\$136.47	to \$300.00	\$175.56
Vinyl Wallcovering (LY 54")	\$1,584.00	to \$1,968.56	\$1,782.51
Reupholster Banquettes	\$2,934.00	to \$4,410.00	\$3,672.00
Dining Chairs (No Arms)	\$9,660.00	to \$12,642.00	\$11,144.00
Bar Stools	\$3,804.00	to \$5,748.00	\$4,776.00
Seating Group	\$7,614.00	to \$9,948.00	\$8,781.67
Bar / Lounge Softgoods Renovation Cost Subtotal	\$34,804.14	to \$48,207.08	\$41,486.73
Bar / Lounge Softgoods Renovation Cost Per SF	\$48.34	to \$66.95	\$57.62
Bar / Lounge Softgoods Renovation Cost Per Seat	\$644.52	to \$892.72	\$768.27

MIDSCALE

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

Bar / Lounge - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$4,881.60	to \$6,834.24	\$5,882.33
Bar Die and Top (New in Existing Location)	\$9,630.37	to \$11,437.50	\$10,744.51
Back Bar (New in Existing Location)	\$9,630.37	to \$11,875.00	\$10,619.51
Bar Equipment	\$29,349.71	to \$40,062.36	\$34,573.96
Articulated Drywall Ceiling (New)	\$7,468.79	to \$9,648.00	\$8,435.35
Banquettes	\$6,780.00	to \$12,247.20	\$9,136.91
Decorative Lighting	\$3,318.50	to \$5,118.00	\$4,153.39
Electrical	\$7,100.28	to \$8,875.35	\$7,703.81
Hard Surface Flooring (40%)	\$2,518.91	to \$4,507.20	\$3,795.53
HVAC	\$1,775.07	to \$3,550.14	\$2,689.23
Life Safety	\$3,592.40	to \$4,659.56	\$4,101.68
Architectural Lighting	\$6,212.75	to \$7,987.82	\$7,171.28
Millwork Running Trim (Stained Hardwood Crown, Chair, and Base)	\$633.95	to \$1,141.12	\$1,007.75
Sound System	\$2,641.47	to \$3,328.26	\$2,963.73
TVs - 50" LCD HD	\$2,070.20	to \$2,415.43	\$2,240.57
Tables	\$3,681.00	to \$4,032.00	\$3,855.00
Drywall Partitions	\$9,180.00	to \$12,597.12	\$10,421.24
Bar / Lounge Full Renovation Additional Cost Subtotal	\$110,465.39	to \$150,316.29	\$129,495.78
Bar / Lounge Full Renovation Additional Cost Per SF	\$153.42	to \$208.77	\$179.86
Bar / Lounge Full Renovation Additional Cost Per Seat	\$2,045.66	to \$2,783.64	\$2,398.07

Kitchen

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

	RANGE		AVERAGE
Selective Demolition	\$7,910.00	to \$9,729.30	\$8,888.58
Vinyl-coated Tile Ceiling (2' x 4' Tiles and New Grid)	\$4,080.00	to \$6,531.84	\$5,484.97
Fluorescent Lighting (2' x 4')	\$2,958.45	to \$4,930.75	\$3,579.73
Paint Door Frames and Trim	\$136.47	to \$300.00	\$175.56
Paint Walls	\$125.97	to \$180.00	\$157.51
Quarry Tile Flooring	\$9,130.88	to \$12,909.12	\$10,855.89
Replace Doors	\$1,526.18	to \$3,446.50	\$2,648.86
Kydex-paneled Walls	\$1,012.48	to \$2,141.65	\$1,405.28
Kitchen Renovation Cost Subtotal	\$26,880.44	to \$40,169.16	\$33,196.36
Kitchen Renovation Cost Per SF	\$16.80	to \$25.11	\$20.75

Kitchen Equipment

	RANGE		AVERAGE
Select Kitchen Equipment	\$23,479.77	to \$30,965.12	\$27,080.63
Kitchen Equipment Cost Subtotal	\$23,479.77	to \$30,965.12	\$27,080.63
Kitchen Equipment Cost Per SF	\$14.67	to \$19.35	\$16.93

MIDSCALE

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

Prefunction Softgoods Renovation

Assume a prefunction area of approximately 15' x 50' (750 SF). Ceiling 12' AFF.

	RANGE		AVERAGE
Demolition of Vinyl and Carpet	\$880.49	to \$1,294.32	\$1,086.53
Paint Articulated Drywall Ceiling	\$393.66	to \$562.50	\$492.23
Carpet and Pad	\$2,919.40	to \$3,383.42	\$3,153.38
Paint Doors and Trim (Service Doors and Exits)	\$136.47	to \$300.00	\$175.56
Millwork Running Trim (Refinish - Stained Hardwood Crown, Chair, and Base)	\$434.96	to \$606.53	\$526.56
Protect / Remove / Reinstall All Light Fixtures	\$293.50	to \$801.25	\$559.41
Vinyl Wallcovering (LY 54")	\$1,939.61	to \$2,369.56	\$2,207.95
Window Treatments (with Hardware and Installation)	\$2,167.00	to \$3,259.00	\$2,713.00
Seating Groups	\$7,217.00	to \$9,427.00	\$8,322.67
Prefunction Softgoods Renovation Cost Subtotal	\$16,382.09	to \$22,003.58	\$19,237.27
Prefunction Softgoods Renovation Cost Per SF	\$21.84	to \$29.34	\$25.65

Prefunction - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$3,390.00	to \$4,449.38	\$3,983.25
Artwork, Accessories, and Mirrors (Allowance, Installed)	\$4,322.00	to \$6,490.00	\$5,406.00
Articulated Drywall Ceiling (New)	\$4,661.25	to \$8,207.70	\$6,803.65
Decorative Lighting	\$19,854.50	to \$31,062.00	\$24,875.85
Electrical	\$3,698.06	to \$5,547.10	\$4,668.81
HVAC	\$2,641.47	to \$3,698.06	\$3,160.96
Life Safety	\$3,742.09	to \$4,853.71	\$4,272.58
Architectural Lighting	\$3,962.21	to \$6,933.87	\$5,481.06
Millwork Running Trim (Stained Hardwood Crown, Chair, and Base)	\$2,289.28	to \$4,120.70	\$3,639.10
Portable Bars	\$7,618.00	to \$11,436.00	\$9,526.67
Prefunction Full Renovation Additional Cost Subtotal	\$56,178.86	to \$86,798.51	\$71,817.93
Prefunction Full Renovation Additional Cost Per SF	\$74.91	to \$115.73	\$95.76

Ballroom

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

Meeting Rooms Softgoods Renovation

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

	RANGE		AVERAGE
Demolition of Vinyl and Carpet	\$3,479.70	to \$5,115.16	\$4,293.95
Carpet and Pad	\$11,494.00	to \$13,324.17	\$12,417.46
Paint Articulated Drywall Ceiling	\$1,555.74	to \$2,123.95	\$1,891.90
Paint Doors and Trim	\$900.00	to \$1,065.04	\$975.01
Millwork Running Trim (Refinish - Stained Hardwood Crown, Chair, and Base)	\$1,149.57	to \$1,802.11	\$1,469.42
Protect / Remove / Reinstall All Light Fixtures	\$1,356.00	to \$2,135.70	\$1,766.19
Vinyl Wallcovering (LY 54")	\$6,875.17	to \$8,399.19	\$7,826.32
Window Treatments (with Hardware and Installation)	\$9,108.00	to \$13,659.00	\$11,383.00
Meeting Rooms Softgoods Renovation Cost Subtotal	\$35,918.18	to \$47,624.33	\$42,023.25
Meeting Rooms Softgoods Renovation Cost Per SF	\$12.12	to \$16.07	\$14.18

MIDSCALE

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

Meeting Rooms - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$17,398.51	to \$21,191.38	\$19,131.40
Banquet Chairs	\$35,991.43	to \$50,388.00	\$43,189.71
Artwork, Accessories, and Mirrors (Installed)	\$3,984.65	to \$5,986.50	\$4,983.14
Articulated Drywall Ceiling (New)	\$30,746.53	to \$48,728.16	\$38,174.45
Decorative Lighting	\$7,348.50	to \$11,200.80	\$9,305.16
Electrical	\$29,229.49	to \$36,536.87	\$31,714.00
HVAC	\$7,307.37	to \$14,614.75	\$11,070.67
Life Safety	\$14,788.73	to \$19,181.86	\$16,885.25
Architectural Lighting	\$25,575.81	to \$32,883.18	\$29,521.79
Millwork Running Trim (Stained Hardwood Crown, Chair, and Base)	\$6,762.17	to \$12,171.91	\$10,749.33
Millwork Serving Stations	\$11,865.00	to \$20,306.10	\$17,713.31
AV Infrastructure: Ceiling speakers and cabling; input/output plates and cabling; control plates and cabling and processors; rack in AV room with audio processing and amplification; CAT 6 Avnet cabling; retractable projection screens built into ceiling; ceiling attachments for portable projectors. Portable equipment by others.	\$20,200.00	to \$35,500.00	\$30,300.00
Meeting Rooms Full Renovation Additional Cost Subtotal	\$211,198.19	to \$308,689.51	\$262,738.22
Meeting Rooms Full Renovation Additional Cost Per SF	\$71.25	to \$104.15	\$88.64

Board Room

Typically, hotels in this market segment do not have a Board Room.

Exercise Facility Softgoods Renovation

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

	RANGE		AVERAGE
Demolition of Vinyl and Floor Finish	\$854.66	to \$1,256.36	\$1,054.65
Artwork (Installed)	\$326.22	to \$488.50	\$406.38
Clock	\$49.88	to \$83.90	\$62.98
Hamper	\$197.00	to \$251.00	\$224.00
Towel Caddy	\$325.00	to \$430.00	\$377.33
Sport Flooring	\$8,546.64	to \$13,586.23	\$11,748.76
Mirrors	\$1,464.48	to \$2,059.20	\$1,830.76
Paint Doors and Trim	\$600.00	to \$710.03	\$638.01
Remove and Reinstall Exercise Equipment	\$880.49	to \$2,157.20	\$1,546.73
Paint Walls	\$680.24	to \$972.00	\$850.58
Window Treatments (with Hardware and Installation)	\$405.00	to \$615.00	\$510.00
Exercise Facility Softgoods Renovation Cost Subtotal	\$14,329.61	to \$22,609.41	\$19,250.18
Exercise Facility Softgoods Renovation Cost Per SF	\$19.68	to \$31.06	\$26.44

Exercise Facility - Add for a Full Renovation

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

	RANGE		AVERAGE
Additional Demolition	\$4,273.32	to \$5,204.90	\$4,698.94
Acoustical Tile Ceiling (New)	\$3,450.72	to \$5,347.16	\$4,363.05
Exercise Equipment (Installed)	\$47,051.00	to \$61,171.00	\$54,111.00
Electrical	\$7,179.17	to \$8,973.97	\$7,789.40
HVAC	\$1,794.79	to \$3,589.59	\$2,719.11
Life Safety	\$3,632.32	to \$4,711.33	\$4,147.26
Architectural Lighting	\$6,281.78	to \$8,076.57	\$7,250.97
TVs and Mounts (42", including Programming Allowance)	\$973.10	to \$1,145.72	\$1,058.29
Water Fountain	\$939.19	to \$1,331.30	\$1,132.66
Sound System	\$880.49	to \$1,109.42	\$987.91
Exercise Facility Full Renovation Additional Cost Subtotal	\$76,455.88	to \$100,660.96	\$88,258.59
Exercise Facility Full Renovation Additional Cost Per SF	\$105.02	to \$138.27	\$121.23

MIDSCALE

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

Spa

Typically, hotels in this market segment do not have spa facilities.

Outdoor Pool

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

	RANGE		AVERAGE
ADA Lift	\$7,910.00	to \$16,611.00	\$12,136.20
Pool Furniture	\$8,826.00	to \$13,247.00	\$11,036.33
Pool Equipment	\$5,869.94	to \$13,559.57	\$9,873.24
Resurface Pool Bottom	\$3,559.50	to \$4,950.00	\$4,087.58
Resurface Pool Deck (Kool Deck)	\$10,861.80	to \$14,486.69	\$12,914.17
Signage (Life Safety, Pool Rules)	\$1,130.00	to \$2,966.25	\$2,118.75
Outdoor Pool Renovation Cost Subtotal	\$38,157.24	to \$65,820.50	\$52,166.28
Outdoor Pool Renovation Cost Per SF	\$18.12	to \$31.25	\$24.77

Indoor Pool

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

	RANGE		AVERAGE
ADA Lift	\$7,910.00	to \$16,611.00	\$12,136.20
Architectural Lighting	\$18,457.04	to \$23,730.47	\$21,304.69
Acoustical Tile Ceiling with Aluminum Grid (New)	\$7,771.70	to \$10,473.97	\$9,069.46
Paint Doors and Trim	\$300.00	to \$360.00	\$320.00
Pool Deck Tile	\$14,895.57	to \$19,249.65	\$16,791.98
Pool Equipment	\$5,869.94	to \$13,559.57	\$9,873.24
Pool Furniture	\$4,854.00	to \$7,284.00	\$6,069.00
Pool Pak HVAC	\$53,175.54	to \$64,294.06	\$58,460.87
Replace Doors (Storefront)	\$1,760.98	to \$2,588.64	\$2,173.05
Resurface Pool Bottom	\$3,559.50	to \$4,950.00	\$4,087.58
Paint Walls (Assume Two Walls are Storefront; Two are Drywall)	\$404.16	to \$577.50	\$505.36
Signage (Life Safety, Pool Rules)	\$1,130.00	to \$2,966.25	\$2,118.75
Indoor Pool Renovation Cost Subtotal	\$120,088.42	to \$166,645.12	\$142,910.19
Indoor Pool Renovation Cost Per SF	\$57.02	to \$79.13	\$67.86

Outdoor Amenities

	RANGE		AVERAGE
Stamped Concrete at Arrivals	\$13,125.00	to \$18,657.04	\$15,791.01
Outdoor Furniture	\$8,826.00	to \$13,247.00	\$11,036.33
Fire Pit	\$9,040.00	to \$15,000.00	\$11,417.20
Permanent Grill	\$5,869.94	to \$9,861.50	\$7,900.94
Outdoor Lighting	\$7,630.92	to \$11,710.53	\$9,679.53
Patio Landscaping	\$5,282.95	to \$9,245.16	\$7,308.08
Outdoor Amenities Renovation Cost Subtotal	\$49,774.82	to \$77,721.24	\$63,133.10

MIDSCALE

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

Outdoor Parking

	RANGE		AVERAGE
Clean and Seal Asphalt	\$8,503.06	to \$13,668.75	\$11,594.56
Stripe Spaces	\$2,187.00	to \$5,250.00	\$3,879.72
Pavement Resurfacing	\$44,286.75	to \$121,500.00	\$83,770.88
Outdoor Parking Renovation Cost Subtotal	\$54,976.81	to \$140,418.75	\$99,245.15
Outdoor Parking Renovation Cost Per Space	\$366.51	to \$936.13	\$661.63

Structured Parking

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

Landscaping

	RANGE		AVERAGE
Landscaping Allowance	\$23,479.77	to \$32,049.88	\$27,659.17
Landscaping Renovation Cost Subtotal	\$23,479.77	to \$32,049.88	\$27,659.17

Common Additives

	RANGE		AVERAGE
New Electronic Key System	\$226.00	to \$326.29	\$279.96
New RFID Key System	\$339.00	to \$474.60	\$416.97
Elevator Cab Finishes	\$3,356.10	to \$12,209.48	\$8,032.52
Elevator Modernization			
Hydraulic, per Cab	\$70,439.31	to \$75,810.30	\$73,450.59
Electronic Signage Boards			
Basic System - One Lobby Screen (42" diag.)	\$11,739.88	to \$16,024.94	\$13,829.58
PTAC Unit Direct Replacement, NIC finishes	\$810.00	to \$1,143.17	\$998.92
Laundry Equipment (Direct Equipment Replacement with Access)			
75# Washer	\$23,479.77	to \$32,049.88	\$27,659.17
125# Dryer	\$35,219.65	to \$44,376.76	\$39,516.45
Ironer / Folder	\$117,398.85	to \$133,130.29	\$123,832.30
Porte Cochere - Re-image: Demolish and Replace	\$11,739.88	to \$49,307.52	\$31,580.29
Guestroom ADA Modifications			
Bathtub Room	\$17,500.00	to \$27,120.00	\$20,702.93
Roll-in Shower Room	\$21,352.33	to \$29,380.00	\$24,746.97
Exterior Signage - Monument - New Graphics on Existing Sign	\$11,739.88	to \$17,257.63	\$14,487.02
Exterior Signage - Highway - New Graphics on Existing Sign	\$29,349.71	to \$38,213.32	\$33,587.81
Exterior Signage - New Exterior Brand Sign in Existing Location	\$35,219.65	to \$44,376.76	\$39,516.45
Dumpster Enclosure (CMU Walls, Wood Gate, Bollards, Concrete Pad)	\$12,500.00	to \$18,200.00	\$15,626.68
Power-operated, Bi-parting Entrance Doors (Inner and Outer at a Vestibule)	\$26,400.00	to \$36,000.00	\$31,880.59
Fireplace - Natural Gas with Stone Hearth and Surrounding Wall (Public Area)	\$8,748.00	to \$18,000.00	\$15,079.68
Replace Guestroom Entry Door and Hardware	\$665.00	to \$1,245.83	\$947.67
Replace Guestroom Connecting Doors and Hardware	\$1,661.10	to \$2,147.00	\$1,856.68
Replace Corridor Service Doors and Hardware	\$988.75	to \$1,557.28	\$1,328.46
Replace Guestroom Closet Door with a Pair of Swing Doors and Hardware	\$500.00	to \$678.00	\$557.65
Replace Guestroom Bath Door with Barn Door and Hardware	\$760.00	to \$1,186.50	\$1,000.66



UPSCALE

UPSCALE

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

Guestroom Softgoods Renovation

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

	RANGE		AVERAGE		
Demolition	\$310.75	to	\$415.28	\$364.42	
FF&E Installation	\$310.75	to	\$375.35	\$338.55	
Artwork, Mirrors, and Accessories (Installed Package)	\$612.43	to	\$929.16	\$770.92	
Full-height Framed Dressing Mirror	\$172.22	to	\$257.70	\$208.80	
Bed Skirt or Box Spring Cover	\$154.50	to	\$183.00	\$168.50	
Decorative Pillow	\$69.18	to	\$89.94	\$79.56	
Carpet and Pad	\$674.27	to	\$764.50	\$715.63	
Rigid Vinyl Base	\$237.30	to	\$378.00	\$338.56	
Desk Lamp	\$125.00	to	\$161.00	\$143.00	
Floor Lamp	\$260.00	to	\$332.00	\$296.00	
End Table Lamp	\$197.00	to	\$251.00	\$224.00	
Nightstand or Bracket Lamp (2)	\$348.00	to	\$444.00	\$396.00	
Welcome Light (in Existing Location)	\$201.32	to	\$276.00	\$239.74	
Desk Chair (including Fabric)	\$259.00	to	\$339.00	\$299.00	
Lounge Chair (including Fabric)	\$448.00	to	\$587.00	\$517.67	
Ottoman (including Fabric)	\$125.00	to	\$160.50	\$142.83	
Sleeper Sofa (including Fabric; Assumes King Rooms Only)	\$417.00	to	\$537.50	\$477.33	
Paint Textured or Drywall Ceiling	\$217.85	to	\$312.00	\$251.62	
Paint Entry Doors, Closet Doors, Frames, and Grilles	\$136.47	to	\$327.70	\$245.24	
Vinyl Wallcovering (LY 54")	\$946.61	to	\$1,391.18	\$1,127.17	
Window Treatments (Sheer, Blackout, Hardware, Installed)	\$467.00	to	\$696.00	\$581.33	
Guestroom Softgoods Renovation Cost Per Key		\$6,689.65	to	\$9,207.80	\$7,925.87

Guestroom - Add for a Full Renovation

	RANGE		AVERAGE		
Casegoods Installation	\$613.00	to	\$875.00	\$782.06	
Bedsets (Box Spring, Mattress, and Frame)	\$798.00	to	\$1,038.00	\$918.00	
Headboard	\$930.00	to	\$1,395.00	\$1,162.50	
Nightstands	\$423.00	to	\$556.50	\$489.50	
Dresser	\$600.00	to	\$780.00	\$690.00	
Desk	\$730.00	to	\$949.00	\$839.67	
Side Table	\$259.00	to	\$339.00	\$299.00	
Coffee Table	\$246.50	to	\$317.00	\$281.83	
Closet Shelf Unit	\$1,132.00	to	\$1,603.00	\$1,383.15	
Refrigerator Cabinet / Welcome Center	\$848.05	to	\$1,123.25	\$983.27	
Mini Refrigerator	\$235.00	to	\$255.00	\$245.00	
Draperies Valance - Painted Wood	\$175.00	to	\$264.15	\$206.87	
Entry Area Hard Surface Flooring	\$510.30	to	\$731.68	\$591.87	
TV and Mount (HD LCD, including Programming Allowance)	\$1,238.06	to	\$1,395.00	\$1,307.96	
Guestroom Full Renovation Additional Cost Per Key		\$8,737.91	to	\$11,621.57	\$10,180.68

UPSCALE

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

Guest Bathroom Softgoods Renovation

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

	RANGE		AVERAGE		
Demolition	\$86.90	to	\$160.00	\$129.71	
Artwork (Installed)	\$80.32	to	\$118.21	\$99.92	
Lighted Mirror	\$456.00	to	\$629.00	\$537.00	
Makeup Mirror	\$160.00	to	\$196.97	\$180.33	
Night Light	\$79.88	to	\$100.57	\$91.15	
Paint Ceiling	\$25.19	to	\$36.00	\$31.50	
Vinyl Wallcovering (LY 54")	\$176.57	to	\$225.14	\$201.72	
Shower Curtain and Hooks	\$50.51	to	\$55.57	\$53.04	
Curved Shower Rod	\$68.23	to	\$93.00	\$78.69	
Paint Door and Trim	\$68.23	to	\$150.00	\$115.22	
RegROUT Floor Tile	\$88.40	to	\$182.00	\$143.00	
RegROUT Wall Tile	\$93.50	to	\$192.50	\$151.25	
Guest Bathroom Softgoods Renovation Cost Per Key		\$1,433.74	to	\$2,138.96	\$1,812.55

Guest Bathroom - Add for a Full Renovation

	RANGE		AVERAGE		
Additional Demolition	\$565.12	to	\$843.00	\$674.94	
Architectural Lighting	\$180.00	to	\$256.65	\$213.59	
Replace Bathroom Door and Hardware	\$583.20	to	\$603.65	\$589.57	
Electrical Upgrades (Add One GFI Outlet)	\$65.00	to	\$107.46	\$87.21	
Tub-to-Shower Conversion (New Pan, Surround, Valve, and Shower Head)	\$3,000.00	to	\$3,878.28	\$3,367.16	
Shower Valve and Head, Tub Diverter, Tub Drain	\$438.00	to	\$616.34	\$511.93	
Tub Surround	\$900.00	to	\$1,195.00	\$1,025.12	
Lavatory	\$250.00	to	\$288.60	\$264.03	
Faucet (and Connections)	\$666.07	to	\$1,010.03	\$864.49	
Vanity Top	\$373.00	to	\$599.50	\$472.57	
Vanity Base	\$311.00	to	\$481.00	\$397.00	
Toilet Accessories	\$356.37	to	\$460.00	\$417.85	
Tile Flooring	\$559.35	to	\$665.63	\$613.21	
Toilet and Seat	\$427.19	to	\$556.47	\$505.49	
Guest Bathroom Full Renovation Additional Cost Per Key		\$8,674.30	to	\$11,561.61	\$10,004.15

UPSCALE

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

Corridors

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

	RANGE		AVERAGE
Demolition	\$39.60	to \$52.00	\$46.97
Artwork (Installed)	\$12.36	to \$18.19	\$15.26
Carpet and Pad	\$282.58	to \$316.02	\$299.47
Rigid Vinyl Base	\$45.20	to \$72.00	\$64.49
Ceiling-mounted Lighting	\$54.35	to \$74.43	\$65.07
Sconces	\$119.29	to \$159.98	\$141.08
Elevator Lobby Furniture (Allowance)	\$50.29	to \$75.71	\$63.00
Vending Area Floor Tile	\$23.93	to \$28.48	\$26.23
Ice Machine	\$209.65	to \$232.01	\$220.84
Millwork (Allowance for Elevator Lobby)	\$67.44	to \$86.45	\$75.84
Paint Ceiling	\$21.00	to \$31.42	\$26.57
Signage Package (Room Numbers, Wayfinding, Complete)	\$186.45	to \$219.50	\$201.65
Vinyl Wallcovering (LY 54")	\$163.28	to \$244.00	\$195.95
Window Treatments (with Hardware and Installation)	\$21.50	to \$32.50	\$27.00
Corridors Renovation Cost Per Key	\$1,296.91	to \$1,642.68	\$1,469.41

Lobby Softgoods Renovation

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

	RANGE		AVERAGE
Demolition of Vinyl and Carpet	\$4,930.75	to \$6,040.17	\$5,519.94
Artwork and Artifacts (Installed)	\$9,087.87	to \$13,761.81	\$11,449.06
Millwork (Refinish)	\$1,760.98	to \$2,095.57	\$1,910.08
Millwork Screen Walls (Refinish)	\$1,173.99	to \$1,479.23	\$1,317.22
Paint Drywall Ceiling	\$3,265.92	to \$4,935.84	\$4,297.90
Paint Doors and Trim	\$650.00	to \$1,500.00	\$842.09
Vinyl Wallcovering (LY 54", 40% Openings)	\$2,546.13	to \$3,103.47	\$2,833.11
Window Treatments (with Hardware and Installation)	\$2,464.00	to \$3,696.00	\$3,080.00
Seating Groups	\$22,380.00	to \$29,144.00	\$25,763.33
Lobby Softgoods Renovation Cost Subtotal	\$48,259.65	to \$65,756.08	\$57,012.73
Lobby Softgoods Renovation Cost Per SF	\$13.79	to \$18.79	\$16.29

UPSCALE

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

Lobby - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$24,653.76	to \$29,337.97	\$26,741.11
Decorative Lighting	\$21,407.96	to \$30,756.48	\$26,037.02
Electrical	\$32,871.68	to \$40,986.87	\$36,836.46
Hard Surface Flooring	\$59,325.00	to \$70,596.75	\$65,037.35
HVAC	\$18,490.32	to \$32,358.06	\$25,578.27
Life Safety	\$17,463.08	to \$22,650.64	\$19,938.73
Architectural Lighting	\$30,817.20	to \$49,615.69	\$36,162.30
Front Desk (New Pods, in Existing Location)	\$37,135.73	to \$61,020.00	\$44,138.99
Front Desk Equipment	\$9,391.91	to \$11,340.73	\$10,274.75
Concierge Desk	\$12,913.87	to \$18,360.92	\$16,406.92
Bell Stand	\$5,282.95	to \$6,286.71	\$5,730.24
Millwork Running Trim (Stained Hardwood Crown and Base)	\$5,400.00	to \$8,000.00	\$6,699.49
Millwork Screen Walls (New)	\$19,370.81	to \$27,735.48	\$23,509.12
Articulated Drywall Ceiling (New)	\$36,306.63	to \$57,540.00	\$45,077.79
Sound System	\$3,698.06	to \$8,413.09	\$6,243.56
Drywall Partitions	\$12,240.00	to \$18,000.00	\$14,797.90
Sundries Shop (Millwork/Finishes/Equipment/Signage)	\$17,609.83	to \$27,071.67	\$22,228.55
Business Center (Millwork/Finishes/Seating)	\$14,244.91	to \$21,695.84	\$17,914.27
Lobby Full Renovation Additional Cost Subtotal	\$378,623.68	to \$541,766.90	\$449,352.82
Lobby Full Renovation Additional Cost Per SF	\$108.18	to \$154.79	\$128.39

Public Restrooms Softgoods Renovation

Assume 4 restrooms totaling 1,440 SF. Each with 5 lavs; 7 fixtures. Ceiling 12' AFF.

	RANGE		AVERAGE
Demolition	\$887.54	to \$1,331.30	\$1,020.67
Artwork and Artifacts (Installed)	\$7,972.88	to \$12,052.00	\$10,003.72
Framed Mirrors	\$3,702.15	to \$4,885.00	\$4,291.45
Paint Drywall Ceiling	\$1,511.65	to \$2,160.00	\$1,890.17
Paint Doors and Trim	\$545.88	to \$1,200.00	\$702.22
Vinyl Wallcovering (LY 54")	\$3,994.97	to \$4,877.31	\$4,449.74
Decorative Vanity Lighting	\$3,973.20	to \$6,120.00	\$5,010.10
Public Restrooms Softgoods Renovation Cost Subtotal	\$22,588.26	to \$32,625.61	\$27,368.07
Public Restrooms Softgoods Renovation Cost Per SF	\$15.69	to \$22.66	\$19.01

UPSCALE

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

Public Restrooms - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$13,524.35	to \$17,750.71	\$15,553.00
Toilet Partitions	\$24,653.76	to \$56,382.48	\$35,667.66
Toilet Accessories	\$6,339.54	to \$8,452.72	\$7,222.00
Replace Doors	\$5,832.00	to \$9,989.20	\$6,967.62
Toilets / Urinals	\$29,393.28	to \$38,727.36	\$33,012.73
Architectural Lighting	\$14,200.56	to \$17,750.71	\$15,407.61
Tile Flooring	\$26,035.20	to \$31,369.16	\$28,759.03
Tile Walls	\$14,970.24	to \$19,525.78	\$17,211.52
Motion-sensing Flush Valves	\$13,300.00	to \$20,580.00	\$18,041.45
Motion-sensing Faucets	\$12,000.00	to \$17,800.00	\$15,504.80
Vanity Top, Faucets, Sinks	\$17,756.58	to \$22,034.30	\$19,742.08
Public Restrooms Full Renovation Additional Cost Subtotal	\$178,005.50	to \$260,362.40	\$213,089.50
Public Restrooms Full Renovation Additional Cost Per SF	\$123.61	to \$180.81	\$147.98

Restaurant Softgoods Renovation

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

	RANGE		AVERAGE
Demolition of Vinyl and Carpet	\$3,521.97	to \$5,177.29	\$4,346.11
Artwork (Installed)	\$4,476.00	to \$6,709.50	\$5,579.68
Carpet and Pad (80% of Floor Area)	\$13,689.28	to \$15,611.20	\$14,656.05
Millwork Buffet, Host Station (Refinish)	\$5,282.95	to \$8,505.55	\$6,913.62
Millwork Screen Walls (Refinish)	\$1,173.99	to \$1,972.30	\$1,580.19
Millwork Running Trim (Refinish - Hardwood Crown, Chair, and Base)	\$736.09	to \$1,155.00	\$978.37
Reupholster Banquettes	\$10,560.00	to \$16,320.00	\$13,440.00
Paint Drywall Ceiling	\$2,799.36	to \$4,230.72	\$3,683.92
Paint Doors and Trim	\$409.41	to \$900.00	\$526.67
Vinyl Wallcovering (LY 54", 40% Openings)	\$2,743.96	to \$3,350.57	\$3,056.61
Window Treatments (with Hardware and Installation)	\$2,611.00	to \$3,917.00	\$3,264.00
Dining Chairs (With Arms)	\$9,768.00	to \$12,744.00	\$11,256.00
Dining Chairs (No Arms)	\$52,500.00	to \$67,480.00	\$59,966.67
Restaurant Softgoods Renovation Cost Subtotal	\$110,272.00	to \$148,073.13	\$129,247.87
Restaurant Softgoods Renovation Cost Per SF	\$36.76	to \$49.36	\$43.08
Restaurant Softgoods Renovation Cost Per Seat	\$787.66	to \$1,057.67	\$923.20

UPSCALE

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

Restaurant - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$13,966.80	to \$18,367.02	\$16,013.00
Banquettes	\$2,653.00	to \$4,401.36	\$3,499.15
Buffet Equipment	\$29,349.71	to \$55,470.95	\$42,791.88
Decorative Lighting	\$10,913.00	to \$16,800.25	\$13,904.65
Architectural Lighting	\$33,282.57	to \$40,678.70	\$37,350.44
Electrical	\$29,584.51	to \$36,980.64	\$32,099.19
Hard Surface Flooring (20% of Floor Area)	\$11,100.00	to \$13,221.00	\$11,976.62
HVAC	\$11,094.19	to \$18,490.32	\$14,940.18
Life Safety	\$14,968.35	to \$19,414.83	\$17,090.34
Millwork Buffet, Host Station (New, in Existing Location)	\$44,550.00	to \$66,565.15	\$55,820.12
Millwork Screen Walls (New)	\$14,674.86	to \$18,613.59	\$16,530.93
Millwork Running Trim (Hardwood Crown, Chair, and Base)	\$6,534.00	to \$7,085.10	\$6,800.66
Articulated Drywall Ceiling (New)	\$31,119.97	to \$40,200.00	\$35,147.31
Sound System	\$3,698.06	to \$8,413.09	\$6,243.56
Tables	\$18,189.00	to \$23,970.00	\$21,087.33
Communal Dining Tables (6 seats)	\$11,739.88	to \$18,047.78	\$14,819.03
Communal Table Stools	\$4,896.00	to \$7,344.00	\$6,120.00
Drywall Partitions	\$13,464.00	to \$18,475.78	\$15,284.48
Restaurant Full Renovation Additional Cost Subtotal	\$305,777.91	to \$432,539.56	\$367,518.87
Restaurant Full Renovation Additional Cost Per SF	\$101.93	to \$144.18	\$122.51
Restaurant Full Renovation Additional Cost Per Seat	\$2,184.13	to \$3,089.57	\$2,625.13

Bar / Lounge Softgoods Renovation

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

	RANGE		AVERAGE
Demolition of Vinyl and Carpet	\$1,878.38	to \$2,761.22	\$2,317.92
Artwork, Accessories, and Mirrors (Installed)	\$7,248.22	to \$10,885.50	\$9,066.05
Bar / Back Bar (Refinish)	\$1,760.98	to \$2,835.18	\$2,304.54
Carpet and Pad (60%)	\$5,102.59	to \$5,833.81	\$5,470.13
Millwork Running Trim (Refinish)	\$478.99	to \$750.88	\$612.26
Paint Drywall Ceiling	\$746.50	to \$1,117.20	\$966.47
Paint Doors and Trim	\$136.47	to \$300.00	\$175.56
Vinyl Wallcovering (LY 54")	\$3,329.14	to \$4,064.43	\$3,708.12
Reupholster Banquettes	\$7,040.00	to \$10,880.00	\$8,960.00
Dining Chairs (With Arms)	\$2,442.00	to \$3,186.00	\$2,814.00
Dining Chairs (No Arms)	\$28,500.00	to \$36,632.00	\$32,553.33
Bar Stools	\$6,860.00	to \$10,276.00	\$8,568.00
Seating Group	\$10,375.00	to \$13,511.00	\$11,943.00
Bar / Lounge Softgoods Renovation Cost Subtotal	\$75,898.26	to \$103,033.22	\$89,459.37
Bar / Lounge Softgoods Renovation Cost Per SF	\$47.44	to \$64.40	\$55.91
Bar / Lounge Softgoods Renovation Cost Per Seat	\$843.31	to \$1,144.81	\$993.99

UPSCALE

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

Bar / Lounge - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$10,848.00	to \$15,187.20	\$13,071.84
Bar Die and Top (New in Existing Location)	\$17,500.00	to \$30,000.00	\$24,810.33
Back Bar (New in Existing Location)	\$19,000.00	to \$34,992.00	\$26,721.47
Bar Equipment	\$46,959.54	to \$64,099.77	\$55,318.34
Articulated Drywall Ceiling (New)	\$16,597.32	to \$21,440.00	\$18,745.23
Banquettes	\$11,400.00	to \$18,370.80	\$14,044.36
Communal Table Chairs	\$4,896.00	to \$7,344.00	\$6,120.00
Communal Table	\$6,956.00	to \$11,484.90	\$9,379.78
Decorative Lighting	\$6,017.00	to \$9,456.25	\$7,784.65
Electrical	\$15,778.40	to \$19,723.01	\$17,119.57
Hard Surface Flooring (40%)	\$9,331.20	to \$14,174.72	\$10,981.93
HVAC	\$5,916.90	to \$9,861.50	\$7,968.09
Life Safety	\$7,983.12	to \$10,354.58	\$9,114.85
Architectural Lighting	\$17,750.71	to \$21,695.31	\$19,920.24
Millwork Running Trim (Stained Hardwood Crown, Chair, and Base)	\$2,817.57	to \$5,071.63	\$4,478.89
Other Seating and Tables (Allowance)	\$2,592.00	to \$3,896.00	\$3,244.00
Sound System	\$5,547.10	to \$12,619.64	\$9,365.35
TVs - 50" LCD HD	\$4,140.39	to \$4,830.87	\$4,481.14
Tables	\$8,352.00	to \$9,280.00	\$8,816.00
Drywall Partitions	\$16,320.00	to \$22,394.88	\$18,526.64
Bar / Lounge Full Renovation Additional Cost Subtotal	\$236,703.25	to \$346,277.05	\$290,012.69
Bar / Lounge Full Renovation Additional Cost Per SF	\$147.94	to \$216.42	\$181.26
Bar / Lounge Full Renovation Additional Cost Per Seat	\$2,630.04	to \$3,847.52	\$3,222.36

Kitchen

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

	RANGE		AVERAGE
Selective Demolition	\$28,673.75	to \$32,806.73	\$30,517.67
Vinyl-coated Tile Ceiling (2' x 4' Tiles and New Grid)	\$17,850.00	to \$28,576.80	\$23,996.74
Fluorescent Lighting (2' x 4')	\$12,943.22	to \$21,572.04	\$15,661.30
Paint Door Frames and Trim	\$682.34	to \$1,500.00	\$877.78
Paint Walls	\$1,091.75	to \$1,560.00	\$1,365.12
Quarry Tile Flooring	\$39,947.60	to \$56,477.40	\$47,494.50
Replace Doors	\$7,630.92	to \$17,232.50	\$13,244.28
Kydex-paneled Walls	\$1,645.28	to \$3,480.19	\$2,283.58
Kitchen Renovation Cost Subtotal	\$110,464.87	to \$163,205.65	\$135,440.96
Kitchen Renovation Cost Per SF	\$26.30	to \$38.86	\$32.25

Kitchen Equipment

	RANGE		AVERAGE
Select Kitchen Equipment	\$79,100.00	to \$118,650.00	\$96,502.00
Kitchen Equipment Cost Subtotal	\$79,100.00	to \$118,650.00	\$96,502.00
Kitchen Equipment Cost Per SF	\$18.83	to \$28.25	\$22.98

UPSCALE

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

Prefunction Softgoods Renovation

Assume a prefunction area of approximately 40' x 50' (2,000 SF). Ceiling 12' AFF, coffered.

	RANGE		AVERAGE	
Demolition of Vinyl and Carpet	\$2,347.98	to	\$3,451.53	\$2,897.40
Paint Articulated Drywall Ceiling	\$2,099.52	to	\$3,000.00	\$2,625.24
Carpet and Pad	\$13,339.33	to	\$15,300.00	\$14,326.82
Paint Doors and Trim (Service Doors and Exits)	\$409.41	to	\$900.00	\$526.67
Millwork Running Trim (Refinish - Stained Hardwood Crown, Chair, & Base)	\$602.26	to	\$839.81	\$729.08
Protect / Remove / Reinstall All Light Fixtures	\$1,760.98	to	\$3,081.72	\$2,436.03
Vinyl Wallcovering (LY 54")	\$4,433.35	to	\$5,334.56	\$4,987.73
Window Treatments (with Hardware and Installation)	\$2,592.00	to	\$3,896.00	\$3,244.00
Seating Groups	\$29,844.00	to	\$38,877.00	\$34,360.00
Prefunction Softgoods Renovation Cost Subtotal	\$57,428.83	to	\$74,680.61	\$66,132.97
Prefunction Softgoods Renovation Cost Per SF	\$28.71	to	\$37.34	\$33.07

Prefunction - Add for a Full Renovation

	RANGE		AVERAGE	
Additional Demolition	\$9,040.00	to	\$11,865.00	\$10,622.00
Artwork, Accessories, and Mirrors (Allowance, Installed)	\$8,659.00	to	\$12,985.00	\$10,822.00
Articulated Drywall Ceiling (New)	\$20,746.65	to	\$26,800.00	\$23,431.54
Decorative Lighting	\$37,645.00	to	\$56,716.75	\$47,359.02
Electrical	\$17,609.83	to	\$23,421.07	\$20,415.66
HVAC	\$10,565.90	to	\$18,490.32	\$14,616.16
Life Safety	\$9,978.90	to	\$12,943.22	\$11,393.56
Architectural Lighting	\$17,609.83	to	\$28,351.82	\$23,045.39
Millwork Running Trim (Stained Hardwood Crown, Chair, and Base)	\$3,169.77	to	\$5,705.58	\$5,038.75
Portable Bars	\$22,854.00	to	\$34,308.00	\$28,580.00
Prefunction Full Renovation Additional Cost Subtotal	\$157,878.87	to	\$231,586.77	\$195,324.07
Prefunction Full Renovation Additional Cost Per SF	\$78.94	to	\$115.79	\$97.66

Ballroom Softgoods Renovation

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

	RANGE		AVERAGE	
Demolition of Vinyl and Carpet	\$10,037.60	to	\$14,755.27	\$12,386.40
Paint Articulated Drywall Ceiling	\$8,975.45	to	\$12,253.58	\$10,914.80
Carpet and Pad	\$41,818.81	to	\$47,965.50	\$44,914.59
Paint Doors and Trim	\$3,000.00	to	\$3,550.14	\$3,250.03
Millwork Running Trim (Refinish - Stained Hardwood Crown, Chair, and Base)	\$1,264.74	to	\$1,763.60	\$1,531.08
Protect / Remove / Reinstall All Light Fixtures	\$9,605.00	to	\$13,051.50	\$11,446.90
Vinyl Wallcovering (LY 54")	\$11,970.05	to	\$14,403.31	\$13,466.88
Operable Wallcovering	\$3,304.40	to	\$4,198.70	\$3,670.04
Ballroom Softgoods Renovation Cost Subtotal	\$89,976.05	to	\$111,941.60	\$101,580.72
Ballroom Softgoods Renovation Cost Per SF	\$10.52	to	\$13.09	\$11.88

UPSCALE

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

Ballroom - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$60,225.61	to \$71,668.47	\$65,324.71
Artwork, Accessories, and Mirrors (Allowance, Installed)	\$3,460.00	to \$5,190.00	\$4,325.00
Banquet Chairs	\$72,675.00	to \$101,745.00	\$87,210.00
Articulated Drywall Ceiling (New)	\$88,691.91	to \$140,562.00	\$110,118.61
Decorative Lighting	\$187,826.00	to \$281,069.00	\$234,594.40
Electrical	\$75,282.01	to \$100,125.07	\$87,276.94
HVAC	\$45,169.21	to \$79,046.11	\$62,484.07
Life Safety	\$42,659.81	to \$55,332.28	\$48,707.46
Architectural Lighting	\$75,282.01	to \$121,204.04	\$98,519.06
Millwork Running Trim (Stained Hardwood Crown, Chair, and Base)	\$6,656.51	to \$11,981.73	\$10,581.37
Operable Walls (New, Manual)	\$81,614.25	to \$108,000.00	\$94,389.44
Portable Bars	\$22,854.00	to \$34,308.00	\$28,580.00
Tables (14" x 72", including Meeting Rooms)	\$32,250.00	to \$35,100.00	\$33,650.00
Tables (72" rounds, including Meeting Rooms)	\$18,420.00	to \$20,760.00	\$19,580.00
AV Infrastructure: Ceiling speakers and cabling; wall and floor input/output plates and cabling; control plates and cabling and processors; rack in AV room with audio processing and amplification; array of ceiling rigging points with CAT 6 AVnet cabling and power (power by others); retractable projection screens. Portable equipment by others.	\$80,850.00	to \$141,488.00	\$121,275.00
Ballroom Full Renovation Additional Cost Subtotal	\$893,916.31	to \$1,307,579.69	\$1,106,616.05
Ballroom Full Renovation Additional Cost Per SF	\$104.55	to \$152.93	\$129.43

Meeting Rooms Softgoods Renovation

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

	RANGE		AVERAGE
Demolition of Vinyl and Carpet	\$13,970.46	to \$20,536.58	\$17,239.55
Carpet and Pad	\$58,203.96	to \$66,759.00	\$62,512.70
Paint Articulated Drywall Ceiling	\$12,492.14	to \$17,054.68	\$15,191.37
Paint Doors and Trim	\$3,150.00	to \$3,727.65	\$3,412.53
Millwork Running Trim (Refinish - Stained Hardwood Crown, Chair, & Base)	\$3,520.56	to \$5,518.97	\$4,500.10
Protect / Remove / Reinstall All Light Fixtures	\$3,164.00	to \$4,983.30	\$4,121.11
Vinyl Wallcovering (LY 54")	\$24,826.77	to \$29,873.54	\$27,931.31
Window Treatments (with Hardware and Installation)	\$36,400.00	to \$54,565.00	\$45,481.33
Meeting Rooms Softgoods Renovation Cost Subtotal	\$155,727.89	to \$203,018.72	\$180,390.00
Meeting Rooms Softgoods Renovation Cost Per SF	\$13.09	to \$17.06	\$15.16

UPSCALE

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

Meeting Rooms - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$83,822.78	to \$99,749.10	\$90,919.77
Banquet Chairs	\$124,950.00	to \$166,600.00	\$145,576.67
Artwork, Accessories, and Mirrors (Installed)	\$21,407.51	to \$32,133.50	\$26,763.65
Articulated Drywall Ceiling (New)	\$123,442.54	to \$195,636.00	\$153,264.49
Decorative Lighting	\$23,229.50	to \$35,193.20	\$29,281.37
Electrical	\$117,351.89	to \$146,689.86	\$127,326.80
HVAC	\$44,006.96	to \$73,344.93	\$59,262.70
Life Safety	\$59,374.47	to \$77,012.18	\$67,791.67
Architectural Lighting	\$132,020.87	to \$161,358.84	\$148,156.76
Millwork Running Trim (Stained Hardwood Crown, Chair, and Base)	\$34,927.20	to \$45,628.80	\$38,814.39
Millwork Serving Stations	\$35,595.00	to \$58,138.50	\$48,804.70
AV Infrastructure: Ceiling speakers and cabling; input/output plates and cabling; control plates and cabling and processors; rack in AV room with audio processing and amplification; CAT 6 Avnet cabling; retractable projection screens built into ceiling; ceiling attachments for portable projectors. Portable equipment by others.	\$50,150.00	to \$87,763.00	\$75,225.00
Meeting Rooms Full Renovation Additional Cost Subtotal	\$850,278.70	to \$1,179,247.91	\$1,011,187.97
Meeting Rooms Full Renovation Additional Cost Per SF	\$71.45	to \$99.10	\$84.97

Board Room Softgoods Renovation

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

	RANGE		AVERAGE
Demolition of Vinyl and Carpet	\$854.66	to \$1,256.36	\$1,054.65
Carpet and Pad	\$3,182.56	to \$3,667.66	\$3,426.87
Paint Articulated Drywall Ceiling	\$764.23	to \$1,043.35	\$929.35
Paint Doors and Trim	\$300.00	to \$355.01	\$319.00
Millwork Running Trim (Refinish - Stained Hardwood Crown, Chair, and Base)	\$361.35	to \$503.88	\$437.45
Protect / Remove / Reinstall All Light Fixtures	\$113.00	to \$237.30	\$183.06
Vinyl Wallcovering (LY 54")	\$2,280.01	to \$2,743.49	\$2,565.12
Window Treatments (with Hardware and Installation)	\$1,306.00	to \$1,958.00	\$1,632.00
Executive Chairs	\$7,300.00	to \$9,440.00	\$8,366.67
Board Room Softgoods Renovation Cost Subtotal	\$16,461.81	to \$21,205.05	\$18,914.18
Board Room Softgoods Renovation Cost Per SF	\$22.61	to \$29.13	\$25.98

UPSCALE

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

Board Room - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$5,127.98	to \$6,102.30	\$5,562.15
Artwork, Accessories, and Mirrors (Installed)	\$903.22	to \$1,359.50	\$1,130.71
Articulated Drywall Ceiling (New)	\$7,551.78	to \$11,968.32	\$9,376.18
Decorative Lighting	\$2,577.90	to \$4,306.78	\$3,456.72
Electrical	\$14,807.52	to \$18,571.10	\$16,711.93
HVAC	\$2,692.19	to \$4,486.98	\$3,625.48
Life Safety	\$3,632.32	to \$4,711.33	\$4,147.26
Architectural Lighting	\$10,903.37	to \$13,326.34	\$12,236.01
Millwork Running Trim (Stained Hardwood Crown, Chair, and Base)	\$3,207.60	to \$3,569.67	\$3,356.81
Millwork Serving Stations	\$5,085.00	to \$8,305.50	\$6,972.10
Board Room Conference Table	\$3,460.00	to \$5,190.00	\$4,325.00
AV Infrastructure: Ceiling speakers and cabling; wall and floor input/output plates and cabling; control plates and cabling and processors; rack in AV room with audio processing and amplification; array of ceiling rigging points with CAT 6 AVnet cabling and power (power by others); retractable projection screens. Portable equipment by others.	\$11,695.00	to \$20,466.50	\$17,542.50
Board Room Full Renovation Additional Cost Subtotal	\$71,643.87	to \$102,364.33	\$88,442.85
Board Room Full Renovation Additional Cost Per SF	\$98.41	to \$140.61	\$121.49

Exercise Facility Softgoods Renovation

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

	RANGE		AVERAGE
Demolition of Vinyl and Floor Finish	\$1,282.00	to \$1,884.53	\$1,581.98
Artwork (Installed)	\$544.22	to \$820.50	\$681.71
Clock	\$62.63	to \$100.47	\$77.64
Hamper	\$341.00	to \$439.00	\$390.00
Towel Caddy	\$375.00	to \$482.00	\$428.33
Sport Flooring	\$12,819.95	to \$20,379.34	\$17,623.15
Mirrors	\$2,440.80	to \$3,600.00	\$3,068.04
Paint Drywall Ceiling	\$573.17	to \$819.00	\$716.69
Paint Doors and Trim	\$600.00	to \$710.03	\$638.01
Remove and Reinstall Exercise Equipment	\$2,054.48	to \$4,376.04	\$3,258.40
Vinyl Wallcovering (LY 54")	\$2,180.21	to \$2,735.74	\$2,467.47
Window Treatments (with Hardware and Installation)	\$437.00	to \$664.00	\$550.67
Exercise Facility Softgoods Renovation Cost Subtotal	\$23,710.45	to \$37,010.66	\$31,482.09
Exercise Facility Softgoods Renovation Cost Per SF	\$21.71	to \$33.89	\$28.83

Exercise Facility - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$7,691.97	to \$9,153.45	\$8,343.23
Articulated Drywall Ceiling (New)	\$11,327.67	to \$14,632.80	\$13,373.58
Exercise Equipment (Installed)	\$70,572.00	to \$91,751.00	\$81,161.33
Electrical	\$10,768.76	to \$13,460.95	\$11,684.11
HVAC	\$4,038.29	to \$6,730.48	\$5,438.22
Life Safety	\$5,448.48	to \$7,067.00	\$6,220.88
Architectural Lighting	\$12,114.86	to \$14,807.05	\$13,595.56
Millwork Lockers	\$8,804.91	to \$11,217.46	\$9,944.86
TVs and Mounts (42", including Programming Allowance)	\$4,464.20	to \$5,079.43	\$4,769.24
Water Fountain	\$1,408.79	to \$2,218.84	\$1,817.33
Sound System	\$1,849.03	to \$4,206.55	\$3,121.78
Exercise Facility Full Renovation Additional Cost Subtotal	\$138,488.95	to \$180,325.00	\$159,470.12
Exercise Facility Full Renovation Additional Cost Per SF	\$126.82	to \$165.13	\$146.03

UPSCALE

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

Spa Softgoods Renovation

Assume a three-bay facility of approximately 600 SF. 3 treatment rooms, 12' x 12' with 168 SF reception. Steam and sauna separate. Ceiling 12' AFF.

	RANGE		AVERAGE
Demolition of Vinyl and Flooring	\$704.39	to \$1,035.46	\$869.22
Artwork (Installed)	\$2,960.86	to \$4,458.00	\$3,706.85
Hamper	\$1,023.00	to \$1,317.00	\$1,170.00
Towel Caddy	\$1,125.00	to \$1,446.00	\$1,285.00
Stone Tile Flooring	\$4,339.20	to \$6,480.42	\$5,051.88
Wood/Bamboo Flooring	\$8,566.04	to \$9,780.48	\$9,015.09
Mirrors	\$2,607.90	to \$3,375.40	\$2,993.68
Paint Drywall Ceiling	\$314.93	to \$450.00	\$393.79
Paint Doors and Trim	\$600.00	to \$710.03	\$638.01
Vinyl Wallcovering (LY 54")	\$4,078.19	to \$4,978.92	\$4,542.44
Window Treatments (with Hardware and Installation)	\$1,748.00	to \$2,656.00	\$2,202.67
Reception Area Upholstered Seating	\$9,948.00	to \$12,959.00	\$11,453.33
Spa Softgoods Renovation Cost Subtotal	\$38,015.52	to \$49,646.70	\$43,321.95
Spa Softgoods Renovation Cost Per SF	\$63.36	to \$82.74	\$72.20

Spa - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$4,226.36	to \$5,029.37	\$4,584.19
Articulated Drywall Ceiling (New)	\$6,223.99	to \$9,864.00	\$7,727.62
Massage Tables	\$9,609.00	to \$12,483.00	\$11,046.00
Millwork (Treatment Room Area)	\$11,153.10	to \$24,916.50	\$19,417.92
Millwork (Reception Area)	\$3,390.00	to \$7,119.00	\$5,666.95
Electrical	\$5,916.90	to \$7,396.13	\$6,419.84
HVAC	\$2,218.84	to \$3,698.06	\$2,988.04
Life Safety	\$2,993.67	to \$3,882.97	\$3,418.07
Architectural Lighting	\$6,656.51	to \$8,135.74	\$7,470.09
Millwork Lockers	\$1,320.74	to \$1,682.62	\$1,491.73
Decorative Water Feature	\$29,349.71	to \$48,074.83	\$38,847.28
Sound System	\$5,547.10	to \$12,619.64	\$9,365.35
Spa Full Renovation Additional Cost Subtotal	\$88,605.92	to \$144,901.85	\$118,443.06
Spa Full Renovation Additional Cost Per SF	\$147.68	to \$241.50	\$197.41

Outdoor Pool

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

	RANGE		AVERAGE
ADA Lift	\$7,910.00	to \$16,611.00	\$12,136.20
Pool Furniture	\$49,169.00	to \$73,762.00	\$61,465.33
Pool Equipment	\$11,739.88	to \$19,723.01	\$15,801.88
Resurface Pool Bottom	\$6,328.00	to \$8,800.00	\$7,266.82
Resurface Pool Deck (Kool Deck)	\$17,709.45	to \$23,619.60	\$21,055.71
Signage (Life Safety, Pool Rules)	\$1,130.00	to \$2,966.25	\$2,118.75
Outdoor Pool Renovation Cost Subtotal	\$93,986.33	to \$145,481.86	\$119,844.69
Outdoor Pool Renovation Cost Per SF	\$26.85	to \$41.57	\$34.24

UPSCALE

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

Indoor Pool

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

	RANGE		AVERAGE
ADA Lift	\$7,910.00	to \$16,611.00	\$12,136.20
Architectural Lighting	\$33,548.83	to \$41,004.13	\$37,649.25
Drywall Ceiling (New, from Scaffolding)	\$12,801.60	to \$21,168.00	\$16,668.39
Paint Doors and Trim	\$450.00	to \$540.00	\$480.00
Pool Deck Tile	\$21,413.55	to \$28,480.02	\$24,825.44
Pool Equipment	\$11,739.88	to \$19,723.01	\$15,801.88
Pool Furniture	\$8,826.00	to \$13,247.00	\$11,036.33
Pool Pak HVAC	\$75,176.64	to \$90,895.39	\$82,648.74
Replace Doors (Storefront)	\$1,760.98	to \$2,588.64	\$2,173.05
Resurface Pool Bottom	\$6,328.00	to \$8,800.00	\$7,266.82
Wall Tile	\$17,277.60	to \$29,939.52	\$24,221.07
Signage (Life Safety, Pool Rules)	\$1,130.00	to \$2,966.25	\$2,118.75
Indoor Pool Renovation Cost Subtotal	\$198,363.09	to \$275,962.97	\$237,025.93
Indoor Pool Renovation Cost Per SF	\$70.44	to \$98.00	\$84.17

Outdoor Amenities

	RANGE		AVERAGE
Stamped Concrete at Arrivals	\$37,500.00	to \$53,305.83	\$45,117.17
Outdoor Furniture	\$49,169.00	to \$73,762.00	\$61,465.33
Fire Pit	\$9,965.20	to \$15,000.00	\$12,434.20
Outdoor Lighting	\$11,152.89	to \$36,364.29	\$24,413.09
Patio Landscaping	\$13,500.87	to \$24,037.41	\$18,895.34
Outdoor Amenities Renovation Cost Subtotal	\$121,287.96	to \$202,469.54	\$162,325.13

Outdoor Parking

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

	RANGE		AVERAGE
Clean and Seal Asphalt	\$27,549.90	to \$44,286.75	\$37,566.37
Stripe Spaces	\$7,085.88	to \$17,010.00	\$12,570.28
Pavement Resurfacing	\$143,489.07	to \$393,660.00	\$271,417.64
Outdoor Parking Renovation Cost Subtotal	\$178,124.85	to \$454,956.75	\$321,554.29
Outdoor Parking Renovation Cost Per Space	\$366.51	to \$936.13	\$661.63

Structured Parking

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

Landscaping

	RANGE		AVERAGE
Landscaping Allowance	\$46,959.54	to \$73,961.27	\$60,577.80
Landscaping Renovation Cost Subtotal	\$46,959.54	to \$73,961.27	\$60,577.80

UPSCALE

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

Common Additives

	RANGE		AVERAGE
New RFID Key System	\$339.00	to \$474.60	\$416.97
Elevator Cab Finishes	\$14,674.86	to \$20,832.43	\$17,714.31
Elevator Modernization			
Traction, per Cab	\$179,620.23	to \$226,321.49	\$201,533.90
Electronic Signage Boards			
Basic System - One Lobby Screen (42" diag.)	\$17,609.83	to \$25,393.37	\$21,467.55
Additional Lobby / Prefunction Screens	\$5,869.94	to \$8,464.46	\$7,155.85
Additional Meeting Room Door Screen (18" diag.)	\$5,699.71	to \$8,285.72	\$6,983.92
Two-Pipe Horizontal Fan Coil Unit Direct Replacement , NIC Finishes	\$1,600.00	to \$3,874.16	\$2,460.20
Laundry Equipment (Direct Equipment Replacement with Access)			
75# Washer	\$23,479.77	to \$32,049.88	\$27,659.17
125# Dryer	\$35,219.65	to \$44,376.76	\$39,516.45
Ironer / Folder	\$117,398.85	to \$133,130.29	\$123,832.30
Porte Cochere - Re-image: Demolish and Replace	\$29,349.71	to \$67,797.83	\$49,366.21
Guestroom ADA Modifications			
Bathtub Room	\$19,000.00	to \$27,662.40	\$22,735.41
Roll-in Shower Room	\$21,352.33	to \$33,900.00	\$26,046.47
Exterior Signage - Monument - New Graphics on Existing Sign	\$17,609.83	to \$23,421.07	\$20,415.66
Exterior Signage - New Exterior Brand Sign in Existing Location	\$46,959.54	to \$56,703.64	\$51,373.73
Power-operated, Bi-parting Entrance Doors (Inner and Outer at a Vestibule)	\$26,400.00	to \$36,000.00	\$31,880.59
Fireplace - Natural Gas with Stone Hearth and Surrounding Wall (Public Area)	\$8,748.00	to \$18,000.00	\$15,079.68
Replace Guestroom Entry Door and Hardware	\$850.00	to \$1,101.75	\$952.26
Replace Guestroom Connecting Doors and Hardware	\$1,691.28	to \$2,610.30	\$2,035.22
Replace Corridor Service Doors and Hardware	\$1,356.00	to \$1,779.75	\$1,559.40
Replace Guestroom Closet Door with Pair of Swing Doors and Hardware	\$500.00	to \$734.50	\$617.94
Replace Guestroom Bath Door with Barn Door and Hardware	\$909.79	to \$1,375.00	\$1,195.68
Incremental Add for LVT in Guestroom Instead of Carpet	\$1,247.90	to \$1,920.98	\$1,549.33



UPPER UPSCALE

UPPER UPSCALE

Prototype Hotel: 192 guestrooms, 25 suites, 7 stories (6 with guestrooms), 34 bays/floor
Other assumptions and allowances are listed in each section below.

Guestroom Softgoods Renovation

Assume guestroom area of approximately 15' x 24' and 7' x 8' entry / closet area (472 SF). Ceilings 9'-0" AFF. Painted drywall.

	RANGE		AVERAGE
Demolition	\$310.75	to \$415.28	\$364.42
FF&E Installation	\$320.76	to \$423.75	\$372.55
Artwork, Mirrors, and Accessories (Installed Package)	\$782.43	to \$1,168.44	\$974.71
Full-height Framed Dressing Mirror	\$202.22	to \$294.39	\$240.64
Bed Skirt or Box Spring Cover	\$154.50	to \$183.00	\$168.50
Decorative Pillow	\$95.79	to \$124.50	\$110.15
Carpet and Pad	\$920.90	to \$1,165.80	\$1,011.68
Desk Lamp	\$145.00	to \$181.00	\$163.00
Floor Lamp	\$262.00	to \$350.00	\$306.00
End Table Lamp	\$260.00	to \$332.00	\$296.00
Nightstand or Bracket Lamp (2)	\$370.50	to \$493.50	\$432.00
Welcome Light (in Existing Location)	\$212.32	to \$287.00	\$250.74
Desk Chair (including Fabric)	\$307.00	to \$406.00	\$356.67
Lounge Chair (including Fabric)	\$637.00	to \$835.00	\$736.00
Ottoman (including Fabric)	\$262.00	to \$350.00	\$306.00
Sleeper Sofa (including Fabric; Assumes King Rooms Only)	\$481.50	to \$622.50	\$552.00
Paint Textured or Drywall Ceiling	\$316.98	to \$443.77	\$393.20
Paint Trim (Base and Crown)	\$316.00	to \$445.11	\$363.45
Paint Entry Doors, Closet Doors, Frames, and Grilles	\$136.47	to \$327.70	\$245.24
Vinyl Wallcovering (LY 54")	\$1,429.32	to \$1,978.35	\$1,655.50
Window Treatments (Sheer, Blackout, Hardware, Installed)	\$503.00	to \$762.00	\$632.33
Guestroom Softgoods Renovation Cost Per Key		\$8,426.43 to \$11,589.08	\$9,930.77

Guestroom - Add for a Full Renovation

	RANGE		AVERAGE
Casegoods Installation	\$613.00	to \$875.00	\$782.06
Bedsets (Box Spring, Mattress, and Frame)	\$828.00	to \$1,069.50	\$948.50
Headboard	\$1,048.50	to \$1,584.00	\$1,316.00
Nightstands	\$655.50	to \$843.00	\$749.50
Dresser	\$1,400.00	to \$1,820.00	\$1,610.00
Desk	\$1,096.00	to \$1,434.00	\$1,265.00
Side Table	\$293.00	to \$374.00	\$333.67
Coffee Table	\$294.50	to \$384.00	\$339.33
Closet Shelf Unit	\$1,572.00	to \$2,183.00	\$1,893.15
Refrigerator Cabinet / Welcome Center	\$1,336.86	to \$1,752.23	\$1,538.01
Mini Refrigerator	\$235.00	to \$255.00	\$245.00
Crown Molding	\$751.44	to \$1,060.26	\$908.76
Drapery Valance - Painted Wood	\$188.46	to \$328.72	\$234.44
Wall Base	\$784.05	to \$1,778.59	\$1,021.50
Entry Area Hard Surface Flooring	\$816.48	to \$1,170.68	\$947.00
TV and Mount (HD LCD, including Programming Allowance)	\$1,238.06	to \$1,395.00	\$1,307.96
Guestroom Full Renovation Additional Cost Per Key		\$13,150.85 to \$18,306.98	\$15,439.89

UPPER UPSCALE

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

Guest Bathroom Softgoods Renovation

Assume guest bathroom area of 8' x 8'. Ceilings 9'-0" AFF. Painted drywall.

	RANGE		AVERAGE	
Demolition	\$86.90	to	\$160.00	\$129.71
Artwork (Installed)	\$122.74	to	\$194.21	\$159.06
Lighted Mirror	\$542.00	to	\$742.00	\$636.33
Makeup Mirror	\$197.00	to	\$243.97	\$222.33
Night Light	\$79.88	to	\$100.57	\$91.15
Paint Ceiling	\$33.59	to	\$48.00	\$42.00
Vinyl Wallcovering (LY 54")	\$267.68	to	\$330.40	\$300.05
Shower Curtain and Hooks	\$50.51	to	\$55.57	\$53.04
Curved Shower Rod	\$68.23	to	\$93.00	\$78.69
Paint Door and Trim	\$68.23	to	\$150.00	\$115.22
RegROUT Floor Tile	\$108.80	to	\$224.00	\$176.00
RegROUT Wall Tile	\$119.00	to	\$245.00	\$192.50
Guest Bathroom Softgoods Renovation Cost Per Key	\$1,744.57	to	\$2,586.72	\$2,196.11

Guest Bathroom - Add for a Full Renovation

	RANGE		AVERAGE	
Additional Demolition	\$565.12	to	\$843.00	\$674.94
Architectural Lighting	\$360.00	to	\$594.00	\$498.10
Replace Bathroom Door and Hardware	\$650.00	to	\$880.49	\$750.26
Electrical Upgrades (Add One GFI Outlet)	\$130.00	to	\$214.93	\$174.42
Tub-to-Shower Conversion (New Pan, Surround, Valve, and Shower Head)	\$3,300.00	to	\$4,250.00	\$3,791.70
Shower Valve and Head, Tub Diverter, Tub Drain	\$586.99	to	\$819.74	\$678.15
Tub Surround	\$1,266.70	to	\$1,909.70	\$1,534.83
Lavatory	\$469.60	to	\$737.66	\$559.34
Faucet (and Connections)	\$1,032.04	to	\$1,391.77	\$1,203.57
Vanity Top	\$568.00	to	\$887.50	\$713.90
Vanity Base	\$384.00	to	\$592.00	\$489.00
Toilet Accessories	\$440.29	to	\$475.12	\$453.72
Tile Flooring	\$650.88	to	\$784.23	\$718.98
Toilet and Seat	\$452.00	to	\$566.08	\$508.08
Guest Bathroom Full Renovation Additional Cost Per Key	\$10,855.62	to	\$14,946.22	\$12,748.97

UPPER UPSCALE

Prototype Hotel: 192 guestrooms, 25 suites, 7 stories (6 with guestrooms), 34 bays/floor
Other assumptions and allowances are listed in each section below.

Corridors

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

	RANGE		AVERAGE
Demolition	\$39.60	to \$52.00	\$46.97
Artwork (Installed)	\$15.14	to \$22.98	\$19.03
Carpet and Pad	\$296.93	to \$326.02	\$311.26
Millwork Base	\$114.72	to \$159.30	\$141.60
Ceiling-mounted Lighting	\$143.65	to \$198.15	\$171.62
Sconces	\$235.32	to \$324.92	\$281.52
Elevator Lobby Furniture (Allowance)	\$70.97	to \$106.71	\$88.84
Vending Area Floor Tile	\$37.33	to \$44.97	\$41.23
Ice Machine	\$230.35	to \$255.39	\$242.91
Millwork (Allowance for Elevator Lobby)	\$83.21	to \$106.67	\$93.57
Paint Ceiling	\$21.00	to \$31.42	\$26.57
Signage Package (Room Numbers, Wayfinding, Complete)	\$186.45	to \$219.50	\$201.65
Vinyl Wallcovering (LY 54")	\$198.51	to \$245.87	\$222.96
Window Treatments (with Hardware and Installation)	\$25.26	to \$37.90	\$31.58
Corridors Renovation Cost Per Key	\$1,698.41	to \$2,131.81	\$1,921.31

Lobby Softgoods Renovation

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

	RANGE		AVERAGE
Demolition of Vinyl and Carpet	\$6,762.17	to \$8,283.66	\$7,570.21
Artwork and Artifacts (Installed)	\$10,777.50	to \$16,267.95	\$13,540.24
Area Rugs	\$7,814.00	to \$11,730.00	\$9,772.00
Millwork (Refinish)	\$2,347.98	to \$2,958.45	\$2,634.43
Millwork Screen Walls (Refinish)	\$3,521.97	to \$4,684.21	\$4,083.13
Paint Drywall Ceiling	\$4,478.98	to \$6,769.15	\$5,894.27
Paint Doors and Trim	\$650.00	to \$1,500.00	\$842.09
Vinyl Wallcovering (LY 54", 40% Openings)	\$3,392.11	to \$4,033.92	\$3,721.32
Window Treatments (with Hardware and Installation)	\$4,928.00	to \$7,392.00	\$6,160.00
Seating Groups	\$43,719.00	to \$56,799.00	\$50,259.00
Lobby Softgoods Renovation Cost Subtotal	\$88,391.70	to \$120,418.35	\$104,476.68
Lobby Softgoods Renovation Cost Per SF	\$18.41	to \$25.09	\$21.77

UPPER UPSCALE

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

Lobby - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$45,081.16	to \$52,068.74	\$48,056.51
Decorative Lighting	\$24,645.14	to \$35,178.51	\$29,851.96
Electrical	\$49,868.54	to \$73,961.27	\$60,254.91
Hard Surface Flooring	\$86,784.00	to \$104,563.87	\$98,020.36
HVAC	\$25,358.15	to \$44,376.76	\$35,078.77
Life Safety	\$23,949.36	to \$31,063.73	\$27,344.54
Architectural Lighting	\$56,351.45	to \$88,753.53	\$72,693.37
Front Desk (New Pods, in Existing Location)	\$31,492.80	to \$61,698.00	\$48,922.16
Front Desk Equipment	\$9,391.91	to \$11,340.73	\$10,274.75
Concierge Desk	\$23,479.77	to \$31,697.69	\$28,599.04
Bell Stand	\$7,910.00	to \$10,322.55	\$9,203.85
Millwork Running Trim (Stained Hardwood Crown and Base)	\$7,560.00	to \$11,200.00	\$9,379.29
Millwork Screen Walls (New)	\$39,328.61	to \$58,552.67	\$48,925.97
Articulated Drywall Ceiling (New)	\$49,791.95	to \$78,912.00	\$61,820.97
Sound System	\$7,396.13	to \$12,943.22	\$10,231.31
Drywall Partitions	\$12,240.00	to \$18,000.00	\$14,797.90
Sundries Shop (Millwork/Finishes/Equipment/Signage)	\$23,479.77	to \$36,095.57	\$29,638.07
Business Center (Millwork/Finishes/Seating)	\$19,083.88	to \$29,063.78	\$23,999.03
Lobby Full Renovation Additional Cost Subtotal	\$543,192.62	to \$789,792.63	\$667,092.74
Lobby Full Renovation Additional Cost Per SF	\$113.17	to \$164.54	\$138.98

Public Restrooms Softgoods Renovation

Assume 4 restrooms, totaling 1,440 SF. Each with 5 lavs and 7 fixtures. Ceiling 12' AFF.

	RANGE		AVERAGE
Demolition	\$887.54	to \$1,331.30	\$1,020.67
Artwork and Artifacts (Installed)	\$8,940.88	to \$13,532.00	\$11,227.72
Framed Mirrors	\$4,222.15	to \$5,585.00	\$4,901.45
Paint Drywall Ceiling	\$1,511.65	to \$2,160.00	\$1,890.17
Paint Doors and Trim	\$545.88	to \$1,200.00	\$702.22
Vinyl Wallcovering (LY 54")	\$5,367.30	to \$6,388.57	\$5,891.53
Decorative Vanity Lighting	\$4,403.20	to \$6,720.00	\$5,523.43
Public Restrooms Softgoods Renovation Cost Subtotal	\$25,878.59	to \$36,916.87	\$31,157.19
Public Restrooms Softgoods Renovation Cost Per SF	\$17.97	to \$25.64	\$21.64

UPPER UPSCALE

Prototype Hotel: 192 guestrooms, 25 suites, 7 stories (6 with guestrooms), 34 bays/floor
Other assumptions and allowances are listed in each section below.

Public Restrooms - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$13,524.35	to \$17,750.71	\$15,553.00
Toilet Partitions	\$36,158.84	to \$53,498.65	\$44,882.44
Toilet Accessories	\$6,973.49	to \$9,297.99	\$7,944.20
Replace Doors	\$6,500.00	to \$14,061.72	\$9,302.04
Toilets / Urinals	\$29,393.28	to \$38,727.36	\$33,012.73
Architectural Lighting	\$14,200.56	to \$17,750.71	\$15,407.61
Tile Flooring	\$26,035.20	to \$31,369.16	\$28,759.03
Tile Walls	\$14,970.24	to \$19,525.78	\$17,211.52
Motion-sensing Flush Valves	\$13,300.00	to \$20,580.00	\$18,041.45
Motion-sensing Faucets	\$12,000.00	to \$17,800.00	\$15,504.80
Vanity Top, Faucets, Sinks	\$22,195.72	to \$27,542.87	\$24,677.60
Millwork Vanity Base	\$13,413.60	to \$22,305.78	\$17,557.00
Public Restrooms Full Renovation Additional Cost Subtotal	\$208,665.29	to \$290,210.72	\$247,853.42
Public Restrooms Full Renovation Additional Cost Per SF	\$144.91	to \$201.54	\$172.12

Restaurant Softgoods Renovation

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

	RANGE		AVERAGE
Demolition of Vinyl and Carpet	\$8,030.08	to \$10,680.01	\$9,309.54
Artwork (Installed)	\$6,724.00	to \$10,311.00	\$8,540.00
Carpet and Pad (80% of Floor Area)	\$23,344.69	to \$26,515.69	\$24,939.02
Millwork Buffet, Host Station (Refinish)	\$5,987.34	to \$9,245.16	\$7,625.06
Millwork Screen Walls (Refinish)	\$2,347.98	to \$4,930.75	\$3,686.32
Millwork Running Trim (Refinish - Hardwood Crown, Chair, and Base)	\$1,427.67	to \$2,112.33	\$1,660.61
Reupholster Banquettes	\$10,950.00	to \$16,600.00	\$13,766.67
Paint Drywall Ceiling	\$4,255.03	to \$6,430.69	\$5,599.55
Paint Doors and Trim	\$682.34	to \$1,500.00	\$877.78
Vinyl Wallcovering (LY 54", 40% Openings)	\$4,509.54	to \$5,371.24	\$4,951.95
Window Treatments (with Hardware and Installation)	\$3,427.00	to \$5,141.00	\$4,284.00
Dining Chairs (With Arms)	\$78,750.00	to \$103,425.00	\$91,058.33
Dining Chairs (No Arms)	\$8,540.00	to \$11,040.00	\$9,793.33
Restaurant Softgoods Renovation Cost Subtotal	\$158,975.67	to \$213,302.88	\$186,092.16
Restaurant Softgoods Renovation Cost Per SF	\$34.86	to \$46.78	\$40.81
Restaurant Softgoods Renovation Cost Per Seat	\$815.26	to \$1,093.86	\$954.32

UPPER UPSCALE

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

Restaurant - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$21,229.54	to \$27,917.87	\$24,339.77
Banquettes	\$2,809.00	to \$4,660.36	\$3,706.48
Buffet Equipment	\$35,219.65	to \$66,565.15	\$51,350.25
Decorative Lighting	\$15,721.00	to \$24,351.75	\$20,236.95
Architectural Lighting	\$61,831.62	to \$70,825.31	\$65,878.78
Electrical	\$44,968.45	to \$56,210.57	\$48,790.77
Hard Surface Flooring (20% of Floor Area)	\$16,872.00	to \$24,733.44	\$19,366.94
HVAC	\$33,493.20	to \$48,180.49	\$43,337.22
Life Safety	\$22,751.90	to \$29,510.55	\$25,977.31
Millwork Buffet, Host Station (New, in Existing Location)	\$55,194.50	to \$75,000.00	\$65,813.57
Millwork Screen Walls (New)	\$29,349.71	to \$35,008.34	\$31,878.48
Millwork Running Trim (Hardwood Crown, Chair, and Base)	\$8,078.40	to \$10,553.60	\$8,977.48
Articulated Drywall Ceiling (New)	\$47,302.35	to \$61,104.00	\$53,423.91
Sound System	\$5,547.10	to \$12,619.64	\$9,365.35
Tables	\$25,155.00	to \$33,150.00	\$29,163.33
Communal Dining Tables (6 seats)	\$11,739.88	to \$18,047.78	\$14,819.03
Communal Table Stools	\$5,280.00	to \$7,920.00	\$6,600.00
Drywall Partitions	\$16,646.40	to \$22,842.78	\$18,897.17
Restaurant Full Renovation Additional Cost Subtotal	\$459,189.71	to \$629,201.62	\$541,922.81
Restaurant Full Renovation Additional Cost Per SF	\$100.70	to \$137.98	\$118.84
Restaurant Full Renovation Additional Cost Per Seat	\$2,354.82	to \$3,226.67	\$2,779.09

Bar / Lounge Softgoods Renovation

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

	RANGE		AVERAGE
Demolition of Vinyl and Carpet	\$2,113.18	to \$2,810.53	\$2,449.88
Artwork, Accessories, and Mirrors (Installed)	\$8,672.22	to \$13,011.50	\$10,841.05
Bar / Back Bar (Refinish)	\$2,494.73	to \$3,852.15	\$3,177.11
Carpet and Pad (60%)	\$4,607.50	to \$5,233.36	\$4,922.17
Millwork Running Trim (Refinish)	\$734.83	to \$1,087.23	\$854.73
Paint Drywall Ceiling	\$559.87	to \$837.90	\$724.85
Paint Doors and Trim	\$136.47	to \$300.00	\$175.56
Vinyl Wallcovering (LY 54")	\$3,913.65	to \$4,658.33	\$4,295.91
Reupholster Banquettes	\$8,322.00	to \$12,616.00	\$10,462.67
Dining Chairs (With Arms)	\$2,700.00	to \$3,546.00	\$3,122.00
Dining Chairs (No Arms)	\$23,912.00	to \$30,912.00	\$27,421.33
Bar Stools	\$7,168.00	to \$10,822.00	\$8,997.33
Seating Group	\$13,314.00	to \$17,305.00	\$15,310.00
Bar / Lounge Softgoods Renovation Cost Subtotal	\$78,648.45	to \$106,992.00	\$92,754.58
Bar / Lounge Softgoods Renovation Cost Per SF	\$65.54	to \$89.16	\$77.30
Bar / Lounge Softgoods Renovation Cost Per Seat	\$1,123.55	to \$1,528.46	\$1,325.07

UPPER UPSCALE

Prototype Hotel: 192 guestrooms, 25 suites, 7 stories (6 with guestrooms), 34 bays/floor
Other assumptions and allowances are listed in each section below.

Bar / Lounge - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$8,136.00	to \$11,390.40	\$9,803.88
Bar Die and Top (New in Existing Location)	\$35,102.71	to \$39,126.25	\$36,908.71
Back Bar (New in Existing Location)	\$30,704.17	to \$43,740.00	\$37,734.63
Bar Equipment	\$58,699.42	to \$80,124.71	\$69,147.92
Articulated Drywall Ceiling (New)	\$12,447.99	to \$16,080.00	\$14,058.92
Banquettes	\$15,200.00	to \$24,494.40	\$19,991.41
Communal Table Chairs	\$5,280.00	to \$7,920.00	\$6,600.00
Communal Table	\$7,460.00	to \$11,947.75	\$9,904.28
Decorative Lighting	\$7,460.00	to \$11,947.75	\$9,904.28
Electrical	\$11,833.80	to \$14,792.25	\$12,839.68
Hard Surface Flooring (40%)	\$8,880.00	to \$13,017.60	\$10,853.61
HVAC	\$5,635.14	to \$12,425.49	\$10,650.85
Life Safety	\$5,987.34	to \$7,765.93	\$6,836.13
Architectural Lighting	\$16,271.48	to \$18,638.24	\$17,336.52
Millwork Running Trim (Stained Hardwood Crown, Chair, and Base)	\$4,158.00	to \$5,432.00	\$4,620.76
Other Seating and Tables (Allowance)	\$3,460.00	to \$5,190.00	\$4,325.00
Sound System	\$8,320.64	to \$18,929.46	\$14,048.02
TVs - 50" LCD HD	\$4,140.39	to \$4,830.87	\$4,481.14
Tables	\$7,488.00	to \$8,184.00	\$7,836.00
Drywall Partitions	\$14,280.00	to \$19,595.52	\$16,210.81
Bar / Lounge Full Renovation Additional Cost Subtotal	\$271,241.10	to \$376,309.78	\$324,568.06
Bar / Lounge Full Renovation Additional Cost Per SF	\$226.03	to \$313.59	\$270.47
Bar / Lounge Full Renovation Additional Cost Per Seat	\$3,874.87	to \$5,375.85	\$4,636.69

Kitchen

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

	RANGE		AVERAGE
Selective Demolition	\$34,408.50	to \$39,368.07	\$36,621.20
Vinyl-coated Tile Ceiling (2' x 4' Tiles and New Grid)	\$21,420.00	to \$34,292.16	\$28,796.08
Fluorescent Lighting (2' x 4')	\$15,531.87	to \$25,886.45	\$18,793.56
Paint Door Frames and Trim	\$955.28	to \$2,100.00	\$1,228.89
Paint Walls	\$1,175.73	to \$1,680.00	\$1,470.13
Quarry Tile Flooring	\$47,937.12	to \$67,772.88	\$56,993.40
Replace Doors	\$10,683.29	to \$24,125.50	\$18,542.00
Kydex-paneled Walls	\$2,214.80	to \$4,684.87	\$3,074.05
Kitchen Renovation Cost Subtotal	\$134,326.59	to \$199,909.92	\$165,519.30
Kitchen Renovation Cost Per SF	\$18.66	to \$27.77	\$22.99

Kitchen Equipment

	RANGE		AVERAGE
Select Kitchen Equipment	\$149,155.23	to \$196,705.92	\$172,029.68
Kitchen Equipment Cost Subtotal	\$149,155.23	to \$196,705.92	\$172,029.68
Kitchen Equipment Cost Per SF	\$20.72	to \$27.32	\$23.89

UPPER UPSCALE

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

Prefunction Softgoods Renovation

Assume a prefunction area of approximately 25' x 48' (1,200 SF). Ceiling 12' AFF, coffered.

	RANGE		AVERAGE
Demolition of Vinyl and Carpet	\$2,113.18	to \$2,810.53	\$2,449.88
Paint Articulated Drywall Ceiling	\$1,259.71	to \$1,800.00	\$1,575.14
Carpet and Pad	\$8,463.60	to \$9,686.00	\$9,078.76
Paint Doors and Trim (Service Doors and Exits)	\$409.41	to \$900.00	\$526.67
Millwork Running Trim (Refinish - Stained Hardwood Crown, Chair, and Base)	\$722.70	to \$1,133.83	\$860.24
Protect / Remove / Reinstall All Light Fixtures	\$880.49	to \$1,664.13	\$1,283.76
Vinyl Wallcovering (LY 54")	\$4,813.41	to \$5,667.63	\$5,324.70
Window Treatments (with Hardware and Installation)	\$4,322.00	to \$6,490.00	\$5,406.00
Seating Groups	\$25,748.00	to \$33,450.00	\$29,600.00
Prefunction Softgoods Renovation Cost Subtotal	\$48,732.50	to \$63,602.12	\$56,105.14
Prefunction Softgoods Renovation Cost Per SF	\$40.61	to \$53.00	\$46.75

Prefunction - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$5,424.00	to \$7,119.00	\$6,373.20
Artwork, Accessories, and Mirrors (Allowance, Installed)	\$12,981.00	to \$19,475.00	\$16,228.00
Articulated Drywall Ceiling (New)	\$12,447.99	to \$16,080.00	\$14,058.92
Decorative Lighting	\$44,038.00	to \$68,607.00	\$55,424.15
Electrical	\$10,565.90	to \$14,052.64	\$12,249.40
HVAC	\$6,339.54	to \$11,094.19	\$8,769.69
Life Safety	\$5,987.34	to \$7,765.93	\$6,836.13
Architectural Lighting	\$14,087.86	to \$22,188.38	\$18,173.34
Millwork Running Trim (Stained Hardwood Crown, Chair, and Base)	\$4,336.20	to \$5,664.80	\$4,818.79
Portable Bars	\$15,236.00	to \$22,872.00	\$19,053.33
Prefunction Full Renovation Additional Cost Subtotal	\$131,443.82	to \$194,918.95	\$161,984.97
Prefunction Full Renovation Additional Cost Per SF	\$109.54	to \$162.43	\$134.99

Ballroom Softgoods Renovation

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

	RANGE		AVERAGE
Demolition of Vinyl and Carpet	\$7,924.42	to \$10,539.48	\$9,187.05
Paint Articulated Drywall Ceiling	\$4,723.92	to \$6,449.25	\$5,744.63
Carpet and Pad	\$23,274.90	to \$26,636.50	\$24,966.59
Paint Doors and Trim	\$3,000.00	to \$3,550.14	\$3,250.03
Millwork Running Trim (Refinish - Stained Hardwood Crown, Chair, and Base)	\$1,386.00	to \$2,174.46	\$1,649.77
Protect / Remove / Reinstall All Light Fixtures	\$3,521.97	to \$6,163.44	\$4,872.05
Vinyl Wallcovering (LY 54")	\$11,868.68	to \$13,974.99	\$13,129.39
Operable Wallcovering	\$2,580.60	to \$3,214.93	\$2,843.43
Ballroom Softgoods Renovation Cost Subtotal	\$58,280.48	to \$72,703.19	\$65,642.93
Ballroom Softgoods Renovation Cost Per SF	\$12.95	to \$16.16	\$14.59

UPPER UPSCALE

Prototype Hotel: 192 guestrooms, 25 suites, 7 stories (6 with guestrooms), 34 bays/floor
Other assumptions and allowances are listed in each section below.

Ballroom - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$31,697.69	to \$37,720.25	\$34,381.43
Artwork, Accessories, and Mirrors (Allowance, Installed)	\$3,897.00	to \$5,854.00	\$4,875.67
Banquet Chairs	\$60,750.00	to \$76,950.00	\$68,850.00
Articulated Drywall Ceiling (New)	\$46,679.95	to \$73,980.00	\$57,957.16
Decorative Lighting	\$268,511.91	to \$405,465.67	\$336,717.50
Electrical	\$50,188.01	to \$69,338.69	\$59,565.24
HVAC	\$23,773.27	to \$41,603.22	\$32,886.35
Life Safety	\$22,452.53	to \$29,122.25	\$25,635.51
Architectural Lighting	\$52,829.48	to \$83,206.43	\$68,150.03
Millwork Running Trim (Stained Hardwood Crown, Chair, and Base)	\$8,316.00	to \$10,864.00	\$9,241.52
Operable Walls (New, Manual)	\$54,409.50	to \$72,000.00	\$62,926.29
Portable Bars	\$15,236.00	to \$22,872.00	\$19,053.33
Tables (14" x 72", including Meeting Rooms)	\$28,200.00	to \$30,600.00	\$29,400.00
Tables (72" rounds, including Meeting Rooms)	\$16,400.00	to \$18,300.00	\$17,350.00
AV Infrastructure: Ceiling speakers and cabling; wall and floor input/output plates and cabling; control plates and cabling and processors; rack in AV room with audio processing and amplification; array of ceiling rigging points with CAT 6 AVnet cabling and power (power by others); retractable projection screens. Portable equipment by others.	\$182,900.00	to \$320,075.00	\$274,350.00
Ballroom Full Renovation Additional Cost Subtotal	\$866,241.34	to \$1,297,951.51	\$1,101,340.02
Ballroom Full Renovation Additional Cost Per SF	\$192.50	to \$288.43	\$244.74

Meeting Rooms Softgoods Renovation

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

	RANGE		AVERAGE
Demolition of Vinyl and Carpet	\$14,792.25	to \$19,673.70	\$17,149.15
Carpet and Pad	\$43,261.68	to \$49,516.13	\$46,409.23
Paint Articulated Drywall Ceiling	\$8,817.98	to \$12,038.60	\$10,723.32
Paint Doors and Trim	\$3,150.00	to \$3,727.65	\$3,412.53
Millwork Running Trim (Refinish - Stained Hardwood Crown, Chair, and Base)	\$4,599.14	to \$6,321.00	\$5,380.80
Protect / Remove / Reinstall All Light Fixtures	\$4,746.00	to \$6,644.40	\$5,758.48
Vinyl Wallcovering (LY 54")	\$27,693.58	to \$32,608.30	\$30,635.24
Window Treatments (with Hardware and Installation)	\$42,427.00	to \$63,672.00	\$53,050.67
Operable Wallcovering	\$10,582.88	to \$12,615.68	\$11,629.72
Meeting Rooms Softgoods Renovation Cost Subtotal	\$160,070.52	to \$206,817.46	\$184,149.14
Meeting Rooms Softgoods Renovation Cost Per SF	\$19.06	to \$24.62	\$21.92

UPPER UPSCALE

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

Meeting Rooms - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$78,892.02	to \$91,120.29	\$84,098.90
Banquet Chairs	\$113,400.00	to \$143,640.00	\$128,520.00
Artwork, Accessories, and Mirrors (Installed)	\$24,375.51	to \$36,592.50	\$30,478.32
Articulated Drywall Ceiling (New)	\$111,215.35	to \$141,426.05	\$128,660.88
Decorative Lighting	\$29,744.38	to \$46,155.29	\$38,000.31
Electrical	\$82,836.63	to \$103,545.78	\$89,877.74
HVAC	\$39,446.01	to \$93,191.20	\$77,057.78
Life Safety	\$41,911.39	to \$54,361.54	\$47,852.94
Architectural Lighting	\$113,900.36	to \$130,467.68	\$121,355.66
Millwork Running Trim (Stained Hardwood Crown, Chair, and Base)	\$29,106.00	to \$38,024.00	\$32,345.33
Millwork Serving Stations	\$35,595.00	to \$58,138.50	\$48,804.70
Operable Walls (New, Manual)	\$152,346.60	to \$201,600.00	\$176,193.61
AV Infrastructure: Ceiling speakers and cabling; input/output plates and cabling; control plates and cabling and processors; rack in AV room with audio processing and amplification; CAT 6 Avnet cabling; retractable projection screens built into ceiling; ceiling attachments for portable projectors. Portable equipment by others.	\$45,500.00	to \$81,225.00	\$70,200.00
Meeting Rooms Full Renovation Additional Cost Subtotal	\$898,269.24	to \$1,219,487.84	\$1,073,446.16
Meeting Rooms Full Renovation Additional Cost Per SF	\$106.94	to \$145.18	\$127.79

Board Room Softgoods Renovation

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

	RANGE		AVERAGE
Demolition of Vinyl and Carpet	\$2,563.99	to \$3,410.11	\$2,972.52
Carpet and Pad	\$6,742.38	to \$7,749.96	\$7,249.40
Paint Articulated Drywall Ceiling	\$764.23	to \$1,043.35	\$929.35
Paint Doors and Trim	\$600.00	to \$710.03	\$638.01
Millwork Running Trim (Refinish - Stained Hardwood Crown, Chair, and Base)	\$894.31	to \$1,255.23	\$1,089.38
Protect / Remove / Reinstall All Light Fixtures	\$226.00	to \$474.60	\$366.12
Vinyl Wallcovering (LY 54")	\$6,103.89	to \$7,187.14	\$6,752.26
Window Treatments (with Hardware and Installation)	\$3,460.00	to \$5,190.00	\$4,324.67
Executive Chairs	\$16,280.00	to \$21,240.00	\$18,760.00
Board Room Softgoods Renovation Cost Subtotal	\$37,634.80	to \$48,260.41	\$43,081.71
Board Room Softgoods Renovation Cost Per SF	\$25.85	to \$33.15	\$29.59

UPPER UPSCALE

Prototype Hotel: 192 guestrooms, 25 suites, 7 stories (6 with guestrooms), 34 bays/floor
Other assumptions and allowances are listed in each section below.

Board Room - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$13,674.62	to \$15,794.18	\$14,577.14
Artwork, Accessories, and Mirrors (Installed)	\$2,094.43	to \$3,165.00	\$2,628.09
Articulated Drywall Ceiling (New)	\$19,277.33	to \$24,513.85	\$22,301.22
Decorative Lighting	\$4,352.98	to \$7,470.79	\$5,943.00
Electrical	\$29,615.04	to \$37,142.20	\$33,423.86
HVAC	\$6,837.31	to \$16,153.14	\$13,356.68
Life Safety	\$7,264.64	to \$9,422.67	\$8,294.51
Architectural Lighting	\$26,652.68	to \$30,529.44	\$28,397.22
Millwork Running Trim (Stained Hardwood Crown, Chair, and Base)	\$6,415.20	to \$8,380.80	\$7,129.17
Millwork Serving Stations	\$10,170.00	to \$16,611.00	\$13,944.20
Board Room Conference Table	\$10,400.00	to \$15,590.00	\$12,994.67
AV Infrastructure: Ceiling speakers and cabling; wall and floor input/output plates and cabling; control plates and cabling and processors; rack in AV room with audio processing and amplification; array of ceiling rigging points with CAT 6 AVnet cabling and power (power by others); retractable projection screens. Portable equipment by others.	\$20,390.00	to \$40,933.00	\$35,085.00
Board Room Full Renovation Additional Cost Subtotal	\$157,144.23	to \$225,706.07	\$198,074.77
Board Room Full Renovation Additional Cost Per SF	\$107.93	to \$155.02	\$136.04

Exercise Facility Softgoods Renovation

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

	RANGE		AVERAGE
Demolition of Vinyl and Floor Finish	\$2,563.99	to \$3,410.11	\$2,972.52
Artwork (Installed)	\$665.22	to \$1,006.50	\$835.05
Clock	\$62.63	to \$100.47	\$77.64
Hamper	\$383.00	to \$497.00	\$440.00
Towel Caddy	\$417.00	to \$542.00	\$479.33
Sport Flooring	\$23,296.00	to \$27,172.45	\$25,206.86
Mirrors	\$2,440.80	to \$3,600.00	\$3,068.04
Paint Drywall Ceiling	\$764.23	to \$1,092.00	\$955.59
Paint Doors and Trim	\$900.00	to \$1,065.04	\$957.01
Remove and Reinstall Exercise Equipment	\$3,521.97	to \$5,916.90	\$4,740.57
Vinyl Wallcovering (LY 54")	\$2,928.64	to \$3,623.25	\$3,287.28
Window Treatments (with Hardware and Installation)	\$535.00	to \$811.00	\$673.00
Exercise Facility Softgoods Renovation Cost Subtotal	\$38,478.47	to \$48,836.73	\$43,692.88
Exercise Facility Softgoods Renovation Cost Per SF	\$26.43	to \$33.54	\$30.01

Exercise Facility - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$13,674.62	to \$15,794.18	\$14,577.14
Articulated Drywall Ceiling (New)	\$15,103.56	to \$19,510.40	\$17,831.44
Exercise Equipment (Installed)	\$79,983.00	to \$103,984.00	\$91,983.67
Electrical	\$14,358.35	to \$17,947.94	\$15,578.81
HVAC	\$6,837.31	to \$16,153.14	\$13,356.68
Life Safety	\$7,264.64	to \$9,422.67	\$8,294.51
Architectural Lighting	\$19,742.73	to \$22,614.40	\$21,034.98
Millwork Lockers	\$13,383.47	to \$16,419.40	\$14,779.58
TVs and Mounts (42", including Programming Allowance)	\$5,526.20	to \$6,221.43	\$5,871.24
Water Fountain	\$2,113.18	to \$3,328.26	\$2,726.00
Sound System	\$2,773.55	to \$6,309.82	\$4,682.67
Exercise Facility Full Renovation Additional Cost Subtotal	\$180,760.59	to \$237,705.64	\$210,716.72
Exercise Facility Full Renovation Additional Cost Per SF	\$124.15	to \$163.26	\$144.72

UPPER UPSCALE

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

Spa Softgoods Renovation

Assume a three-bay facility of approximately 1,014 SF. 6 treatment rooms (12' x 12'), 150 SF reception area. Ceiling 12' AFF.

	RANGE		AVERAGE
Demolition of Vinyl and Flooring	\$1,785.64	to \$2,374.90	\$2,070.15
Artwork (Installed)	\$6,623.51	to \$9,929.50	\$8,271.98
Hamper	\$2,298.00	to \$2,982.00	\$2,640.00
Towel Caddy	\$2,502.00	to \$3,252.00	\$2,876.00
Stone Tile Flooring	\$4,068.00	to \$6,075.39	\$4,736.14
Wood/Bamboo Flooring	\$18,681.84	to \$23,197.36	\$20,860.12
Mirrors	\$7,159.80	to \$9,330.79	\$8,251.35
Paint Drywall Ceiling	\$532.23	to \$760.50	\$665.50
Paint Doors and Trim	\$1,050.00	to \$1,242.55	\$1,116.51
Vinyl Wallcovering (LY 54")	\$9,448.68	to \$11,246.54	\$10,371.55
Window Treatments (with Hardware and Installation)	\$4,520.00	to \$6,744.00	\$5,632.00
Reception Area Upholstered Seating	\$12,874.00	to \$16,725.00	\$14,800.00
Spa Softgoods Renovation Cost Subtotal	\$71,543.69	to \$93,860.53	\$82,291.30
Spa Softgoods Renovation Cost Per SF	\$70.56	to \$92.56	\$81.16

Spa - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$9,523.39	to \$10,999.52	\$10,151.94
Articulated Drywall Ceiling (New)	\$10,518.55	to \$16,670.16	\$13,059.68
Massage Tables	\$19,218.00	to \$24,966.00	\$22,092.00
Millwork (Treatment Room Area)	\$30,510.00	to \$66,917.34	\$45,656.27
Millwork (Reception Area)	\$5,085.00	to \$8,898.75	\$7,271.55
Electrical	\$9,999.56	to \$12,499.46	\$10,849.53
HVAC	\$4,761.70	to \$11,249.51	\$9,301.98
Life Safety	\$5,059.30	to \$6,562.21	\$5,776.53
Architectural Lighting	\$13,749.40	to \$15,749.31	\$14,649.36
Millwork Lockers	\$3,345.87	to \$4,104.85	\$3,694.89
Decorative Water Feature	\$29,349.71	to \$48,074.83	\$38,847.28
Sound System	\$8,320.64	to \$18,929.46	\$14,048.02
Spa Full Renovation Additional Cost Subtotal	\$149,441.13	to \$245,621.41	\$195,399.03
Spa Full Renovation Additional Cost Per SF	\$147.38	to \$242.23	\$192.70

Outdoor Pool

Assume a 30' x 50' (1,500 SF) pool and a 15' wide deck, approximately 3,300 SF surface.

	RANGE		AVERAGE
ADA Lift	\$7,910.00	to \$16,611.00	\$12,136.20
Pool Furniture	\$50,429.00	to \$75,643.00	\$63,036.00
Pool Equipment	\$17,609.83	to \$28,351.82	\$23,045.39
Resurface Pool Bottom	\$11,865.00	to \$16,500.00	\$13,625.28
Resurface Pool Deck (Kool Deck)	\$21,644.88	to \$28,868.40	\$25,734.76
Signage (Life Safety, Pool Rules)	\$1,130.00	to \$2,966.25	\$2,118.75
Outdoor Pool Renovation Cost Subtotal	\$110,588.71	to \$168,940.47	\$139,696.38
Outdoor Pool Renovation Cost Per SF	\$23.04	to \$35.20	\$29.10

UPPER UPSCALE

Prototype Hotel: 192 guestrooms, 25 suites, 7 stories (6 with guestrooms), 34 bays/floor
Other assumptions and allowances are listed in each section below.

Indoor Pool

Assume a 30' x 50' (1,500 SF) pool and a 12' wide deck, approximately 2,496 SF surface.

	RANGE		AVERAGE
ADA Lift	\$7,910.00	to \$16,611.00	\$12,136.20
Architectural Lighting	\$61,750.27	to \$70,732.12	\$65,792.10
Drywall Ceiling (New, from Scaffolding)	\$19,278.60	to \$31,878.00	\$25,101.80
Paint Doors and Trim	\$600.00	to \$720.00	\$640.00
Pool Deck Tile	\$27,048.69	to \$35,974.76	\$31,358.45
Pool Equipment	\$17,609.83	to \$28,351.82	\$23,045.39
Pool Furniture	\$10,389.00	to \$15,580.00	\$12,984.67
Pool Pak HVAC	\$113,212.44	to \$136,884.13	\$124,465.07
Replace Doors (Storefront)	\$1,760.98	to \$2,588.64	\$2,173.05
Resurface Pool Bottom	\$11,865.00	to \$16,500.00	\$13,625.28
Wall Tile	\$29,978.97	to \$36,448.12	\$32,614.16
Decorative Water Feature (Allowance)	\$29,349.71	to \$48,074.83	\$38,847.28
Signage (Life Safety, Pool Rules)	\$1,130.00	to \$2,966.25	\$2,118.75
Indoor Pool Renovation Cost Subtotal	\$331,883.49	to \$443,309.68	\$384,902.20
Indoor Pool Renovation Cost Per SF	\$83.05	to \$110.94	\$96.32

Outdoor Amenities

	RANGE		AVERAGE
Stamped Concrete at Arrivals	\$52,000.00	to \$69,297.58	\$62,233.49
Outdoor Furniture	\$50,429.00	to \$75,643.00	\$63,036.00
Fire Pit	\$9,965.20	to \$15,000.00	\$12,434.20
Outdoor Lighting	\$11,739.88	to \$36,980.64	\$25,005.95
Patio Landscaping	\$13,500.87	to \$24,037.41	\$18,895.34
Water Feature	\$76,309.25	to \$91,835.25	\$83,758.21
Outdoor Audio System	\$7,396.13	to \$12,943.22	\$10,231.31
Outdoor Amenities Renovation Cost Subtotal	\$221,340.33	to \$325,737.10	\$275,594.51

Outdoor Parking

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

Structured Parking

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

	RANGE		AVERAGE
Concrete Sealer and Traffic-bearing Membrane	\$329,972.93	to \$433,089.48	\$379,468.87
Lighting Upgrades	\$20,340.00	to \$23,730.00	\$21,899.40
Paint Ceilings, Columns, etc.	\$83,372.39	to \$175,082.02	\$135,063.27
Stripe Spaces	\$5,073.84	to \$12,180.00	\$9,000.94
Structured Parking Renovation Cost Subtotal	\$438,759.16	to \$644,081.49	\$545,432.49
Structured Parking Renovation Cost Per Space	\$1,264.44	to \$1,856.14	\$1,571.85

Landscaping

	RANGE		AVERAGE
Landscaping Allowance	\$70,439.31	to \$98,615.03	\$84,292.37
Landscaping Renovation Cost Subtotal	\$70,439.31	to \$98,615.03	\$84,292.37

UPPER UPSCALE

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

Common Additives

	RANGE		AVERAGE
New RFID Key System	\$339.00	to \$474.60	\$416.97
Elevator Cab Finishes	\$20,544.80	to \$29,954.32	\$25,220.79
Elevator Modernization			
Traction, per Cab	\$147,922.55	to \$184,656.64	\$165,048.69
Escalator Modernization	\$352,196.54	to \$517,728.91	\$434,610.53
Electronic Signage Boards			
Basic System - One Lobby Screen (42" diag.)	\$17,609.83	to \$25,393.37	\$21,467.55
Additional Lobby / Prefunction Screens	\$5,869.94	to \$8,464.46	\$7,155.85
Additional Meeting Room Door Screen (18" diag.)	\$8,804.91	to \$10,970.92	\$9,813.37
Four-Pipe Vertical Fan Coil Unit Direct Replacement with Drywall Repair	\$3,729.00	to \$5,800.00	\$4,733.72
Laundry Equipment (Direct Equipment Replacement with Access)			
75# Washer	\$23,479.77	to \$32,049.88	\$27,659.17
125# Dryer	\$35,219.65	to \$44,376.76	\$39,516.45
Ironer / Folder	\$117,398.85	to \$133,130.29	\$123,832.30
Porte Cochere - Re-image: Demolish and Replace	\$41,089.60	to \$80,124.71	\$61,223.50
Guestroom ADA Modifications			
Bathtub Room	\$27,120.00	to \$39,387.31	\$31,180.19
Roll-in Shower Room	\$30,112.80	to \$45,200.00	\$35,173.57
Exterior Signage - Monument - New Graphics on Existing Sign	\$17,609.83	to \$23,421.07	\$20,415.66
Exterior Signage - New Exterior Brand sign in Existing Location	\$46,959.54	to \$56,703.64	\$51,373.73
Power-operated, Bi-parting Entrance Doors (Inner and Outer at a Vestibule)	\$26,400.00	to \$36,000.00	\$31,880.59
Fireplace - Natural Gas with Stone Hearth and Surrounding Wall (Public Area)	\$16,950.00	to \$28,250.00	\$20,095.00
Replace Guestroom Entry Door and Hardware	\$850.00	to \$1,243.00	\$980.51
Replace Guestroom Connecting Doors and Hardware	\$1,691.28	to \$2,847.60	\$2,121.88
Replace Corridor Service Doors and Hardware	\$1,469.00	to \$1,898.40	\$1,684.83
Replace Guestroom Closet Door with Pair of Swing Doors and Hardware	\$668.70	to \$960.50	\$772.84
Replace Guestroom Bath Door with Barn Door and Hardware	\$909.79	to \$1,375.00	\$1,206.98
Incremental Add for LVT in Guestroom Instead of Carpet	\$1,275.90	to \$2,108.92	\$1,601.73



LUXURY

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

Guestroom Softgoods Renovation

Assume guestroom area of approximately 17' x 24' and 7' x 10' entry / closet area (578 SF). Ceilings 9'-0" AFF. Painted drywall and coffered.

	RANGE		AVERAGE
Demolition	\$352.20	to \$678.00	\$466.69
FF&E Installation	\$374.60	to \$650.00	\$493.07
Artwork, Mirrors, and Accessories (Installed Package)	\$1,050.43	to \$1,629.66	\$1,335.54
Full-height Framed Dressing Mirror	\$212.22	to \$346.66	\$266.13
Decorative Pillow	\$113.09	to \$147.00	\$130.20
Carpet and Pad	\$1,139.34	to \$1,426.87	\$1,259.21
Desk Lamp	\$187.00	to \$241.00	\$214.00
Floor Lamp	\$325.00	to \$430.00	\$377.33
End Table Lamp	\$624.00	to \$804.00	\$714.00
Nightstand or Bracket Lamp (2)	\$405.00	to \$531.00	\$468.00
Welcome Light (in Existing Location)	\$646.64	to \$870.00	\$760.14
Desk Chair (including Fabric)	\$377.00	to \$497.00	\$437.00
Lounge Chair (including Fabric)	\$1,718.00	to \$2,238.00	\$1,978.00
Ottoman (including Fabric)	\$794.00	to \$1,042.00	\$918.00
Sleeper Sofa (including Fabric)	\$1,696.00	to \$2,214.00	\$1,955.00
Paint Textured or Drywall Ceiling	\$408.00	to \$574.78	\$491.13
Paint Trim (Base and Crown)	\$468.70	to \$768.21	\$664.68
Paint Entry Doors, Closet Doors, Frames and Grilles	\$565.00	to \$688.17	\$628.27
Vinyl Wallcovering (LY 54")	\$1,974.66	to \$2,611.10	\$2,240.50
Window Treatments (Sheer, Blackout, Hardware, Installed)	\$699.00	to \$1,056.00	\$877.33
Guestroom Softgoods Renovation Cost Per Key	\$14,129.86	to \$19,443.44	\$16,674.16

Guestroom - Add for a Full Renovation

	RANGE		AVERAGE
Casegoods Installation	\$613.00	to \$875.00	\$782.06
Bedsets (Box Spring, Mattress, and Frame)	\$922.50	to \$1,189.50	\$1,056.00
Headboard	\$1,224.00	to \$1,836.00	\$1,530.00
Nightstands	\$925.50	to \$1,216.50	\$1,071.00
Dresser	\$3,526.00	to \$4,570.00	\$4,048.00
Desk	\$1,200.00	to \$1,560.00	\$1,380.00
Side Table	\$1,104.00	to \$1,426.00	\$1,265.33
Coffee Table	\$1,152.00	to \$1,493.00	\$1,322.67
Credenza	\$2,014.00	to \$2,617.00	\$2,315.33
Closet Shelf Unit	\$641.52	to \$900.00	\$783.27
Refrigerator Cabinet / Welcome Center	\$1,551.20	to \$1,986.44	\$1,768.53
Mini Refrigerator	\$235.00	to \$255.00	\$245.00
Crown Molding	\$810.96	to \$1,144.24	\$980.74
Draperies Valance - Painted Wood	\$260.62	to \$604.02	\$460.18
Wall Base	\$1,507.60	to \$2,559.29	\$1,984.26
Entry Area Hard Surface Flooring	\$1,582.00	to \$2,408.60	\$2,032.08
TV and Mount (HD LCD, including Programming Allowance)	\$2,476.12	to \$2,790.00	\$2,615.93
Guestroom Full Renovation Additional Cost Per Key	\$21,746.01	to \$29,430.59	\$25,640.38

LUXURY

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

Guest Bathroom Softgoods Renovation

Assume guest bathroom area of 10' x 10' (5-fixture). Ceilings 9'-0" AFF. Painted drywall and coffered.

	RANGE		AVERAGE		
Demolition	\$244.00	to	\$320.00	\$281.17	
Artwork (Installed)	\$395.48	to	\$604.42	\$501.44	
Lighted Mirror	\$1,354.00	to	\$1,826.00	\$1,578.67	
Makeup Mirror	\$228.00	to	\$255.97	\$243.67	
Night Light	\$79.88	to	\$100.57	\$91.15	
Paint Ceiling	\$52.49	to	\$75.00	\$65.63	
Vinyl Wallcovering (LY 54")	\$430.32	to	\$529.98	\$481.71	
Paint Door and Trim	\$123.27	to	\$150.00	\$140.71	
RegROUT Floor Tile	\$136.00	to	\$280.00	\$220.00	
RegROUT Wall Tile	\$119.00	to	\$245.00	\$192.50	
Guest Bathroom Softgoods Renovation Cost Per Key		\$3,162.44	to	\$4,386.94	\$3,796.65

Guest Bathroom - Add for a Full Renovation

	RANGE		AVERAGE		
Additional Demolition	\$565.12	to	\$843.00	\$674.94	
Architectural Lighting	\$360.00	to	\$594.00	\$498.10	
Replace Bathroom Door and Hardware	\$880.49	to	\$1,173.99	\$1,040.16	
Electrical Upgrades (Add One GFI Outlet)	\$130.00	to	\$214.93	\$174.42	
Tub-to-Shower Conversion (New Pan, Surround Valve, and Shower Head)	\$3,300.00	to	\$4,250.00	\$3,791.70	
Shower Valve and Head, Tub Diverter, Tub Drain	\$1,408.79	to	\$1,643.58	\$1,544.15	
Tub Surround	\$1,358.83	to	\$2,276.95	\$1,809.41	
Lavatory	\$704.39	to	\$813.60	\$746.92	
Faucet (and Connections)	\$3,044.08	to	\$4,241.54	\$3,626.47	
Vanity Top	\$2,116.00	to	\$3,233.00	\$2,647.13	
Vanity Base	\$1,380.00	to	\$2,090.00	\$1,737.33	
Toilet Accessories	\$454.52	to	\$600.00	\$511.62	
Tile Flooring	\$2,054.48	to	\$2,876.27	\$2,321.56	
Toilet and Seat	\$669.00	to	\$862.88	\$758.05	
Bidet	\$586.99	to	\$704.39	\$625.27	
Guest Bathroom Full Renovation Additional Cost Per Key		\$19,012.69	to	\$26,418.13	\$22,507.21

LUXURY

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

Corridors

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

	RANGE		AVERAGE
Demolition	\$44.00	to \$57.78	\$52.18
Artwork (Installed)	\$16.49	to \$24.82	\$20.63
Carpet and Pad	\$380.56	to \$421.56	\$401.12
Millwork Base	\$172.51	to \$251.47	\$196.68
Ceiling-mounted Lighting	\$170.43	to \$236.75	\$203.78
Sconces	\$288.32	to \$406.66	\$347.55
Elevator Lobby Furniture (Allowance)	\$74.97	to \$112.49	\$93.73
Ice Machine	\$189.03	to \$207.95	\$198.49
Millwork (Allowance for Elevator Lobby)	\$99.30	to \$192.41	\$152.41
Paint Ceiling	\$21.00	to \$31.42	\$26.57
Signage Package (Room Numbers, Wayfinding, Complete)	\$226.00	to \$308.49	\$270.75
Vinyl Wallcovering (LY 54")	\$244.44	to \$300.05	\$273.12
Window Treatments (with Hardware and Installation)	\$21.51	to \$32.51	\$27.02
Corridors Renovation Cost Per Key		\$1,948.56 to \$2,584.35	\$2,264.03

Lobby Softgoods Renovation

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

	RANGE		AVERAGE
Demolition of Vinyl and Carpet	\$5,635.14	to \$6,903.05	\$6,308.51
Artwork and Artifacts (Installed)	\$12,579.00	to \$19,220.21	\$15,940.99
Area Rugs	\$27,548.00	to \$41,324.00	\$34,436.00
Millwork (Refinish)	\$4,695.95	to \$5,793.63	\$5,173.77
Millwork Screen Walls (Refinish)	\$10,565.90	to \$13,682.84	\$11,964.12
Paint Drywall Ceiling	\$3,732.48	to \$5,640.96	\$4,911.89
Paint Doors and Trim	\$975.00	to \$2,250.00	\$1,263.13
Vinyl Wallcovering (LY 54", 40% Openings)	\$3,396.92	to \$3,993.32	\$3,702.35
Window Treatments (with Hardware and Installation)	\$6,596.00	to \$9,904.00	\$8,250.00
Seating Groups	\$43,900.00	to \$57,135.00	\$50,517.50
Lobby Softgoods Renovation Cost Subtotal		\$119,624.39 to \$165,847.02	\$142,468.24
Lobby Softgoods Renovation Cost Per SF		\$29.91 to \$41.46	\$35.62

LUXURY

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

Lobby - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$46,959.54	to \$53,252.12	\$49,532.92
Decorative Lighting	\$29,251.92	to \$41,437.62	\$35,263.18
Electrical	\$58,699.42	to \$81,357.40	\$69,805.35
Hard Surface Flooring	\$74,000.00	to \$164,358.38	\$130,453.85
HVAC	\$46,959.54	to \$64,099.77	\$55,318.34
Life Safety	\$19,957.80	to \$25,886.45	\$22,787.12
Architectural Lighting	\$70,439.31	to \$103,545.78	\$86,922.11
Front Desk (New Pods, in Existing Location)	\$63,280.00	to \$113,000.00	\$89,563.80
Front Desk Equipment	\$14,674.86	to \$17,627.44	\$16,004.98
Concierge Desk	\$23,479.77	to \$47,460.00	\$33,676.45
Bell Stand	\$17,451.72	to \$20,603.50	\$18,725.40
Millwork Running Trim (Stained Hardwood Crown and Base)	\$8,048.16	to \$9,600.00	\$8,897.25
Millwork Screen Walls (New)	\$52,829.48	to \$77,659.34	\$65,191.58
Articulated Drywall Ceiling (New)	\$41,493.29	to \$65,760.00	\$51,517.48
Sound System	\$12,326.88	to \$25,886.45	\$19,353.20
Drywall Partitions	\$10,404.00	to \$15,300.00	\$12,578.21
Business Center (Millwork/Finishes/Seating)	\$25,195.83	to \$38,457.67	\$31,714.55
Lobby Full Renovation Additional Cost Subtotal	\$615,451.52	to \$965,291.91	\$797,305.75
Lobby Full Renovation Additional Cost Per SF	\$153.86	to \$241.32	\$199.33

Public Restrooms Softgoods Renovation

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

	RANGE		AVERAGE
Demolition	\$1,183.38	to \$1,775.07	\$1,360.89
Artwork and Artifacts (Installed)	\$9,276.88	to \$14,012.00	\$11,635.72
Framed Mirrors	\$4,602.15	to \$5,985.00	\$5,291.45
Paint Drywall Ceiling	\$3,023.31	to \$4,320.00	\$3,780.34
Paint Doors and Trim	\$545.88	to \$1,200.00	\$702.22
Vinyl Wallcovering (LY 54")	\$6,245.89	to \$7,353.51	\$6,813.30
Decorative Vanity Lighting	\$4,710.00	to \$6,930.00	\$5,820.31
Public Restrooms Softgoods Renovation Cost Subtotal	\$29,587.48	to \$41,575.59	\$35,404.23
Public Restrooms Softgoods Renovation Cost Per SF	\$15.41	to \$21.65	\$18.44

LUXURY

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

Public Restrooms - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$18,032.46	to \$23,667.61	\$20,737.33
Toilet Partitions	\$58,534.00	to \$79,385.10	\$67,852.03
Toilet Accessories	\$8,716.86	to \$11,622.49	\$9,930.25
Replace Doors	\$9,989.20	to \$14,061.72	\$11,553.92
Toilets / Urinals	\$29,393.28	to \$38,727.36	\$33,012.73
Architectural Lighting	\$18,934.09	to \$23,667.61	\$20,543.48
Tile Flooring	\$56,351.45	to \$78,892.02	\$63,677.13
Tile Walls	\$23,667.61	to \$32,120.32	\$26,440.10
Motion-sensing Flush Valves	\$13,300.00	to \$20,580.00	\$18,041.45
Motion-sensing Faucets	\$12,000.00	to \$17,800.00	\$15,504.80
Vanity Top, Faucets, Sinks	\$24,860.00	to \$35,595.00	\$30,849.00
Millwork Vanity Base	\$21,000.00	to \$30,000.00	\$24,776.55
Public Restrooms Full Renovation Additional Cost Subtotal	\$294,778.95	to \$406,119.23	\$342,918.77
Public Restrooms Full Renovation Additional Cost Per SF	\$153.53	to \$211.52	\$178.60

Restaurant Softgoods Renovation

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

	RANGE		AVERAGE
Demolition of Vinyl and Carpet	\$7,513.53	to \$9,467.04	\$8,430.18
Artwork (Installed)	\$8,565.00	to \$13,080.00	\$10,845.00
Carpet and Pad (80% of Floor Area)	\$16,785.86	to \$19,051.80	\$17,924.51
Millwork Buffet, Host Station (Refinish)	\$7,043.93	to \$10,354.58	\$8,692.21
Millwork Screen Walls (Refinish)	\$5,282.95	to \$8,752.08	\$7,045.10
Millwork Running Trim (Refinish - Hardwood Crown, Chair, and Base)	\$1,385.68	to \$2,050.21	\$1,611.77
Reupholster Banquettes	\$15,350.00	to \$23,350.00	\$19,350.00
Paint Drywall Ceiling	\$2,985.98	to \$4,512.77	\$3,929.51
Paint Doors and Trim	\$818.81	to \$1,800.00	\$1,053.33
Vinyl Wallcovering (LY 54", 40% Openings)	\$5,152.86	to \$6,066.65	\$5,620.97
Window Treatments (with Hardware and Installation)	\$3,917.00	to \$5,875.00	\$4,896.00
Dining Chairs (With Arms)	\$50,000.00	to \$64,300.00	\$57,133.33
Dining Chairs (No Arms)	\$9,000.00	to \$11,820.00	\$10,406.67
Restaurant Softgoods Renovation Cost Subtotal	\$133,801.61	to \$180,480.13	\$156,938.59
Restaurant Softgoods Renovation Cost Per SF	\$41.81	to \$56.40	\$49.04
Restaurant Softgoods Renovation Cost Per Seat	\$1,115.01	to \$1,504.00	\$1,307.82

LUXURY

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

Restaurant - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$15,027.05	to \$19,723.01	\$17,281.11
Banquettes	\$6,127.00	to \$10,191.36	\$8,151.49
Decorative Lighting	\$20,780.00	to \$31,940.75	\$26,560.95
Architectural Lighting	\$46,959.54	to \$65,085.92	\$55,844.28
Electrical	\$31,556.81	to \$39,446.01	\$34,239.14
Hard Surface Flooring (20% of Floor Area)	\$18,783.82	to \$26,297.34	\$21,225.71
HVAC	\$24,418.96	to \$33,810.87	\$28,053.63
Life Safety	\$15,966.24	to \$20,709.16	\$18,229.69
Millwork, Host Station (New, in Existing Location)	\$12,255.23	to \$18,687.75	\$15,096.87
Millwork Screen Walls (New)	\$41,089.60	to \$49,307.52	\$44,787.66
Millwork Running Trim (Hardwood Crown, Chair, and Base)	\$7,840.80	to \$12,627.12	\$9,565.22
Articulated Drywall Ceiling (New)	\$33,194.63	to \$43,392.00	\$39,370.78
Sound System	\$6,379.16	to \$14,512.59	\$10,770.15
Tables	\$16,680.00	to \$21,680.00	\$19,173.33
Drywall Partitions	\$16,156.80	to \$22,170.93	\$18,341.37
Restaurant Full Renovation Additional Cost Subtotal	\$313,215.64	to \$429,582.32	\$366,691.38
Restaurant Full Renovation Additional Cost Per SF	\$97.88	to \$134.24	\$114.59
Restaurant Full Renovation Additional Cost Per Seat	\$2,610.13	to \$3,579.85	\$3,055.76

Bar / Lounge Softgoods Renovation

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

	RANGE		AVERAGE
Demolition of Vinyl and Carpet	\$2,817.57	to \$3,550.14	\$3,161.32
Artwork, Accessories, and Mirrors (Installed)	\$9,403.22	to \$14,116.50	\$11,759.05
Bar / Back Bar (Refinish)	\$2,054.48	to \$3,020.09	\$2,535.23
Carpet and Pad (60%)	\$4,743.02	to \$5,382.96	\$5,064.73
Millwork Running Trim (Refinish)	\$830.55	to \$1,245.83	\$1,023.02
Paint Drywall Ceiling	\$559.87	to \$837.90	\$724.85
Paint Doors and Trim	\$136.47	to \$300.00	\$175.56
Vinyl Wallcovering (LY 54")	\$4,554.29	to \$5,361.94	\$4,968.03
Reupholster Banquettes	\$8,322.00	to \$12,616.00	\$10,462.67
Dining Chairs (With Arms)	\$22,000.00	to \$28,292.00	\$25,138.67
Dining Chairs (No Arms)	\$8,100.00	to \$10,638.00	\$9,366.00
Bar Stools	\$5,350.00	to \$8,110.00	\$6,730.00
Seating Group	\$16,520.00	to \$21,485.00	\$19,002.67
Bar / Lounge Softgoods Renovation Cost Subtotal	\$85,391.48	to \$114,956.35	\$100,111.78
Bar / Lounge Softgoods Renovation Cost Per SF	\$71.16	to \$95.80	\$83.43
Bar / Lounge Softgoods Renovation Cost Per Seat	\$1,642.14	to \$2,210.70	\$1,925.23

LUXURY

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

Bar / Lounge - Add for a Full Renovation

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

	RANGE		AVERAGE
Additional Demolition	\$8,136.00	to \$11,390.40	\$9,803.88
Bar Die and Top (New in Existing Location)	\$56,500.00	to \$88,987.50	\$74,297.50
Back Bar (New in Existing Location)	\$56,500.00	to \$88,987.50	\$74,297.50
Bar Equipment	\$58,699.42	to \$80,124.71	\$69,147.92
Articulated Drywall Ceiling (New)	\$12,447.99	to \$16,272.00	\$14,764.04
Banquettes	\$19,000.00	to \$30,618.00	\$24,989.27
Communal Table Chairs	\$11,404.80	to \$17,107.20	\$14,295.60
Communal Table	\$17,912.00	to \$27,769.80	\$23,159.56
Decorative Lighting	\$9,189.00	to \$14,542.75	\$12,066.62
Electrical	\$11,833.80	to \$14,792.25	\$12,839.68
Hard Surface Flooring (40%)	\$14,087.86	to \$19,723.01	\$15,919.28
HVAC	\$9,157.11	to \$12,679.08	\$10,520.11
Life Safety	\$5,987.34	to \$7,765.93	\$6,836.13
Architectural Lighting	\$17,609.83	to \$24,407.22	\$20,941.61
Millwork Running Trim (Stained Hardwood Crown, Chair, and Base)	\$4,898.88	to \$7,356.30	\$6,300.48
Other Seating and Tables (Allowance)	\$5,200.00	to \$7,795.00	\$6,497.33
Sound System	\$9,568.74	to \$21,768.88	\$16,155.22
TVs - 50" LCD HD	\$2,070.20	to \$2,415.43	\$2,240.57
Tables	\$6,136.00	to \$6,760.00	\$6,448.00
Drywall Partitions	\$14,280.00	to \$19,595.52	\$16,210.81
Bar / Lounge Full Renovation Additional Cost Subtotal	\$350,618.97	to \$520,858.49	\$437,731.11
Bar / Lounge Full Renovation Additional Cost Per SF	\$292.18	to \$434.05	\$364.78
Bar / Lounge Full Renovation Additional Cost Per Seat	\$6,742.67	to \$10,016.51	\$8,417.91

Kitchen

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

	RANGE		AVERAGE
Selective Demolition	\$34,408.50	to \$39,368.07	\$36,621.20
Vinyl-coated Tile Ceiling (2' x 4' Tiles and New Grid)	\$21,420.00	to \$34,292.16	\$28,796.08
Fluorescent Lighting (2' x 4')	\$15,531.87	to \$25,886.45	\$18,793.56
Paint Door Frames and Trim	\$1,228.22	to \$2,700.00	\$1,580.00
Paint Walls	\$1,175.73	to \$1,680.00	\$1,470.13
Quarry Tile Flooring	\$47,937.12	to \$67,772.88	\$56,993.40
Replace Doors	\$13,735.66	to \$31,018.50	\$23,839.71
Kydex-paneled Walls	\$2,214.80	to \$4,684.87	\$3,074.05
Kitchen Renovation Cost Subtotal	\$137,651.90	to \$207,402.92	\$171,168.13
Kitchen Renovation Cost Per SF	\$19.12	to \$28.81	\$23.77

Kitchen Equipment

	RANGE		AVERAGE
Select Kitchen Equipment	\$164,070.76	to \$216,376.51	\$189,232.65
Kitchen Equipment Cost Subtotal	\$164,070.76	to \$216,376.51	\$189,232.65
Kitchen Equipment Cost Per SF	\$22.79	to \$30.05	\$26.28

LUXURY

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

Prefunction Softgoods Renovation

Assume a prefunction area of approximately 30' x 32' (960 SF). Ceiling 12' AFF, double coffered.

	RANGE		AVERAGE
Demolition of Vinyl and Carpet	\$2,254.06	to \$2,840.11	\$2,529.05
Paint Articulated Drywall Ceiling	\$1,007.77	to \$1,440.00	\$1,260.11
Carpet and Pad	\$7,918.38	to \$8,859.39	\$8,406.70
Paint Doors and Trim (Service Doors and Exits)	\$409.41	to \$900.00	\$526.67
Millwork Running Trim (Refinish - Stained Hardwood Crown, Chair, and Base)	\$613.80	to \$962.98	\$730.61
Protect / Remove / Reinstall All Light Fixtures	\$1,760.98	to \$3,081.72	\$2,436.03
Vinyl Wallcovering (LY 54")	\$4,747.27	to \$5,536.43	\$5,213.57
Window Treatments (with Hardware and Installation)	\$4,547.00	to \$6,816.00	\$5,681.33
Seating Groups	\$31,936.00	to \$41,544.00	\$36,740.67
Prefunction Softgoods Renovation Cost Subtotal	\$55,194.66	to \$71,980.63	\$63,524.74
Prefunction Softgoods Renovation Cost Per SF	\$57.49	to \$74.98	\$66.17

Prefunction - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$7,593.60	to \$9,397.08	\$8,496.70
Artwork, Accessories, and Mirrors (Allowance, Installed)	\$17,312.00	to \$25,977.00	\$21,644.33
Articulated Drywall Ceiling (New)	\$9,958.39	to \$15,782.40	\$12,364.19
Decorative Lighting	\$72,558.50	to \$110,952.00	\$91,031.88
Electrical	\$8,452.72	to \$11,242.11	\$9,799.52
HVAC	\$11,270.29	to \$15,383.94	\$13,276.40
Life Safety	\$4,789.87	to \$6,212.75	\$5,468.91
Architectural Lighting	\$16,905.43	to \$24,850.99	\$20,861.31
Millwork Running Trim (Stained Hardwood Crown, Chair, and Base)	\$3,682.80	to \$5,930.92	\$4,492.76
Portable Bars	\$15,236.00	to \$22,872.00	\$19,053.33
Prefunction Full Renovation Additional Cost Subtotal	\$167,759.60	to \$248,601.19	\$206,489.33
Prefunction Full Renovation Additional Cost Per SF	\$174.75	to \$258.96	\$215.09

Ballroom Softgoods Renovation

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

	RANGE		AVERAGE
Demolition of Vinyl and Carpet	\$11,270.29	to \$14,200.56	\$12,645.26
Paint Articulated Drywall Ceiling	\$5,038.85	to \$6,879.20	\$6,127.61
Carpet and Pad	\$27,278.83	to \$31,116.80	\$29,210.41
Paint Doors and Trim	\$3,000.00	to \$3,550.14	\$3,250.03
Millwork Running Trim (Refinish - Stained Hardwood Crown, Chair, and Base)	\$1,386.00	to \$2,174.46	\$1,649.77
Protect / Remove / Reinstall All Light Fixtures	\$3,521.97	to \$6,163.44	\$4,872.05
Vinyl Wallcovering (LY 54")	\$13,782.38	to \$16,073.49	\$15,136.18
Operable Wallcovering	\$3,369.52	to \$4,157.12	\$3,698.11
Ballroom Softgoods Renovation Cost Subtotal	\$68,647.83	to \$84,315.22	\$76,589.42
Ballroom Softgoods Renovation Cost Per SF	\$14.30	to \$17.57	\$15.96

LUXURY

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

Ballroom - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$33,810.87	to \$40,234.93	\$36,673.52
Artwork, Accessories, and Mirrors (Allowance, Installed)	\$4,765.00	to \$7,148.00	\$5,956.67
Banquet Chairs	\$80,160.00	to \$105,600.00	\$92,960.00
Articulated Drywall Ceiling (New)	\$49,791.95	to \$78,912.00	\$61,820.97
Decorative Lighting	\$319,947.00	to \$478,226.00	\$399,199.33
Electrical	\$70,439.31	to \$97,628.88	\$83,766.42
HVAC	\$56,351.45	to \$76,919.72	\$66,382.00
Life Safety	\$23,949.36	to \$31,063.73	\$27,344.54
Architectural Lighting	\$84,527.17	to \$124,254.94	\$104,306.53
Millwork Running Trim (Stained Hardwood Crown, Chair, and Base)	\$8,316.00	to \$13,392.40	\$10,144.93
Operable Walls (New, Manual)	\$65,291.40	to \$86,400.00	\$75,511.55
Portable Bars	\$15,236.00	to \$22,872.00	\$19,053.33
Tables (14" x 72", including Meeting Rooms)	\$42,900.00	to \$45,900.00	\$44,400.00
Tables (72" rounds, including Meeting Rooms)	\$21,480.00	to \$23,820.00	\$22,640.00
AV Infrastructure: Ceiling speakers and cabling; wall and floor input/output plates and cabling; control plates and cabling and processors; rack in AV room with audio processing and amplification; array of ceiling rigging points with CAT 6 AVnet cabling and power (power by others); retractable projection screens. Portable equipment by others.	\$242,475.00	to \$424,331.00	\$363,713.00
Ballroom Full Renovation Additional Cost Subtotal	\$1,119,440.50	to \$1,656,703.61	\$1,413,872.80
Ballroom Full Renovation Additional Cost Per SF	\$233.22	to \$345.15	\$294.56

Meeting Rooms Softgoods Renovation

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

	RANGE		AVERAGE
Demolition of Vinyl and Carpet	\$7,043.93	to \$8,875.35	\$7,903.29
Carpet and Pad	\$16,975.93	to \$19,363.67	\$18,177.06
Paint Articulated Drywall Ceiling	\$3,149.28	to \$4,299.50	\$3,829.76
Paint Doors and Trim	\$3,150.00	to \$3,727.65	\$3,412.53
Millwork Running Trim (Refinish - Stained Hardwood Crown, Chair, and Base)	\$2,534.22	to \$3,483.00	\$2,964.93
Protect / Remove / Reinstall All Light Fixtures	\$5,424.00	to \$8,542.80	\$7,200.36
Vinyl Wallcovering (LY 54")	\$17,720.21	to \$20,665.92	\$19,460.80
Window Treatments (with Hardware and Installation)	\$41,574.00	to \$62,340.00	\$51,958.00
Operable Wallcovering	\$6,772.48	to \$8,006.83	\$7,406.65
Meeting Rooms Softgoods Renovation Cost Subtotal	\$104,344.05	to \$139,304.71	\$122,313.38
Meeting Rooms Softgoods Renovation Cost Per SF	\$34.78	to \$46.43	\$40.77

LUXURY

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

Meeting Rooms - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$35,219.65	to \$39,939.09	\$37,149.69
Banquet Chairs	\$47,100.00	to \$63,000.00	\$55,100.00
Artwork, Accessories, and Mirrors (Installed)	\$28,723.29	to \$43,113.00	\$35,914.27
Articulated Drywall Ceiling (New)	\$39,719.77	to \$50,509.31	\$45,950.31
Decorative Lighting	\$33,872.95	to \$55,091.61	\$44,625.92
Electrical	\$29,584.51	to \$36,980.64	\$32,099.19
HVAC	\$22,892.77	to \$31,697.69	\$26,300.28
Life Safety	\$14,968.35	to \$19,414.83	\$17,090.34
Architectural Lighting	\$44,024.57	to \$61,018.05	\$52,354.02
Millwork Running Trim (Stained Hardwood Crown, Chair, and Base)	\$16,038.00	to \$25,828.20	\$19,565.23
Millwork Serving Stations	\$49,923.86	to \$66,565.15	\$57,893.19
Operable Walls (New, Manual)	\$87,055.20	to \$115,200.00	\$100,682.06
AV Infrastructure: Ceiling speakers and cabling; input/output plates and cabling; control plates and cabling and processors; rack in AV room with audio processing and amplification; CAT 6 Avnet cabling; retractable projection screens built into ceiling; ceiling attachments for portable projectors. Portable equipment by others.	\$54,170.00	to \$94,789.00	\$81,255.00
Meeting Rooms Full Renovation Additional Cost Subtotal	\$503,292.92	to \$703,146.56	\$605,979.49
Meeting Rooms Full Renovation Additional Cost Per SF	\$167.76	to \$234.38	\$201.99

Board Room Softgoods Renovation

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

	RANGE		AVERAGE
Demolition of Vinyl and Carpet	\$3,418.65	to \$4,307.50	\$3,835.73
Carpet and Pad	\$7,482.68	to \$8,565.00	\$8,027.06
Paint Articulated Drywall Ceiling	\$764.23	to \$1,043.35	\$929.35
Paint Doors and Trim	\$600.00	to \$710.03	\$638.01
Millwork Running Trim (Refinish - Stained Hardwood Crown, Chair, and Base)	\$894.31	to \$1,255.23	\$1,089.38
Protect / Remove / Reinstall All Light Fixtures	\$226.00	to \$474.60	\$366.12
Vinyl Wallcovering (LY 54")	\$7,088.08	to \$8,266.37	\$7,784.32
Window Treatments (with Hardware and Installation)	\$5,184.00	to \$7,792.00	\$6,488.00
Executive Chairs	\$22,080.00	to \$28,520.00	\$25,293.33
Board Room Softgoods Renovation Cost Subtotal	\$47,737.95	to \$60,934.08	\$54,451.31
Board Room Softgoods Renovation Cost Per SF	\$32.79	to \$41.85	\$37.40

LUXURY

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

Board Room - Add for a Full Renovation

	RANGE		AVERAGE	
Additional Demolition	\$17,093.27	to	\$19,383.77	\$18,029.98
Artwork, Accessories, and Mirrors (Installed)	\$2,524.43	to	\$3,795.00	\$3,158.09
Articulated Drywall Ceiling (New)	\$19,277.33	to	\$24,513.85	\$22,301.22
Decorative Lighting	\$6,394.97	to	\$10,983.63	\$8,735.67
Electrical	\$29,615.04	to	\$37,142.20	\$33,423.86
HVAC	\$11,110.63	to	\$15,383.94	\$12,764.40
Life Safety	\$7,264.64	to	\$9,422.67	\$8,294.51
Architectural Lighting	\$28,844.90	to	\$39,979.03	\$34,302.35
Millwork Running Trim (Stained Hardwood Crown, Chair, and Base)	\$6,415.20	to	\$10,331.28	\$7,826.09
Millwork Serving Stations	\$39,939.09	to	\$53,252.12	\$46,314.55
Board Room Conference Table	\$13,858.00	to	\$20,264.00	\$17,147.33
AV Infrastructure: Ceiling speakers and cabling; wall and floor input/output plates and cabling; control plates and cabling and processors; rack in AV room with audio processing and amplification; array of ceiling rigging points with CAT 6 AVnet cabling and power (power by others); retractable projection screens. Portable equipment by others.	\$23,390.00	to	\$40,933.00	\$35,085.00
Board Room Full Renovation Additional Cost Subtotal	\$205,727.49	to	\$285,384.48	\$247,383.06
Board Room Full Renovation Additional Cost Per SF	\$141.30	to	\$196.01	\$169.91

Exercise Facility Softgoods Renovation

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

	RANGE		AVERAGE	
Demolition of Vinyl and Floor Finish	\$4,273.32	to	\$5,384.38	\$4,794.66
Artwork (Installed)	\$1,696.43	to	\$2,545.00	\$2,118.76
Clock	\$180.08	to	\$272.18	\$218.28
Hamper	\$888.00	to	\$1,152.00	\$1,020.00
Towel Caddy	\$960.00	to	\$1,244.00	\$1,102.00
Sport Flooring	\$29,120.00	to	\$33,965.57	\$31,508.57
Mirrors	\$2,440.80	to	\$3,600.00	\$3,068.04
Paint Drywall Ceiling	\$955.28	to	\$1,365.00	\$1,194.48
Paint Doors and Trim	\$900.00	to	\$1,065.04	\$957.01
Remove and Reinstall Exercise Equipment	\$5,282.95	to	\$7,765.93	\$6,519.16
Vinyl Wallcovering (LY 54")	\$3,970.15	to	\$4,835.83	\$4,416.17
Window Treatments (with Hardware and Installation)	\$565.00	to	\$843.00	\$704.00
Exercise Facility Softgoods Renovation Cost Subtotal	\$51,232.01	to	\$64,037.94	\$57,621.13
Exercise Facility Softgoods Renovation Cost Per SF	\$28.15	to	\$35.19	\$31.66

Exercise Facility - Add for a Full Renovation

	RANGE		AVERAGE	
Additional Demolition	\$21,366.59	to	\$24,229.71	\$22,537.48
Articulated Drywall Ceiling (New)	\$18,879.45	to	\$24,388.00	\$22,289.30
Exercise Equipment (Installed)	\$84,688.00	to	\$110,091.00	\$97,389.67
Electrical	\$17,947.94	to	\$22,434.92	\$19,473.51
HVAC	\$13,888.28	to	\$19,229.93	\$15,955.50
Life Safety	\$9,080.80	to	\$11,778.33	\$10,368.14
Architectural Lighting	\$26,708.24	to	\$37,017.62	\$31,761.44
Millwork Lockers	\$26,414.74	to	\$30,693.93	\$28,256.73
TVs and Mounts (42", including Programming Allowance)	\$5,526.20	to	\$6,221.43	\$5,871.24
Water Fountain	\$3,521.97	to	\$5,177.29	\$4,346.11
Sound System	\$3,189.58	to	\$7,256.29	\$5,385.07
Exercise Facility Full Renovation Additional Cost Subtotal	\$231,211.78	to	\$298,518.46	\$263,634.18
Exercise Facility Full Renovation Additional Cost Per SF	\$127.04	to	\$164.02	\$144.85

LUXURY

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

Spa Softgoods Renovation

Assume a spa facility of 1,740 SF. 10 treatment rooms 12' x 12'; reception 15' x 20'. Ceiling averages 12" AFF.

	RANGE		AVERAGE
Demolition of Vinyl and Flooring	\$4,085.48	to \$5,147.70	\$4,583.91
Artwork (Installed)	\$13,532.37	to \$20,344.50	\$16,929.50
Hamper	\$4,440.00	to \$5,760.00	\$5,100.00
Towel Caddy	\$4,800.00	to \$6,220.00	\$5,510.00
Stone Tile Flooring	\$8,136.00	to \$12,150.78	\$9,472.27
Wood/Bamboo Flooring	\$31,136.40	to \$38,662.27	\$34,766.87
Mirrors	\$12,363.00	to \$16,151.32	\$14,265.59
Paint Drywall Ceiling	\$913.29	to \$1,305.00	\$1,141.98
Paint Doors and Trim	\$1,650.00	to \$1,952.58	\$1,754.52
Vinyl Wallcovering (LY 54")	\$17,881.11	to \$21,048.62	\$19,504.72
Window Treatments (with Hardware and Installation)	\$7,535.00	to \$11,308.00	\$9,423.33
Reception Area Upholstered Seating	\$15,968.00	to \$20,772.00	\$18,370.33
Spa Softgoods Renovation Cost Subtotal	\$122,440.65	to \$160,822.77	\$140,823.02
Spa Softgoods Renovation Cost Per SF	\$70.37	to \$92.43	\$80.93

Spa - Add for a Full Renovation

	RANGE		AVERAGE
Additional Demolition	\$20,427.40	to \$23,164.67	\$21,546.82
Articulated Drywall Ceiling (New)	\$18,049.58	to \$28,605.60	\$22,410.10
Massage Tables	\$32,030.00	to \$41,610.00	\$36,820.00
Millwork (Treatment Room Area)	\$79,100.00	to \$118,650.00	\$102,535.78
Millwork (Reception Area)	\$7,119.00	to \$18,000.90	\$13,984.88
Electrical	\$17,159.02	to \$21,448.77	\$18,617.53
HVAC	\$13,277.81	to \$18,384.66	\$15,254.16
Life Safety	\$8,681.64	to \$11,260.60	\$9,912.40
Architectural Lighting	\$25,534.25	to \$35,390.47	\$30,365.33
Millwork Lockers	\$8,804.91	to \$10,231.31	\$9,418.91
Decorative Water Feature	\$82,179.19	to \$150,387.92	\$117,187.53
Sound System	\$9,568.74	to \$21,768.88	\$16,155.22
Spa Full Renovation Additional Cost Subtotal	\$321,931.54	to \$498,903.78	\$414,208.66
Spa Full Renovation Additional Cost Per SF	\$185.02	to \$286.73	\$238.05

Outdoor Pool

Assume a 50' x 75' (3,750 SF) pool and a 20' wide deck, approximately 6,600 SF surface.

	RANGE		AVERAGE
ADA Lift	\$7,910.00	to \$16,611.00	\$12,136.20
Pool Furniture	\$52,779.00	to \$79,168.00	\$65,973.67
Pool Equipment	\$23,479.77	to \$36,980.64	\$30,288.90
Resurface Pool Bottom	\$29,662.50	to \$41,250.00	\$34,063.20
Resurface Pool Deck (Kool Deck)	\$43,289.77	to \$57,736.80	\$51,469.51
Signage (Life Safety, Pool Rules)	\$1,130.00	to \$2,966.25	\$2,118.75
Outdoor Pool Renovation Cost Subtotal	\$158,251.04	to \$234,712.69	\$196,050.23
Outdoor Pool Renovation Cost Per SF	\$15.29	to \$22.68	\$18.94

LUXURY

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

Indoor Pool

Assume a 50' x 75' (3,750 SF) pool and a 12' wide deck, approximately 3,576 SF surface.

	RANGE		AVERAGE
ADA Lift	\$7,910.00	to \$16,611.00	\$12,136.20
Architectural Lighting	\$132,205.77	to \$183,237.20	\$157,219.11
Drywall Ceiling (New, from Scaffolding)	\$38,138.10	to \$63,063.00	\$49,657.91
Paint Doors and Trim	\$900.00	to \$1,080.00	\$960.00
Pool Deck Tile	\$66,212.95	to \$92,698.13	\$74,820.63
Pool Equipment	\$23,479.77	to \$36,980.64	\$30,288.90
Pool Furniture	\$17,312.00	to \$25,977.00	\$21,644.33
Pool Pak HVAC	\$223,963.74	to \$270,792.52	\$246,224.38
Replace Doors (Storefront)	\$1,760.98	to \$2,588.64	\$2,173.05
Resurface Pool Bottom	\$29,662.50	to \$41,250.00	\$34,063.20
Wall Tile	\$61,930.24	to \$84,048.18	\$69,184.92
Decorative Water Feature (Allowance)	\$41,089.60	to \$75,193.96	\$58,593.76
Signage (Life Safety, Pool Rules)	\$1,130.00	to \$2,966.25	\$2,118.75
Indoor Pool Renovation Cost Subtotal	\$645,695.65	to \$896,486.53	\$759,085.15
Indoor Pool Renovation Cost Per SF	\$88.14	to \$122.37	\$103.62

Outdoor Amenities

	RANGE		AVERAGE
Stone Paving at Arrivals	\$72,493.79	to \$106,759.58	\$85,080.53
Outdoor Furniture	\$52,779.00	to \$79,168.00	\$65,973.67
Fire Pit	\$9,965.20	to \$16,950.00	\$12,999.20
Outdoor Lighting	\$21,718.79	to \$47,458.48	\$35,084.64
Patio Landscaping	\$22,892.77	to \$33,898.92	\$28,381.17
Water Feature	\$88,049.13	to \$104,162.13	\$95,615.49
Outdoor Audio System	\$12,326.88	to \$25,886.45	\$19,353.20
Outdoor Amenities Renovation Cost Subtotal	\$280,225.56	to \$414,283.55	\$342,487.91

Outdoor Parking

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

Structured Parking

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

	RANGE		AVERAGE
Concrete Sealer and Traffic-bearing Membrane	\$361,505.79	to \$474,476.36	\$415,731.66
Lighting Upgrades	\$20,340.00	to \$23,730.00	\$21,899.40
Paint Ceilings, Columns, etc.	\$91,339.62	to \$191,813.20	\$147,970.18
Stripe Spaces	\$5,132.16	to \$12,320.00	\$9,104.40
Structured Parking Renovation Cost Subtotal	\$478,317.57	to \$702,339.55	\$594,705.65
Structured Parking Renovation Cost Per Space	\$1,358.86	to \$1,995.28	\$1,689.50

Landscaping

	RANGE		AVERAGE
Landscaping Allowance	\$105,658.96	to \$105,658.96	\$126,438.56
Landscaping Renovation Cost Subtotal	\$105,658.96	to \$105,658.96	\$126,438.56

LUXURY

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

Common Additives

	RANGE		AVERAGE
New RFID Key System	\$339.00	to \$474.60	\$416.97
Elevator Cab Finishes	\$29,349.71	to \$38,213.32	\$33,587.81
Elevator Modernization			
Traction, per Cab	\$133,834.68	to \$165,673.25	\$148,584.67
Escalator Modernization	\$352,196.54	to \$517,728.91	\$434,610.53
Electronic Signage Boards			
Basic System - One Lobby Screen (42" diag.)	\$29,349.71	to \$48,074.83	\$38,847.28
Additional Lobby / Prefunction Screens	\$9,783.24	to \$16,024.94	\$12,949.09
Additional Meeting Room Door Screen (18" diag.)	\$8,804.91	to \$10,970.92	\$9,813.37
Four-Pipe Vertical Fan Coil Unit Direct Replacement with Drywall Repair	\$3,729.00	to \$5,800.00	\$4,733.72
Laundry Equipment (Direct Equipment Replacement with Access)			
75# Washer	\$23,479.77	to \$32,049.88	\$27,659.17
125# Dryer	\$35,219.65	to \$44,376.76	\$39,516.45
Ironer / Folder	\$117,398.85	to \$133,130.29	\$123,832.30
Porte Cochere - Re-image: Demolish and Replace	\$58,699.42	to \$130,664.91	\$96,102.69
Guestroom ADA Modifications			
Bathtub Room	\$36,276.24	to \$48,485.72	\$40,519.04
Roll-in Shower Room	\$42,375.00	to \$54,240.00	\$46,431.70
Exterior Signage - Monument - New Graphics on Existing Sign	\$17,609.83	to \$23,421.07	\$20,415.66
Exterior Signage - New Exterior Brand Sign in Existing Location	\$46,959.54	to \$56,703.64	\$51,373.73
Power-operated, Bi-parting Entrance Doors (Inner and Outer at a Vestibule)	\$26,400.00	to \$36,000.00	\$31,880.59
Fireplace - Natural Gas with Stone Hearth and Surrounding Wall (Public Area)	\$19,775.00	to \$29,662.50	\$25,368.50
Replace Guestroom Entry Door and Hardware	\$1,130.00	to \$1,720.43	\$1,462.79
Replace Guestroom Connecting Doors and Hardware	\$2,117.00	to \$3,277.00	\$2,468.91
Replace Corridor Service Doors and Hardware	\$1,582.00	to \$2,195.03	\$1,919.31
Replace Guestroom Closet Door with Pair of Swing Doors and Hardware	\$668.70	to \$1,073.50	\$835.30
Replace Guestroom Bath Door with Barn Door and Hardware	\$1,243.00	to \$1,469.00	\$1,318.82



INDUSTRY INSIGHTS

NATURAL DISASTER IMPACT ON CONSTRUCTION PRICING AND SCHEDULES

Originally published in *Hotel News Now*

by Warren G. Feldman, AIA, ISHC
Chief Executive Officer, JN+A

After a natural disaster hits, the recovery efforts to get back to life as normal can be a long road. Labor and materials become scarce, while labor and material costs skyrocket. This article will examine the impacts of hurricanes and other natural disasters on construction, pricing, and scheduling in the regions in which they occur and how to navigate the process.

Looking back on last year's construction cycle, one thing that seems to get overlooked is the impact of natural disasters. From wildfires to hurricanes, 2017 had its fair share of disasters to overcome. During the 2017 Lodging Conference, a question came from the audience to three brand representatives about the impact of the recent hurricanes on hotel construction. The disparity in the answers given was shocking. One person said there was little to no impact. Another said construction pricing rose 20%. A third said it was a relatively minor impact only in select areas. Their range of answers created another question...could they all be right? Examining the impacts, it would appear that there is significant bearing directly and indirectly on construction labor and certain construction materials following a natural disaster.

Hurricanes Katrina, Sandy, Harvey, and Irma had a dramatic impact not only on the hotel owners directly hit by the hurricanes, but also hotel owners across the country. There are several factors that should be determined when understanding the impact the hurricane will have on the property.

- How close is the project to the impact area?
- Where you are in the bid process?
- How much of the materials have been purchased?

Clearly, those properties in the direct line of the hurricane will be highly impacted and have a greater, and more immediate, need for materials and labor to make their hotels safe and operational again. However, there are hidden effects of a hurricane that are more subtle, yet in many ways, more far reaching for the hotels in the rest of the country. The location of the hurricane can have a tremendous impact on where materials are made or where product is traveling through. Ports throughout Florida and in New Orleans are always busy with shipments of FF&E and materials; but when these ports can't operate due to the conditions, delivery times get delayed negatively influencing schedules across the country. The Houston market is home to not only petroleum products, but by-products like PVC and roofing materials. Hurricane Harvey affected the production and delivery of these items.

In the aftermath of a hurricane, people want to rebuild as quickly as possible. If you were in the process of building or renovating the hotel before the hurricane hit, you are in good shape because the labor has already been allocated for your project. Those that need to rebuild or renovate because of the hurricane are at a disadvantage. Suddenly contractors and trades are busy, increasing the cost of labor and lengthening schedules. In isolated places, like the Caribbean islands, there are also long-term impacts resulting from infrastructure damage. Puerto Rico is drawing utility workers from all around the country due to the increased wages being offered. There are stories of Oregon utility crews traveling to Puerto Rico to work. This dissemination of resources can lead to increased labor prices in the areas where the crews originated, creating extra strain on your project.

The compounding of major hurricanes, like what happened last year, also increases the impact on construction material pricing as well. Materials such as drywall, lumber, and roofing supplies are in peak demand. Many stores can't stock their shelves fast enough and need to rely on shipments from unaffected areas to restock. A number of years back, we had to purchase drywall in Maryland and truck it to Florida for our project because of the lack of drywall available following a hurricane. Adversely, natural disasters in other parts of the continent can compound the materials problem. The wildfires in California and in Canada drastically raised the cost of lumber.

Hurricanes tend to impact employment in non-construction fields in a negative manner that results in higher unemployment. Displaced homeowners are staying in hotels or rentals which impacts the housing costs and causes inflation in those areas.

The answer to the question of could they all be right is yes. It all depends on where your hotel is located, the materials used to build it, and where you are in the design/bid/build cycle. There are direct and indirect impacts to the construction pricing and schedules, whenever a natural disaster occurs, no matter the location. It is nearly impossible to plan ahead for these instances. Having an adequate contingency fund for your hotel will help mitigate these potential impacts to your construction project.



About the Author

Mr. Feldman has expertise in all facets of Project Management, Architecture, Interior Design, Design Management, and Construction Administration. His experience includes work as Architect and Owner's Representative in the direction and management of hospitality, commercial, institutional, educational, and residential projects. Completing his education in Architecture, Mr. Feldman completed his Juris Doctorate from Georgetown University in December 1988.

GOLDILOCKS

by Alan Benjamin, JSHC
President of Benjamin West

As the stock market continues its tumultuous swings, my forecast for the lodging industry has not changed since the ALIS Conference in LA, the annual January gathering of the industry. Leading Owners, Asset Managers, Operators, and Developers are almost uniformly describing this current period in the hospitality industry as the “Goldilocks” period. As an industry, the overall hospitality business is neither too hot nor too cold. We are “cooking along” and overall, doing well. Whenever we discuss the hospitality industry we need to remember that ours is still a street corner by street corner business and, therefore, we must acknowledge that some markets and sub-markets are experiencing declining REVPAR and softer projections, while others are having record results.

Despite the volatile global markets, the start of the unprecedented government deleveraging, and the corresponding potential increased inflation, and other political and economic factors (as well as the constant threat of black swan events that can rock any boat), the overall mood in business is one of optimism. Tax reform has passed, and many multinational firms are repatriating billions of dollars back to the USA. An immediate benefit of tax reform is that some US firms are passing on a portion of the repatriated funds and their tax related net income increases to their workforces with wage increases and bonus payments. Both the repatriated dollars and the direct injection of cash to consumers’ wallets should increase the available funds for lodging dollars in the leisure and business travel segments. In addition, the weaker US Dollar, which has softened over 10% against both the Euro and the Pound, should help foster international demand.

Coupled with increased demand, for the first time since the “2008 Great Recession” and “2009 Recovery” we see new supply trending down slightly. Therefore, despite the statistic that we have averaged a recession in the USA every seven years since WW II, here we are past year nine of the recovery with both the economy and the hospitality industry firing on all cylinders. Even some known threats to demand, such as Airbnb, seem to be slowing their negative effects in many markets.

Where does a “Goldilocks” hospitality industry put the FF&E industry?

Coming off a record period of FF&E and overall Capex demand the last 3-4 years, I see continued robust growth and strength, and have a very bullish forecast for the 2018-2019 period. A slight tapering of new supply growth may contract FF&E demand slightly, starting in the 2020-2021 period. However, the renovation market, which has always been much larger and a more accurate indicator of FF&E demand, shows no signs of any slowdown. Regardless of segment, brand or independent, and without regard to location, every owner and asset manager is planning their Capex cycle investments. In fact, in some of the markets with softening REVPAR, the owners with capital will spend more now to aggressively position their asset to grab a larger piece of a smaller pie. Hence, don’t be surprised by an uptick in Capex in markets that are not in the top performing markets. Furthermore, with nationwide increases in labor and other operating costs, many asset managers are looking past the brand and schedule dictated renovation cycles to specific ROI projects that will help their assets stand out from the crowd, increase their guest satisfaction ratings,

and augment their hotel’s bottom line.

We cannot ignore the FF&E and overall Capex demand generated by the unprecedented brand proliferation that shows absolutely no sign of abating. While it doesn’t seem possible that the major brands can further divide customers into smaller segments, not only are the major brands introducing new sub-brands this year, there are also brands that are not currently prevalent in specific regions of the world embarking on global expansions.

Advice for owners and asset managers...

The advice for owners and asset managers is the same I have during every busy cycle: production lead time for the top vendors we all want to use will never be longer. A great purchasing firm will get you to the head of the line, but overall, time will be the “currency” and will be just as important as traditional dollars during this period. Many owners would be surprised by the limiting effect that giving your Capex team just four weeks less to perform has on the team’s ability to fully and globally source for the best FF&E quality and value. Please hire the entire team: the Project Manager, GC, Architect, Interior Designer, Purchasing Agent and Logistics Firm **as early as possible**. Once you do hire them early, make decisions quickly to take advantage of the timely engagement of the team.

For the 2018-2019 period, if you are working on a new build, lock down your scope and budget. If you are embarking on a renovation, have your PIP negotiated. For any and all projects, hire your team early. Make sure that team is the best team for each project. There is no project, large or small, that should suffer from anything less than the “A” Team.

Here’s to a great 2018!



About the Author

Mr. Benjamin is one of the world’s leading hospitality Furniture, Fixtures and Equipment (FF&E) experts. Mr. Benjamin is the third generation of a family that has served the interior needs of the hospitality industry since 1931. He is president and founder of Benjamin West, the FF&E and OS&E purchasing firm currently working in 38 countries, and based in Boulder, Colorado, with additional offices in Chicago, Dallas, Hong Kong, London, New Delhi, and Sao Paulo.

CAPEX ADVENTURES: UNINTENDED CONSEQUENCES

by Jeff Loether, ISHC
President of Electro-Media Design, Ltd.

Before embarking on any event space renovations, learn from others' mistakes; Consulting an expert before the project begins will keep you from hearing 'I told you so' in the future.

There are four small words that no one likes to hear: "I told you so." But often that's what happens when hoteliers embark on an event-space renovation project without heeding the advice of an AudioVisual and Acoustical Services expert along the way. The following three scenarios are examples of lessons learned by hoteliers who opted to revamp their meeting rooms, ballrooms or banquet areas without prior consultation.

Scenario 1: Floored by Flooring

Carpet in the hotel lobby/pre-function/ballroom was dated and needed to be updated. Management considered changing it out to a hard surface, such as engineered wood, ceramic/porcelain tile or stone so that it looked more contemporary. The old carpeting and padding was removed and the new flooring was installed. Owners, management, staff and guests thought it looked terrific!

Enter the first event. "Sorry, what? What did you say? I'm not understanding you very well. Hey, what's that noise? Why is it so loud in here? I don't remember it being so loud in here when we did the site inspection."

Carpeting does three things with respect to sound: 1) It absorbs sound, no matter what its source. The room is just quieter, more intimate, and it feels safer and more relaxing; 2) It cushions impact energy from walking (hard soles, high heels) and from things that are dropped or carts rolled across the floor. While these activities on hard flooring would create sound, they are relatively silent on carpeted floors; 3) It prevents impact energy from being transmitted through the floor to spaces, such as guestrooms, below.

Lesson Learned: When switching from carpeting to hard flooring, always opt for an acoustics-absorbing material; otherwise, sound energy—also known as noise—will increase significantly. The space will be louder overall, sound systems with microphones will feedback more often, social events will require guests to raise their voices when speaking to their colleagues (even when face-to-face), live music will border on being uncontrollable and become quite uncomfortable to guests. The room will be psycho-acoustically more acoustically unfriendly and threatening.

This higher level of sound will challenge doors and walls separating these spaces from adjacent spaces as well. Guests in meeting spaces seated near the entry doors will hear the loud noises from pre-function areas and have difficulty hearing or understanding the presenter in their room. Sound systems in meeting rooms will need to be turned up louder to try to overcome the higher levels of background noise. This creates even more "reverberant energy" (noise feedback) in the room. Ultimately, the high noise levels will cause an autonomic nervous system response in guests that releases adrenalin, which increases stress and emotional discomfort and disrupts digestion—not exactly the five-star guest experience you promoted to event/meeting planners.

A Sound Alternative: When replacing event space carpet,

consult with an expert to determine the best option. Some floor surfaces are much noisier than others. For example, solid timber products can be much quieter than ceramic/porcelain tiles, stone, or engineered wood flooring. Although hard-surface flooring looks great, it may not sound great to guests. If the renovation calls for using an engineered hardwood floor, you do have options. Instead of "floating" or laying the engineered hardwood flooring loosely on top of a thick moisture barrier (which causes the floor to act as a drum head generating noise), it's better to install the flooring with glue and bond it to the sub-surface so that it does not generate as much noise.

Impact noise can be transmitted to spaces below the floors. There are underlayment products that can be used under the flooring (engineered wood, timber, ceramic, or stone) that are resilient and reduce the impact noise. These products vary widely, and selecting the proper product requires analysis of the flooring and the slab structure itself. What works for poured concrete will not work for other structures, for example. Only a detailed analysis by an acoustical engineer provides the best solution.

Scenario 2: 'Ceiling' in Sound

The lay-in tile ceiling in a hotel's largest meeting room looked pedestrian. The property wanted to upgrade this space to appear more sophisticated and high tech. Management toyed with three options: 1) paint the ceiling tiles; 2) remove the ceiling tiles leaving the grid and black-out the space above; 3) install drywall. Management actually ended up trying all three options. Here's why:

First, the hotel tried to paint the ceiling tiles. Painting actually encapsulated the acoustical absorption qualities and rendered them reflective rather than absorptive. To be fair, the quality of Acoustical Ceiling Tile (ACT) ranges widely (from marginally absorptive to highly absorptive) right out of the box. This is a case of getting what you paid for. So, it would be good to know if the original ceiling tiles are good ones, as you would not want to paint over or throw away that investment if you can help it.

ACT is designed specifically to absorb sound that strikes the tile which reduces overall sound levels in the room. The tiles also create a barrier and block noises that originate from mechanical equipment above the ceiling, and from vibrations being heard below the ceiling. While the room looked different, it sounded different too. Although the room sounded bigger, it wasn't a good thing; the acoustics left the room feeling like more of a warehouse or an aircraft hangar than a meeting space. The room sounded hollow. It looked like a ballroom, but it sounded quite different.

Next, the property removed the painted ACT and painted the ceiling behind the metal grid. Doing this created a more industrial, high-tech look, but it also removed any sound absorption possibility. Noises from the HVAC fans, VAV units, ducting, etc. radiated throughout the space and raised the level of background noise. Clamor generated in the event space from sound systems, people talking and applauding, sound from the servers and from eating activities built on top of the higher background noise levels because the sound absorption materials were missing.

Finally, after numerous event planner complaints, management

CAPEX ADVENTURES: UNINTENDED CONSEQUENCES

by Jeff Loether, ISHC
President of Electro-Media Design, Ltd.

installed drywall (more commonly known as a gypboard ceiling). By doing so, the property also eliminated the absorption surfaces of the ceiling. Painting the drywall/gypboard did provide some barrier from the noise from above the ceiling; however, sound was not being absorbed below the ceiling—leaving the meeting room loud and management not-so-proud about the third phase of this simple renovation.

Lesson Learned: Adding paint to tired surfaces is a great way to refresh a room or environment; however, when it comes to event space ceilings, it's critical not to seal up or clog the porous ceiling tiles designed to absorb sound.

If the property had consulted with an expert prior to embarking on this three-stage fiasco, management would have learned that they had three better options to choose from at the onset: 1) Use non-bridging paint; 2) Use acoustically-absorptive plaster; or 3) Add absorption materials elsewhere in the space (such as walls).

If the property elected to paint the ACT, they could have done so by using a product that didn't reduce sound absorption. Non-bridging paint does not clog the porosity of the tiles (tiny holes and crevasses) that enables it to absorb sound. Normal paint clogs those holes and seals the tiles; non-bridging paint does not. It has to be applied carefully, in compliance with the manufacturer's instructions—but it can be done. Another option would have been to change to a hard-cap ceiling by using acoustically-absorptive plaster. There are several manufacturers, and it is impossible to tell the difference between regular reflective drywall and these absorptive products. If this option was not preferred, the property simply could have added absorption materials elsewhere in the space, like on wall surfaces. This would compensate for the loss of absorption in the ceiling.

Scenario 3: Walls Echo Dissatisfaction

The fabric wallcovering in this hotel's banquet space was dingy, dated, faded and dirty. Management's solution was to clean up the walls by re-covering the existing material with light-colored vinyl; after all, it would be easier to clean in the future. Once the new vinyl was hung, management took a step back to admire the transformation.

"So how do you like (like) our (our) new (new) Ballroom (Ballroom)?" one manager asked the next. "Hey (hey). Where did that echo (echo) come from?"

Hard wall surfaces reflect sound. Whether it's a two-person conversation or complete sound systems brought in by AV rental companies (including speakers-on-sticks, bands' and musicians' equipment, etc.), sound energy is streamed horizontally. When horizontal sound bounces off hard walls, it creates echoes. If the property had first consulted with an expert before making the spontaneous decision to refresh its hard surface walls with vinyl, management would have been able to stop sound and stress from increasing and the intelligibility of spoken words from decreasing.

Lesson Learned: Facilities can avoid echoing by simply using the in-house sound system as often as possible. Because ceiling

speakers aim sound energy down into the audience, they do not generate echoes, and provide much better intelligibility than portable sound systems. While this seems like a simple fix, more than 50 percent of all events held in hotel ballrooms use some type of portable sound systems. If this is the case at your facility, then it's smart to treat the walls to be acoustically absorptive rather than making them acoustically reflective. There are many newer products on the market that provide acoustical absorption while not looking like fabric wrapped or stretched fabric panels. Some are very colorful while others are actually micro-perforated surfaces, including real wood of all species. These new design materials are beautiful, both in form and function.

If you don't want your walls to echo meeting planners' dissatisfaction, then it's best to heed this advice, otherwise you may wind up being like one California hotel that—at the insistence of a VIP customer—had to temporarily install acoustically absorptive blankets and panels around its ballroom for their special event.



About the Author

Mr. Loether established EMD in 1990 and has overseen the production of hundreds of designs created by EMD's audiovisual engineers. He is active in the development of products and design approaches that incorporate technologies to enhance functionality, reduce system complexity and cost, and improve reliability. Jeff's experience and knowledge in the hospitality industry is unparalleled and he has pioneered many of the standards of AV design.

THE BENEFITS OF USING A LOGISTICS FIRM TO MANAGE FREIGHT AND WAREHOUSING

by Darlene Henke, ISHC
President of Audit Logistics

During the renovation of an existing hotel or the construction of a new hotel, one of the most critical stages is after the design has been set, orders placed, and the FF&E is made and ready to arrive. Whether the scope is a small public area, or all the guestrooms, FF&E is usually made by manufacturers all across the United States as well as Asia and other countries around the world. The coordination of the shipping from hundreds of FF&E vendors from all over, receiving and storage local to the hotel, and the delivery to final destination is critical to the schedule and budget.

Hiring a professional logistics company can be very beneficial to the project and the team. Below are some examples on why this can be the case.

Professional Freight Management

- Did you know in some states, the owner is not subject to tax if a 3rd party is utilized? This can be about a 7.5% savings on the total freight spend just by using a logistics company.
- In most cases, once FF&E is ready to ship and leaves the manufacturers' dock, their order is final and final invoice is issued. When utilizing a logistics company, shipping is instead in the hands of someone that knows the schedule and is managing all the items arriving. When the vendor ships, most cases the determination is made by a dock worker, not familiar with the project other than their small piece.
- Using a logistics company provides one source of contact for all shipping questions. The alternative is to let the purchaser manage through the vendors, thus requiring them to call hundreds of vendors to find out if product shipped on time and when it will arrive.
- A logistics company will coordinate with the site directly, or the warehouse, so trucks are not just showing up unexpectedly. Most logistics companies will let the receiver know ahead of time what is coming so they can plan to receive the goods in a timely manner and not have backups or detention from too many items coming in at once.
- FF&E manufacturers mark up the cost of freight when they are requested to ship. Logistics companies are in the business of shipping, and will generally receive lower pricing from their national contacts than an FF&E manufacturer that only produces one type of product.
- Pricing and discounts with freight companies are based on the volume handled with them annually. Logistics companies have the volume where a manufacturer or owner directly may not.
- Any damages or shortages on the FF&E will result in claims that the logistics company manages and another single point of contact.
- Logistics firms (not all but some) will verify the safety rating with each carrier and route shipments so they are transported by carriers with "satisfactory" safety rating.

Professional Warehouse Management

- FF&E is in storage just miles from the site. In the event there is a project delay, goods are being stored by a professional facility, not sitting in dropped trailers on the property or unoccupied rooms at the hotel.
- FF&E is in a climate-controlled facility, not subject to humidity or extreme hot or cold. When exposed to these variances in temperatures, sometimes mold or condensation can occur, FF&E can have damage, and sometimes the warranty from the manufacturer may be void.
- General Contractor or their sub has the ability to order FF&E based on what is needed by room or floor. FF&E is delivered to the site on trailers loaded the way they want to receive the goods for easy installation. No late trucks due to weather, traffic, or cross country transit. Instead specific times and dates the GC can count on and plan staff accordingly. If the hotel has multiple floors, this can save on installation costs because they can install one room complete with the FF&E they need, not have the sub go back and forth into the room multiple times over the installation scope.
- General Contractor or sub can request deliveries 7 days a week, 24 hours a day.
- As shipments arrive to the warehouse, packages are inspected for visible damage. If discovered, boxes are open at the time of delivery. This prevents surprises at the end when final rooms are trying to be completed.
- All requests for deliveries and POD's to the site are organized and available by the logistics company.

There are many other advantages to hiring a logistics company. In addition, owners want to make sure the logistics company they use is a good fit, has the depth, knowledge and experience needed to handle the project. If you would like more information on this topic please contact Darlene Henke, ISHC at dhenke@auditlogistics.com.



About the Author

Ms. Henke and Audit Logistics are recognized leading experts in the hospitality sector. Her reputation is well deserved and based on integrity, hard work, and dedication. Ms. Henke's ability to think outside the conventional dealer business model resulted in Audit Logistics being the only industry firm in existence to offer auditable freight and warehouse management to the hospitality sector.

DESIGNING TO A SCHEDULE

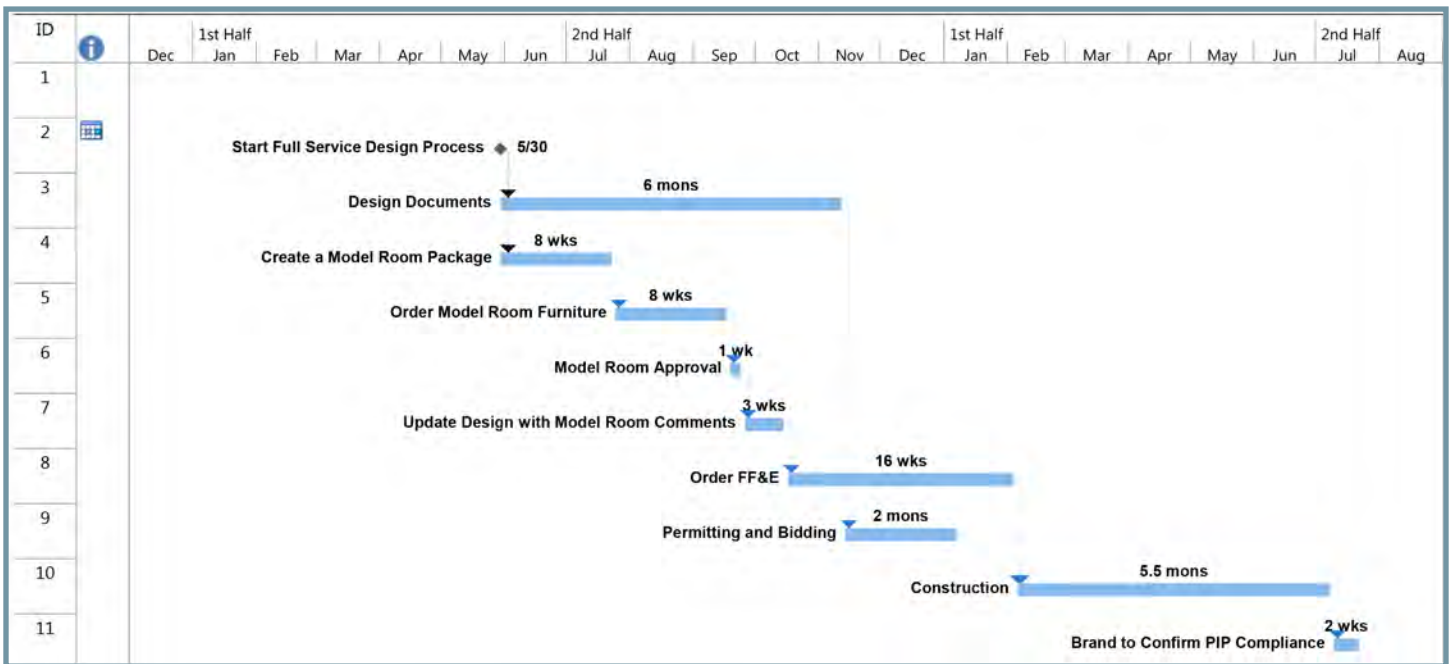
Created by JN+A and HVS Design

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

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

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

FULL SERVICE HOTEL Sample Renovation Schedule



DESIGNING TO A SCHEDULE

Created by JN+A and HVS Design

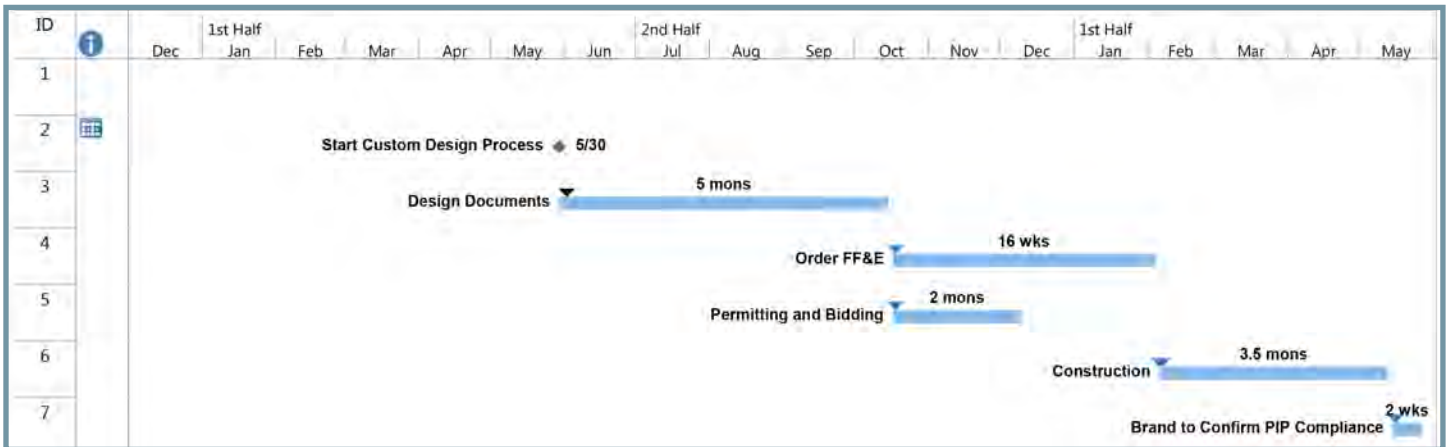
SELECT SERVICE HOTEL

Sample Renovation Schedule | Prototype Design



SELECT SERVICE HOTEL

Sample Renovation Schedule | Custom Design



FREIGHT AND WAREHOUSE PRICING

Provided by Audit Logistics

ESTIMATED PERCENTAGES FOR FREIGHT AND WAREHOUSING

ECONOMY			EXTENDED STAY		
	Freight	Warehousing		Freight	Warehousing
Guestrooms	10.50%	6.00%	Guestrooms	10.50%	5.00%
Public Space	n/a	n/a	Public Space	14.75%	n/a

MIDSCALE			UPSCALE		
	Freight	Warehousing		Freight	Warehousing
Guestrooms	8.00%	4.00%	Guestrooms	6.25%	4.00%
Public Space	10.50%	n/a	Public Space	8.50%	4.00%

UPPER UPSCALE			LUXURY		
	Freight	Warehousing		Freight	Warehousing
Guestrooms	5.50%	3.00%	Guestrooms	5.00%	2.50%
Public Space	7.50%	2.50%	Public Space	6.75%	2.50%

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

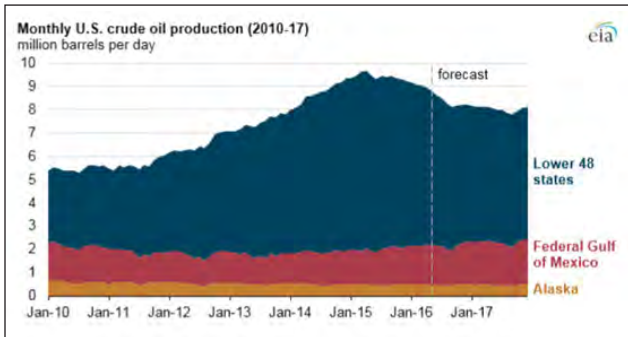
1. Vendor Selection
 - Factory FOB
 - Country of Origin
 - Packing Techniques
2. Schedule and Lead Times
 - Expedited shipping
 - Storage duration
3. Fuel surcharges
4. Final FF&E Budget
5. Duty and Tariff Charges
6. Special Project Dispensations
7. Natural Disasters, Acts of War, or Terror

FREIGHT AND WAREHOUSE PRICING

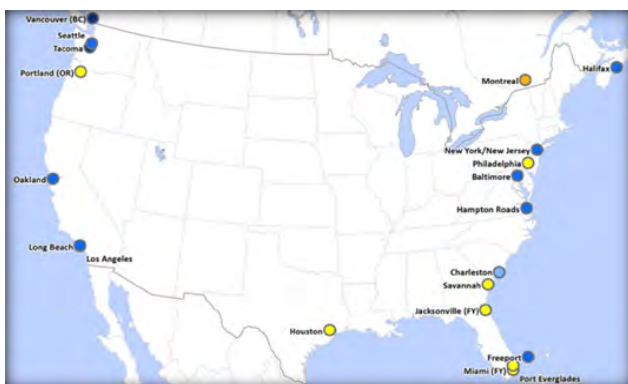
Provided by Audit Logistics

VARIABLES

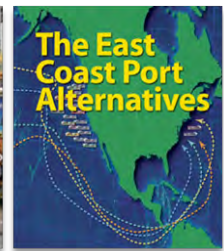
FUEL PRICES | Fuel prices are directly affected by the price of crude oil. Economic growth and consumption in the US, China, India, and Europe remains flat. In OPEC and non-OPEC countries oil production is outpacing demand. In November 2016, these countries reached an agreement to cut production by 1.8M barrels per day. If OPEC and non-OPEC countries comply with the agreement, oil prices could go over \$60 a barrel and prices could rise. The election of Donald Trump to President in 2017 and his “oil-friendly” cabinet appointments will also affect oil prices. Prices will be higher in 2017 than 2016. If the current administration delivers on its promises of lower taxes and more jobs, the result will be an increase in demand and prices. Industry experts anticipate prices to rise 32 – 36 cents per gallon from 2016.



ALTERNATIVE PORT CONSIDERATIONS TO SAVE MONEY AND MITIGATE RISK | FF&E sourced from Asia for projects in the NW corridor, Gulf region, or East coast should include lead time for shipping product to the closet port of entry from the hotel.



For Gulf and East coast, additional 10-14 days should be added for goods to travel through the Panama Canal. For NW corridor, an additional 2-3 days should be added. Cost savings could be up to 30%. Routing FF&E through various ports in the US not only saves money, but mitigates risk of delay with regards to port strikes. Port workers on the west coast operate out of a different union than those on the east coast. In the event of a contract dispute, freight can be diverted to other ports to prevent delivery from being affected. The transportation industry anticipates that labor issues will continue to be a challenge in the future not only in the US, but in other countries abroad.



PERSONAL INJURY LAWSUITS | A large majority of trucking companies on the road today have an unsatisfactory rating with the DOT. Hoteliers should work with logistics companies that vet the trucking companies to meet minimum safety requirements so if a truck carrying FF&E for their hotel is involved in one of these accidents, their risk is mitigated for negligent hiring. In recent cases that exceed 25M in damages, the trucking company, logistics company, and the owner of the goods on the truck are who the attorneys are targeting all over the US.

Anderson Hemmat & McQuinn L.L.C.

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Truck Accident Injury Lawyer in Denver

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Semi-Truck Crash & Commercial Trucking Injury Attorney

Accident Injuries Involving Large Trucks in Denver, Colorado

We are experienced commercial trucking accident lawyers. Commercial motor vehicles (CMV) are notorious for their large size and intimidating presence on roads and highways. A commercial truck with a full load has the potential to weigh upwards of 80,000 pounds. Compare this with the size of the average passenger vehicle, which is about 4,000 pounds. An accident between the two could prove devastating. There are many reasons for truck accidents, many of which involve negligence on behalf of the CMV driver. If you were involved in this type of accident, get in touch with a Denver personal injury lawyer from our firm.

Fighting for Compensation After a Trucking Accident

The Federal Motor Carrier Safety Administration (FMCSA) typically conducts investigations of all accidents involving Department of Transportation (DOT) commercial vehicles. If evidence turns up indicating that the driver or the trucking



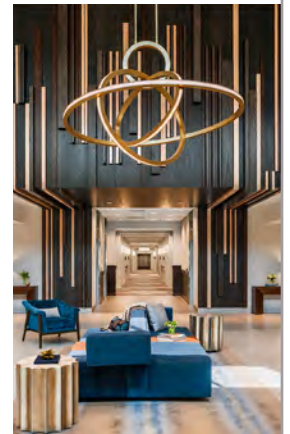
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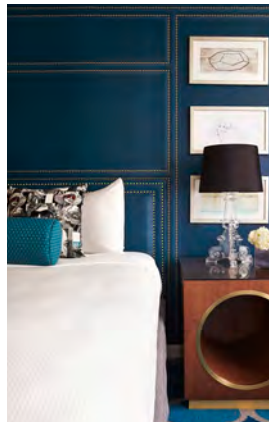


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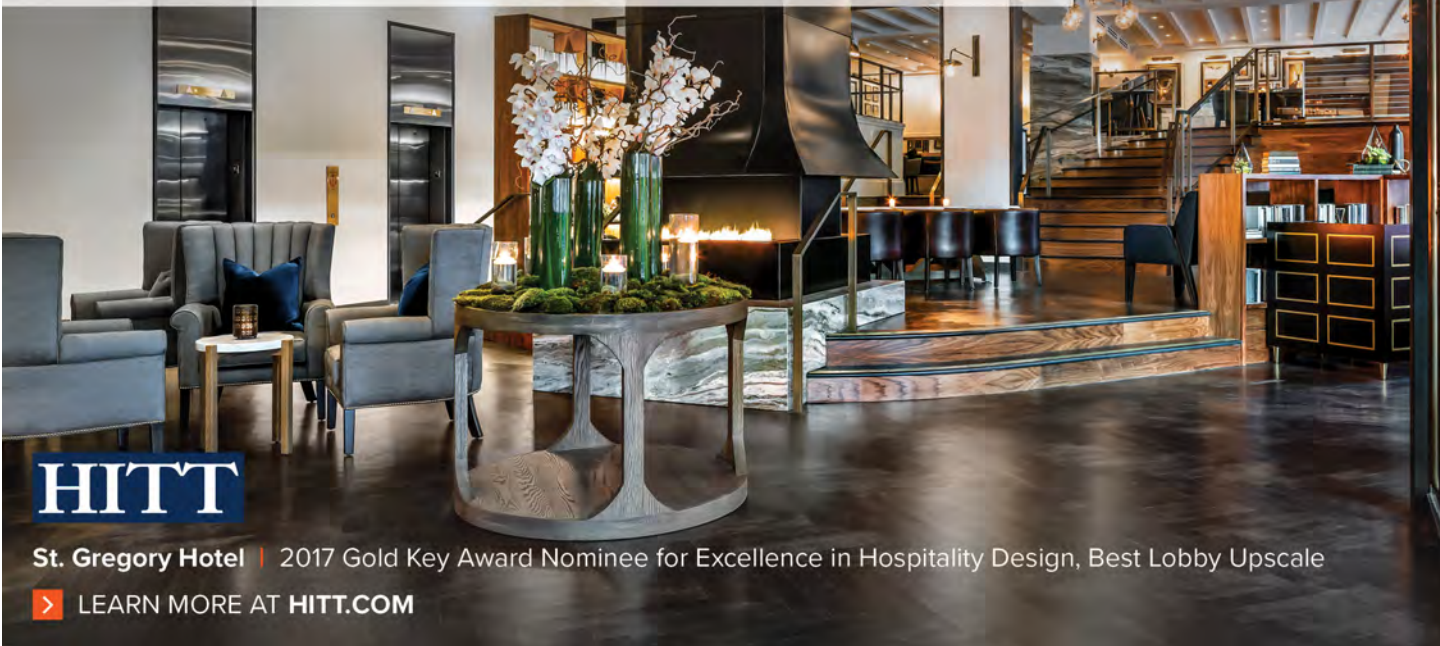
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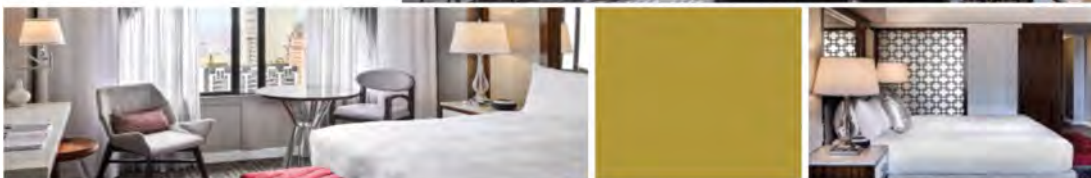
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GLOSSARY OF TERMS

GLOSSARY OF TERMS

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A

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

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

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

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

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

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

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

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

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

B

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Bunker | Heavy oil used as fuel for ocean vessels.

C

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Container Number | The unique identification of a container.

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

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

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

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

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

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

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

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

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

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

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

Cost Per Square Foot | The total renovation cost for the hotel divided by the Gross Square Footage (GSF) of the hotel.

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

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

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

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

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

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

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

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

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

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

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

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

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

D

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Dry Cargo | Cargo that does not require temperature control.

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

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

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

E

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

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

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

F

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

FCL/FCL | See "CY/CY."

FCL/LCL | See "CY/CFS."

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

G

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

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

G.R.I. | General Rate Increase.

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

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

H

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

Hague-Visby Rules | 1968 Revision of Hague Rules.

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

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

Haulier | The participating carrier responsible for drayage of containers.

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

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

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

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

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

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

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

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

HVAC | Heating, Ventilation, and Air Conditioning system

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

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

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

In Transit | In passage from one place to another.

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

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

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

Inland Clearance Depot | A CFS with Customs clearance facilities.

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

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

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

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

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

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

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

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

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

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

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

K

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

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

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

L

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

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

LCL/FCL | See "CY/CFS."

LCL/LCL | See "CY/CFS."

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

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

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

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

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

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

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

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

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

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

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

Long Ton | 2,240 pounds.

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

Loose | Without packing.

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

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

M

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

N

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

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

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

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

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

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

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

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

O

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

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

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

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

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

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

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

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

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

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

OS&E | Operating Supplies and Equipment.

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

P

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

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

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

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

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

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

PIP | See "Property Improvement Plan."

Place of Acceptance | See "Place of Receipt."

Place of Delivery | See "Final Destination."

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Q

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

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

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

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

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

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

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

R

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

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

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

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

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

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

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

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

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

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

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

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

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

S

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Shipper's Export Declaration (SED) | A form often required prior to exporting a product. See "Overview of the Shipper's Export Declaration (SED)" for more information. Aled by shippers and not checked or verified by the carriers or forwarders. Neither the carriers nor the forwarders will assume any liability for shortages of cargo as long as the container seal remains intact at the time of devanning.

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

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

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

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

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

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

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

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

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

Stevedore | See "Longshoreman."

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

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

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

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

Stripping | The unloading of a container.

Stuffing | The loading of a container.

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

Surcharge | An extra or additional charge.

T

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

Tail | The rear of a container.

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

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

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

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

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

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

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

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

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

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

Tonnage | Generally refers to freight handled.

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

Towage | The charge made for towing a vessel.

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

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

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

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

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

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

U

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

UN | United Nations.

UNCTAD | United Nations Conference on Trade and Development

UNCTAD MMO | UNCTAD Multi-Modal Transport Convention

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

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

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

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

V

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

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

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

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

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

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

W

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

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

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

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

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