

APPENDIX

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Management Contract Terms

Property	Number of Rooms	Date of Contract	Initial Term	Renewal Term	Management Fee Base	Management Fee Incentive	Reserve for Replacement
First-class commercial hotel— Illinois	320	1983	20 years	—	4.5%	20% GOP subordinated to debt service and \$1.25-million partner distribution	Years 1–2: 2% Thereafter: 3%
First-class commercial hotel— Illinois	400	1981	50 years	—	3% of gross revenue	20% of GOP provided 80% of balance equals or exceeds defined investment basis	Year 1: 1% Year 2: 2% Years 3–5: 3% Years 6–10: 4% Thereafter: 5%
First-class historic inn (independent)— Maryland	120	1985	5 years	None	2.5% of GOP	None	Year 1: 1% Year 2: 1.5% Add .05% each additional year
First-class resort hotel— Illinois	400	1983	2 years	7 terms, total of 60 years (operator's option)	3% of gross revenue	20% adjusted house profit until payback then 25%	Years 1–8: 3% Years 9–11: 4% Thereafter: 5%
First-class resort hotel (independent)— Florida	300	1975	10 years	10 years	3.5% of gross revenue or \$65,000	12% GOP	Cash reserve, \$75,000
First-class commercial hotel— Illinois	850	1988	20 years	—	3% of gross revenue	25% of net cash flow after return to partnership equal to debt service	Year 1: 0.5% Year 2: 1% Year 3: 1.5% Year 4: 2% Year 5: 3%
First-class airport hotel— California	450	1981	25 years	—	3% of gross revenue plus 10% house profit, cap. equals 4% gross revenue	—	—

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First-class convention hotel— Illinois	1,500	1984	20 years	1 period of 10 years	3% of gross revenue	15% of total adjusted income before fixed charges	Years 1–3: 3% of gross revenue Thereafter: Negotiated
Midrate commercial hotel— Texas	250	1974	5 years	3 periods of 5 years (operator's option)	1.75% of gross revenue	—	—
First-class commercial inn— Illinois	250	1984	20 years	—	3.5% of gross revenue	0%: IBFC <\$1 million 2.5%: IBFC \$1 million to \$1.5 million 5.0%: IBFC \$1.5 million to \$2 million 7.5%: IBFC \$2 million to \$2.5 million 15.0%: IBFC \$2.5+ million	—
Midrate commercial hotel— Georgia	150	1974	1 year	Annually	1.75% of gross revenue	—	—
First-class conference hotel— Virginia	350	1987	10 years	5 periods of 5 years (operator's option)	Year 1: greater of \$15,000/month or 4% of gross Thereafter: 4% gross	15% of cash flow after defined deductions	Negotiated, or 2% per year
Midrate airport hotel— New York	300	1987	25 years	—	4% of gross	—	—
First-class commercial hotel (independent)— New Jersey	250	1987	—	—	3% of (room + food + other revenue)	—	—
First-class commercial hotel— Tennessee	400	1972	30 years	2 periods of 10 years (operator's option)	3% of gross revenue	2% of adjusted NOI subordinated to debt service	4% of gross revenue
First-class commercial hotel— Maryland	400	1982	30 years	—	4% of gross revenue	20% of profit	Year 1: 1% Years 2–3: 2% Thereafter: 3%
First-class commercial hotel— Massachusetts	350	1987	10 years	5 years (operator's option)	1% of total revenue	5% GOP plus all F&B profit	—

Property	Number of Rooms	Date of Contract	Initial Term	Renewal Term	Management Fee Base	Management Fee Incentive	Reserve for Replacement
First-class commercial hotel— (independent) Massachusetts	400	1987	10 years	5 years (operator's option)	1% of total revenue	5% GOP plus all F&B profit	—
First-class commercial hotel— Louisiana	450	1981	20 years	3 periods of 10 years (operator's option)	3% of gross revenue	10% of GOP subordinate to debt service	5% of gross revenue
First-class commercial hotel— Washington, D.C.	1,150	1961	20 years	—	\$125,000 per year	2% of adjusted net sales	—
First-class commercial hotel— Washington, D.C.	550	1975	20 years	2 periods of 10 years (operator's option)	3% of gross revenue	—	—
First-class commercial hotel (independent)— Washington, D.C.	350	1984	15 years	12 periods of 5 years (operator's option)	Year 1: 3% Year 2: 5% of gross revenue	3% of adjusted net cash flow	Year 1: 0% Year 2: 2% Thereafter: 3%
First-class suite hotel— Illinois	200	1982	20 years	2 periods of 10 years	5% of gross revenue	50% cash flow over \$400,000, cap at 25% cash flow	—
First-class commercial hotel (independent)— Maryland	220	1986	5 years	—	\$12,000 per month	5%: GOP < \$500,000 7.5%: GOP \$500,000 to \$1 million 10%: GOP > \$1 million	—
Midrate commercial inn— California	250	1983	10 years	—	Years 1–2: 2.5% Year 3: 3% Thereafter: 3.5%	Years 1–5: 10% net cash flow Thereafter: 15%	2% of total revenue
Midrate commercial hotels— throughout U.S.	—	1982	10 years	Automatic renewal	2% of adjusted gross revenue	8.5% of the aggregate defined pretax profit	—
First-class commercial hotel— Ohio	250	1983	30 years	2 periods of 10 years	5% of annual gross revenue	20% annual profit in excess of basic service fees	—
First-class convention hotel— New York	1,200	—	20 years	2 periods of 10 years	Years 1–2: 2% of total revenue Year 3: 2.5% Year 4: 2.75% Thereafter: 3%	20% of adjusted GOP	Year 1: 1% of total revenue Year 2: 1.5% Year 3: 2% Year 4: 4%

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Economy commercial hotel— New York	200	1985	100 years	—	5% of gross revenue	None	—
First-class commercial hotel— Oklahoma	250	1986	5 years	3 periods of 5 years	2% of gross	None	—
First-class commercial hotel— Ohio	900	1968	25 years	2 periods of 10 years	4% of total revenue	—	—
Luxury resort hotel— Colorado	300	1987	25 years	—	3% of gross revenue	10% of gross operating profit	Year 1: 1% Year 2: 2% Year 3: 3% Thereafter: 4%
First-class commercial hotel— Michigan	300	1981	10 years	3 periods of 10 years	\$75,000 per year	3% of hotel gross revenue, 1% office gross revenue, 1% of retail gross less base fee	2% per year
Economy commercial hotel— Georgia	250	1987	10 years	5 years (owner's option)	4% of gross revenue	25% of NOI after payment of preferred return	—
Economy commercial hotel— Florida	250	1987	10 years	5 years	4% of gross revenue	25% of NOI after payment of preferred return	—
First-class commercial hotel— Louisiana	1,300	1968	25 years	3 periods of 10 years	2.7% of gross revenue	33.3% adjusted house profit	5.5% of gross sales
First-class commercial hotel— New Jersey	400	—	10 years	—	3% of gross revenue	8% of GOP	—
First-class suite hotel— Texas	200	1986	5 years	2 periods of 5 years	4.5% of gross income	10% of net cash flow before property taxes and insurance	—
First-class suite hotel— Arizona	120	1986	5 years	2 periods of 5 years	4.5% of gross income	10% of net cash flow before property taxes and insurance	—
First-class commercial hotel— New Jersey	350	1980	25 years	3 periods of 5 years	Years 1–2: 3% of gross revenue Thereafter: 3.25%	19% of adjusted GOP	Year 1: \$150 PAR Year 2: \$200 PAR Year 3: \$250 PAR Year 4: \$300 PAR

Property	Number of Rooms	Date of Contract	Initial Term	Renewal Term	Management Fee Base	Management Fee Incentive	Reserve for Replacement
Midrate commercial hotels— throughout U.S.	Varies	1987	15 years	4 periods of 10 years, 1 period of 5 years (operator's option)	6% of gross revenue	15% of GOP	Year 1: 3.5% Year 2: 5% Year 3: 6% Thereafter: 8%
First-class commercial hotel— Washington, D.C.	300	1985	15 years	—	3.5% of total revenue	10%: 0–\$500,000 15%: \$500,000 to \$1 million 20%: 1 million to \$1.25 million, not to exceed 6% total revenue	Year 1: 1.5% Year 2: 2.5%
First-class commercial hotel— Michigan	425	1985	10 years	2 periods of 10 years	None	15% of cash available, NOI management fee equals 4% of NOI first 10 years	After stipulated fees, partners' returns, partners' capital contributions
Midrate commercial hotel— Michigan	225	1988	5 years	3 periods of 5 years	3% of gross revenue except telephone	—	—
Midrate commercial hotel— Michigan	100	1988	5 years	3 periods of 5 years	3% of gross revenue except telephone	—	—
First-class convention hotel— New York	1,900	1985	25 years	5 periods of 10 years	3% of gross revenue	50% of NCF until payments equal or exceed 20% of project profit	Year 1: 1% Year 2: 2% Years 3–5: 3% Years 6–10: 4% Thereafter: 5%
First-class commercial hotel— New York	400	1981	30 years	2 periods of 10 years	Year 1: 5% Thereafter: 4%	20% of profit in excess of basic fee	Years 1–2: 2% Year 3: 3%
First-class airport hotel— Utah	300	1988	5 years	Automatically for 3 years	Greater of 3 25% of gross revenue or \$10,000 per month	10% of IBFC monthly	—
First-class commercial hotel— Florida	175	1987	15 years	5 years	2.3% of gross revenue	Years 1–5: 2% of gross revenue Years 6–10: 3% Thereafter: 4%	Year 1: 1% Year 2: 2% Years 3–11: 3% Thereafter: 4%
First-class suite hotel— California	350	1986	20 years	3 periods of 10 years	5% of gross revenue	Years 1–3: 40% "subordinated," paid if gross revenue stipulated costs plus 12% return to owner	Year 1: 1% Year 2: 2% Year 3: 3% Year 4: 4%

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Property	Number of Rooms	Date of Contract	Initial Term	Renewal Term	Management Fee Base	Management Fee Incentive	Reserve for Replacement
First-class suite hotel— California	325	1987	20 years	2 periods of 10 years	5% of gross revenue	—	—
First-class commercial hotel— Illinois	150	1985	10 years	2 periods of 5 years	4.5% of gross revenue except telephone	—	Minimum of 7.8% of gross revenue
Midrate commercial hotel— Minnesota	250	1987	20 years	1 period of 10 years	5% of gross revenue	—	3% minimum reserve
Midrate commercial hotel— Florida	150	1987	20 years	15 years (operator's option)	Originally 4%, renegotiated to 3% of gross revenue	25% of net profits	Year 1: 2% Year 2: 3% Thereafter: 4%
First-class commercial hotel— New York	225	1988	5 years	—	\$11,000 per month	5% of gross revenue up to \$400,000, 7.5% of GOP	—
First-class resort hotel— Florida	250	1989	15 years	10 years	3% of gross revenue	25% of net operating profit after \$3.3 million payment to owner	Year 1: 1.5% Year 2: 2% Year 3: 2.5% Thereafter: 3%
First-class commercial hotel— Alaska	250	1985	25 years	—	4.5% of gross revenue excluding alcohol	5% capital improvements supervision fee	—
First-class commercial hotel— Missouri	—	1984	12 years	5 periods of 3 years (automatic renewal)	4% of gross revenue	—	—
First-class historic inn— Maryland	130	1983	15 years	3 periods of 15 years (operator's option)	4% of gross revenue	5% after debt service	Year 1: 1% Thereafter: Increasing 5% per year until 5.0%
First-class commercial hotel— Colorado	300	1982	25 years	—	3% of gross revenue (monthly)	1% of gross revenue subordinated to req. partners' return	—
First-class convention hotel— Florida	750	1983	30 years	2 periods of 5 years (operator's option)	3% of gross revenue	30% of net cash flow	Year 1: 1% Year 2: 2% Thereafter: 3%

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First-class commercial hotel—California	250	1988	15 years	3 periods of 5 years	Years 1-2: 3.5% Thereafter, 5%	10% of total income before fixed charges (capped at 3% of total revenue)	3% of total revenue)
First-class commercial hotel—Wisconsin	230	1981	25 years	1 period of 5 years	3.5% of gross revenue	10%: GOP \$1.7 million 12.5%: GOP \$2.1 to \$2.5 million 15%: GOP over \$2.5 million maximum of 18% if operator provides equity	—
First-class commercial hotel—Colorado	225	1987	60 months	Automatically, month to month	4% of total revenue	5%: GOP <\$1 million 7.5%: GOP \$1 million to \$2 million 10%: GOP \$2 million to \$3 million 12%: GOP \$3 million to 4 million 15%: GOP >\$4 million	—
First-class convention hotel—Washington, D.C.	900	1985	20 years	2 periods of 10-years (operator's option)	3.5% of gross revenue	10% of profits	Year 1: 1% Year 2: 2% Years 3-7: 3% Thereafter: 4%
First-class airport hotel—Colorado	600	1986	5 years	1 period of 5 years (automatic)	4% gross revenue	14% of total income before fixed charges excluding base fee	—
Midrate commercial hotel—Louisiana	225	1986	7 months	—	Year 1: The greater of \$6,000 per month or 3% of gross revenue Year 2: 2% of gross revenue	Year 1: 10% of cash flow Year 2: 13% of cash flow	—
First-class suite hotel—Ohio	225	1986	15 years	Continuing unless one party terminates	3% F&B revenue, 5% all other gross revenue	—	—

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First-class commercial hotel— Ohio	150	1985	5 years	—	3% of gross revenue (minimum of \$120,000/ year)	10% of net operating profit	—
First-class historic hotel— Maryland	—	1985	20 years	—	3.5% of gross revenue	12.5% of gross revenue subordinated and not accessed	Year 1: 1% Year 2: 2% Thereafter: 3%
First-class commercial hotel— Georgia	275	1984	30 years	2 periods of 10 years (operator's option)	20% of gross operating profit	—	Years 1–5: 3% Years 6–10: 4% Thereafter: 5%
First-class suite hotel— Indiana	360	1982	20 years	2 periods of 10 years (operator's option)	5% of gross revenue	—	3% of gross revenue
First-class convention hotel— Texas	—	1986	20 years	—	3% of gross revenue	10% of gross operating profit	2% of gross revenue not exceeding \$1,000/room
Midrate commercial hotel— Georgia	120	1984	5 years	—	5% of gross revenue	2.5% of gross revenue after \$20,000 distributed to Ltd. partners	—
Midrate commercial hotel— Utah	400	1981	20 years	1 period of 10 years (operator's option)	—	—	Year 1: 2% Year 2: 3% Year 3: 4% Thereafter: Subject to review
First-class airport hotel— Pennsylvania	325	1983	25 years	3 periods of 5 years (operator's option)	—	—	Year 1: 1% Year 2: 2% Year 3: 3% Thereafter: 4%
First-class commercial hotel— Connecticut	—	—	20 years	2 periods of 5 years (operator's option)	4% of gross revenue	25% of cash flow after debt service	—
Midrate commercial hotel— Pennsylvania	—	—	10 years	2 periods of 10 years (owner's option)	4% of gross revenue	—	—
Midrate airport hotel— Florida	—	—	20 years	2 periods of 5 years (operator's option)	5% of gross revenue	21% of cash flow after all operating expenses and debt services	—

Property	Number of Rooms	Date of Contract	Initial Term	Renewal Term	Management Fee Base	Management Fee Incentive	Reserve for Replacement
Economy commercial hotel— Maryland	—	—	10 years	4 periods of 5 years (owner's option)	4% of gross revenue	30% of cash flow after debt service and a 10% com. ret. on equity	—
First-class commercial hotel— Atlanta	—	—	25 years	5 periods of 10 years (operator's option)	3% of gross revenue	20% of cash flow before debt service	—
First-class suite hotel— New Jersey	—	—	15 years	—	5% of gross revenue	—	—
First-class commercial hotel— Wisconsin	—	—	10 years	1 period of 10 years (operator's option)	3% of gross revenue	10% of cash flow after debt service	—
First-class commercial hotel— Texas	—	—	20 years	—	3% of gross revenue	20% of net cash flow in excess of projected cash flow figures	—
First-class commercial hotel— New Jersey	—	—	25 years	5 periods of 10 years (operator's option)	3% of gross revenue	20% of net cash flow before debt service	—
First-class commercial hotel— Alabama	—	—	10 years	—	4% of gross revenue	25% of cash flow after debt service and a com. pref. return of 12%	—
First-class suite hotel— Colorado	—	—	3 years	3 periods of 1 year	Greater of 2.5% of gross revenue, 12% of cash flow before debt service or \$60,000	—	—
First-class commercial hotel— Texas	—	1985	2 years	—	3% of gross revenue	15% of net operating income	2%
First-class suite hotel— Wisconsin	200	1985	10 years	5 year basis	Years 1-2: 3% Year 3: 3.5% Thereafter: 4%	Year 3 and thereafter: 3.5% of net operating profit	Year 1: 1% Year 2: 2% Year 3: 2.5%
First-class airport hotel— Texas	275	1981	20 years	2 periods of 5 years	3% of gross revenue	2% of net operating profit	Year 1: 1% Year 2: 2% Year 3: 3%

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First-class commercial hotel— New York	200	1980	20 years	—	1% of gross revenue	2% IBFC if IBFC <2% 3% IBFC if IBFC 27% to 27.9% 4% IBFC if IBFC 28% to 28.9% 5% IBFC if IBFC 29% to 29.9% 6% IBFC if IBFC 30%	—
First-class airport hotel— Florida	250	1984	1 year	—	3% of gross revenue	—	2% of gross revenue
Midrate commercial hotel— New Jersey	225	1986	20 year	2 periods of 10 years	Years 1–3: 4% of gross revenue Years 4–7: 5% Years 8–15: 5.5% Thereafter: 6%	—	Year 1: 1% Year 2: 2% Year 3: 3% Year 4: 4% Thereafter: 5%
First-class resort hotel— Virginia	—	1983	10 years	5 year terms	2% gross: 3 million 4% gross: \$3 million to \$4 million 6% gross: \$4 million to \$5 million 7% gross: \$5 million	—	—
First-class commercial hotel— Massachusetts	150	1980	50 years	—	3% of gross revenue	10% of net operating profit	Year 1: 1% Year 2: 1.5% Year 3: 2% Year 4: 3% Thereafter: 4%
First-class suite hotel— California	250	1986	25 years	3 periods of 5 years	3.5% of gross revenue	1.5% of gross revenue	3%
First-class commercial hotel— North Carolina	150	1985	20 years	Renewable	5% of gross revenue	10% of gross operating profit	—
First-class resort hotel— Hawaii	725	1980	15 years	2 periods of 15 years	3% of gross revenue	20% to 30% operating profit, depending on owner's stipulated objective	Year 1: 1% Year 2: 2% Years 3–5: 3% Years 6–10: 4% Thereafter: 5%
First-class convention hotel— New York	1,300	1983	15 years	May be extended	Years 1–3: 2% of total revenue	Year 3 and thereafter: 3% of gross revenue, subordinated	—

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First-class commercial hotel— Massachusetts	250	1979	25 years	5 periods of 10 years	3.5% of gross revenue	Years 1-3: 25% of gross revenue if 79% occupancy achieved Thereafter: 30% of gross if 80.5% occupancy achieved	Years 3-5: 1% Year 6: 2% Years 7-9: 3% Years 10-12: 4%
First-class commercial hotel— Florida	500	1983	20 years	—	3.5% of gross revenue	10% of gross operating profit	Years 1-3: 2%
First-class resort hotel— Florida	500	1985	25 years	—	4% of gross revenue	14% of income before fixed charges	1.5%
First-class commercial hotel— New York	800	—	20 years	—	Years 1-3: 3% of gross revenue Thereafter: 4%	20% of net cash flow after debt service	—
First-class resort hotel— Florida	800	1982	20 years	2 periods of 10 years	3% of gross revenue (excluding telephone)	—	Year 1: 1% Year 2: 1.5% Year 3: 2.5% Year 4: 3% Thereafter: 4%
First-class commercial hotel— New Jersey	350	—	25 years	5 periods of 10 years	3% of gross revenue	20% of operating profit, subordinated to debt service	Year 1: 1% Year 2: 2% Years 3-5: 3% Years 6-10: 4% Thereafter: 5%
First-class conference center— Florida	300	—	25 years	3 periods of 10 years	1.5% for central financial services + 3.5% of gross revenue	20% inc. fee	4% of rooms revenue
Midrate commercial hotel— Kansas	200	1986	5 years	—	3% of gross revenue	10% net operating profit	Years 1-2: 2% Thereafter: 3%
First-class commercial hotel— New Jersey	350	1980	3 periods of 5 years	Years 1-2: 3% Thereafter: 3.5%	15% of adjusted gross operating profit	—	—
First-class airport hotel— Colorado	600	1986	5 years	5-year term	4% of gross revenue	14% of income before fixed charges	—

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First-class commercial hotel—Louisiana	1,200	1967	40 years	None	3% of gross revenue	Excess of 20% adjusted gross profit over 3% sales	—
First-class commercial hotel—Virginia	300	1988	10 years	1 year	4% of total revenue (reduction to 3.5% if actual income before fixed expense is less than 75% and 80% budgeted)	—	—
First-class commercial hotel—Florida	660	1982	25 years	None	4% of total sales	—	—
Midrate commercial hotel—Utah	400	1981	20 years	10 years	3.1% of adjusted gross revenue	10% of gross operating profit	Year 1: 2% Year 2: 3% Thereafter: 4%
Midrate commercial hotel—Texas	120	1986	—	—	6% of gross revenue	—	—
Midrate commercial hotel—Arizona	125	1975	25 years	—	4% total sales	—	—
First-class airport hotel—Pennsylvania	320	1983	25 years	3 periods of 5 years (operator's option)	3.5% of gross revenue	10% cash after depreciation	Year 1: 1% Year 2: 2% Year 3: 3% Thereafter: 4%
Midrate motor inn—North Carolina	150	1985	20 years	—	5% of gross revenue	10% operating profits	Maximum single expenditure without owner approval of \$5,000
First-class resort hotel—Hawaii	720	1980	15 years	2 options of 15 years each	3% of gross revenue	20% operating profit	Year 1: 1% Year 2: 2% Years 3–5: 3% Years 6–10: 4% Thereafter: 5%
First-class commercial hotel—New York	1,270	1983	15 years	—	Years 1–3: 2% gross revenue Thereafter: 3% gross revenue	Subordinate to debt service	—

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First-class commercial hotel— Massachusetts	250	1979	25 years	5 periods of 10 years	3.5% gross revenue	2.5% revenue subordinate to debt service and partner accumulated preferred return	Years 1-3: 1% Years 4-6: 2% Years 5-7: 3% Thereafter: 4%
First-class commercial hotel— Florida	500	1983	20 years	—	3.5% gross revenue	10% of GOP	Years 1-3: 2% gross revenue
First-class resort hotel— Florida	500	1985	25 years	—	4% gross revenue	14% total income before fixed charges	1.5%
Luxury commercial hotel— New York	780	—	20 years	—	Years 1-3: 3% gross hotel revenue Thereafter: 4% gross hotel revenue	20% net cash flow after servicing debt and/or equity financing of 100% hotel project	—
First-class resort hotel— Florida	815	1982	20 years	Two 20-year terms	3% gross revenue less telephone revenue	20% amount equal to the adjusted total income before fixed charges	Year 1: 1% Year 2: 1.5% Year 3: 2.5% Year 4: 3% Thereafter: 4%
First-class commercial hotel— New Jersey	360	—	25 years	Five 10-year terms	3% total revenue	20% operating profit subordinate to debt service (plus BONUS of 30% remaining cash flow after limited partners receive a 15% ROI)	Year 2: 2% Years 3-5: 3% Years 6-10: 4% Thereafter: 5%
First-class commercial hotel— Florida	320	1988	25 years	Three 10-year terms	1.5% for central financial services and 3.5% of gross revenue	20% revenue after debt service	4% of room revenue
First-class commercial hotel— Maryland	300	1980	25 years	Five 10-year terms	3% gross	20% operating profits	Year 1: 1% Year 2: 2% Years 3-5: 3% Years 6-10: 4% Thereafter: 5%
Midrate commercial hotel— Kansas	400	1986	5 years	—	3% gross revenue plus 1% of gross revenue for accounting services	10% net operating profit	Years 1-2: 2% Thereafter: 3%

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Proposed commercial hotel— New Jersey	235	1986	20 years	Two 10-year terms	Years 1–3: 4% gross revenue Years 4–7: 5% Years 8–15: 5.5% Thereafter: 6%	Year 1: 1% Year 2: 2% Year 3: 3% Year 4: 4% Thereafter: 5%	—
First-class commercial hotel— Wisconsin	—	1972	10 years	10 years (operator's option)	3% of gross sales	—	10% of cash flow after debt services, subordinate to a 10% return on equity
First-class commercial hotel— Texas	—	1985	20 years	None	3% of gross sales	20% of net cash flow in excess of the projected cash-flow numbers	—
First-class commercial hotel— Maryland	—	1987	25 years	Five 10-year terms at the option of operator	3% of gross sales	20% of net cash flow before debt service; bonus incentive fee equal to 30% of net cash flow remaining after owner has received an annual 15% ROI	—
First-class suite hotel— Colorado	—	—	3 years	Three 1-year terms	3.5% of gross revenue, 12% of CFBD, or \$60,000	—	—
First-class suite hotel— Wisconsin	205	1985	10 years	5-year basis	Year 1: 3% Years 2–7: 3.5% Thereafter: 4%	Year 3 and thereafter: 3.5% net operating profit	Year 1: 1% Year 2: 2% Year 3: 2.5%
First-class airport hotel— Texas	275	1981	20 years	Two 5-year renewals	3% gross revenue	2% net operating profit	Year 1: 1% Year 2: 2% Thereafter: 3%
First-class commercial hotel— New York	215	1980	20 years	—	1% gross revenue	Minimum 2% IBFC IBFC 27% to 27.9%: 3% IBFC 28% to 28.9%: 4% IBFC 29% to 29.9%: 5% IBFC 30% or greater: 6%	—

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First-class airport hotel— Florida	240	1984	1 year	—	3% gross revenue	—	—
First-class resort hotel— Virginia	300	1983	10 years	5-year terms	Gross revenue <\$3 million: 2% \$3 million to \$4 million: 4% \$4 million to \$5 million: 6% \$5 million or more: 7%	—	—
First-class historic hotel (independent)— Massachusetts	155	1980	60 years	—	3% gross revenue	10% of net operating profit	Year 1: 1% Year 2: 1.5% Year 3: 2% Year 4: 3% Thereafter: 4%
First-class historical hotel (independent)— Louisiana	510	1982	25 years	—	3.5% of total revenue	NOP 0-20% of equity: 10% NOP 20% or greater: 10% NOP plus 20% of amount exceeding base	Year 1: 1% Years 2-5: 1.5% Thereafter: 3%
First-class suites hotel— California	250	1986	25 years	Three 5-year renewals	3.5% gross revenue plus 1.5% accounting fee	1.5% subordinate to debt (preferred return must exceed 10%)	3%
Midrate commercial hotel— Virginia	—	1968	10 years	Two 5-year extensions (owner's option)	4% of gross sales	None	—
Midrate commercial hotel— Florida	—	1984	20 years	Two 5-year terms (manager's option)	5% of gross sales	21% of cash flow after debt service	—
Midrate commercial hotel— Maryland	—	1984	10 years	Four 5-year terms (owner's option)	4% of gross sales	30% of cash flow before debt service and a 10% cumulative return on invested equity, 30% net capital proceeds	—
First-class suite hotel— New Jersey	—	1986	15 years	—	5% of gross sales	—	—

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Property	Number of Rooms	Date of Contract	Initial Term	Renewal Term	Management Fee Base	Management Fee Incentive	Reserve for Replacement
Midrate commercial hotel (independent)—Georgia	125	1984	5 years	—	5% of gross revenue	2.5% gross profit after \$20,000 distributed to limited partners	—
First-class airport hotel—Colorado	590	1986	5 years	5 years, automatic renewal	4% gross revenue	14% of total income before fixed costs, excluding base fee	amount reflected by budget
First-class commercial hotel—Texas	—	1986	20 years	—	3% of gross revenue	10% of gross operating profit	2% of gross revenue placed in a fund not to exceed \$1,000 per room
First-class suite hotel—Indiana	360	1982	20 years	Two 10-year renewals (operator's option)	5% of gross revenue	—	3% of gross revenue
First-class historic hotel—Texas	—	1985	2.5 years	—	3% of gross revenue	15% of net operating profit	2%
First-class convention center—Georgia	280	1984	30 years	Two 10-year terms, manager's option	20% gross operating profit	—	Years 1–5: 3% Years 6–10: 4% Thereafter: 5%
First-class historic hotel—Maryland	—	1985	20 years	—	3.5% of gross revenue	12.5% of revenue subordinate to debt, no accrual for unpaid portions	Year 1: 1% Year 2: 2% Thereafter: 3%
Midrate historic hotel—Ohio	150	1985	5 years	—	3% of gross revenue not less than \$120,000 per annum	10% of net operating profit	—
First-class suite hotel—Ohio	220	1986	15 years	—	3% F&B gross revenue, 5% all other gross revenue	—	—
Midrate commercial hotel—New York	110	1985	3 years	Upon mutual agreement	3% of gross revenue	10% of first \$50,000 after debt service, 15% of next \$50,000 after debt service, 20% thereafter	—

Property	Number of Rooms	Date of Contract	Initial Term	Renewal Term	Management Fee Base	Management Fee Incentive	Reserve for Replacement
Midrate commercial hotel— Illinois	220	1987	10 years	—	3.5% of gross revenue	—	—
First-class suite hotel— Texas	310	1985	10 years	10 years (operator's option)	5% of adjusted gross revenue	—	—
First-class suite hotel— Virginia	170	1987	15 years	—	3% of gross revenue	6% net operating profit above \$1.95 million, 8% between \$1.95 million and \$2.15 million, 10% above \$2.15 million	Year 1: 1% Year 2: 2% Thereafter: 3%
First-class commercial hotel— South Carolina	300	1981	25 years	Five 10-year terms (manager's option)	—	Years 1–10: 27% Thereafter: 20%	Year 1: 1% gross revenue Year 2: 2% Years 3–5: 3% Years 6–12: 4% Thereafter: 5%
First-class airport hotel— Pennsylvania	335	1986	25 years	operator's option	3% of gross revenue	20% of operating profit	4%
First-class suite hotel— California	250	1986	14 years	Two 5-year terms (operator's option), three 5-year terms (owner's option)	3.5% of gross revenue and 1.5% accounting fee	1.5% of gross, subject to fund availability	3%
First-class convention hotel— Ohio	625	1983	20 years	Three 10-year renewals	3.5% of gross revenue	subordinate to debt service	Year 1: 1% Year 2: 2% Year 3: 3%
Midrate commercial hotel— Florida	155	1989	—	—	4% of gross revenue or \$6,250 per month	—	—
First-class commercial hotel— California	250	1989	20 years	—	Years 1–5: 3% of gross revenue Thereafter: 3.5%	Years 1–5: 20% of CF before debt service Thereafter: 20% CR before debt service plus 2% of golf-related revenue	Years 1–3: 1.5% Years 4–6: 2% Years 7–9: 3% Thereafter: 4%
Midrate convention hotel— Oklahoma	220	1986	10 years	Manager's option	4% gross receipts	—	—

MANAGEMENT CONTRACT TERMS

Property	Number of Rooms	Date of Contract	Initial Term	Renewal Term	Management Fee Base	Management Fee Incentive	Reserve for Replacement
Luxury commercial hotel— Georgia	1075	1973	30 years	—	—	6% of gross operating profit up to first \$3 million plus 4.5% of GOP over \$3 million	2% gross operating revenue
Luxury commercial hotel— California	360	1986	20 years	—	3% of gross revenue	25% of gross operating profit	Year 1: 1% Year 2: 2% Year 3: 3% Thereafter: 4%
Budget commercial hotel— Maryland	190	1985	30 years	10 years (operator's option)	4% of gross revenue	35% of net operating income after owner's priority	Years 1–3: 1% Year 4: 2% Year 5: 3% Thereafter: 4%
First-class suite hotel— Illinois	265	1987	10 years	10 years	Gross sales <\$2 million: 5% \$2 million to \$3 million: 8% \$3 million and greater: 10%	—	—
First-class suite hotel— New Jersey	265	1986	20 years	Three 10-year terms	5% of adjusted gross revenue without F&B and 5% of payment from F&B lessee	4% of room revenue, 3% of gross suite revenue	Years 1–2: 2% of gross revenue Year 3: 3% Thereafter: 4%
Restaurant management contract, suite hotel— New Jersey	275	1988	5 years	—	Year 1: \$200,000 In successive years, the excess of operating profit over the lesser of \$75,000 or \$36,000 plus incentive fee (Year 2); \$48,000 plus incentive fee (Year 3); \$60,000 plus incentive fee (Year 4). Year 5: The excess of the operating profit over \$75,000	Year 2: 40% of operating profit Year 3: 30% of operating profit Year 4: 20% of operating profit	—

Property	Number of Rooms	Date of Contract	Initial Term	Renewal Term	Management Fee Base	Management Fee Incentive	Reserve for Replacement
Restaurant management contract, suite hotel— Illinois	240	1988	3 years	Two 5-year options	Year 1: \$12,000 Year 2: \$24,000 Thereafter: To be negotiated	If revenue exceeds \$1.5 million, 3% of annual gross sales	—
First-class suite hotel— Illinois	240	1986	20 years	Three 10-year terms (operator's option)	5% of adjusted gross revenue	—	Years 1–2: 2% of gross revenue Year 3: 3% Thereafter: 4%
Luxury commercial hotel— Louisiana	500	1980	20 years	One year	4% of total revenue	10% of income before fixed costs	Year 1: 1% Year 2: 2% Year 3: 3% Thereafter: 3.5%
First-class commercial hotel— Illinois	1,215	—	20 years	Two 10-year terms	Years 1–2: 2% of total revenue Year 3: 2.5% Year 4: 2.75% Thereafter: 3%	20% of adjusted gross operating profit	Year 1: 1.8% of total revenue Year 2: 1.5% Year 3: 2% Thereafter: 4%
Midrate historic hotel (independent)— Ohio	80	1988	One year	Owner's option	2.5% of gross revenue	—	—
First-class commercial hotel— Colorado	210	1989	One year	One year	The greater of 2.5% of gross revenue or \$96,000 annually	The greater of 10% of net operating income or \$350,000	—
First-class commercial hotel— Ohio	250	1988	—	—	First 6 months: 4% Thereafter: 3.5%	10% of gross operating profit in excess of \$1,300,000	\$200,000 initially, to be renegotiated
Midrate commercial hotel— Ohio	350	1968	10 years	—	5% of room revenue	—	—
Luxury commercial hotel— Georgia	375	1988	9 years	Two 10-year terms	3% of gross revenue	10% of net income from operations	Year 1: 1% Year 2: 2% Thereafter: 3%
Midrate commercial hotel— New York	210	5 years	Three 5-year terms	—	5% of gross revenue	5% of budgeted gross operating profit plus 15% of actual gross operating profit	2% of gross revenue

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Property	Number of Rooms	Date of Contract	Initial Term	Renewal Term	Management Fee Base	Management Fee Incentive	Reserve for Replacement
First-class suite/airport hotel—Florida	260	1986	10 years	10 years (operator's option)	5% of total revenue	—	Not less than 3% of gross revenue, payable monthly
First-class commercial hotel—Oklahoma	340	1983	25 years	Four 10-year terms (operator's option)	3% of room revenue	25% of operating profit	—
Budget hotels throughout U.S.	—	1986	20 years	Five 10-year terms	Years 1–8: 1% of gross revenue Thereafter: 2%, plus 3% "system fee"	15% of operating profit, increasing to 20% after \$33.9 million for a period of 13 consecutive accounting periods, payable only out of cash flow available	Year 3: 1% of gross revenue Year 4: 2% Year 5: 3% Year 6: 4% Year 7: 5% Thereafter: 6%
First-class commercial hotel—Michigan	240	1983	20 years	10-year term (operator's option)	4% of gross revenue	25% of income before fixed charges less the management fee, taxes, insurance, ground rent, and 17% of the total verified cost of hotel construction	—
Midrate historic hotel (independent)—New Jersey	200	1987	10 years	10 years	3% of gross revenue	25% of cash flow in excess of \$2,030,000	—
Luxury resort beach hotel—California	290	1987	30 years	Three 10-year terms (operator's option)	3.5% of gross revenue	25% of net profit after specified debt service	2.5% of gross revenue less telephone revenue
First-class commercial hotel—California	550	1982	30 years	—	3% of gross revenue	25% of net cash flow after specified debt and equity returns	3% of gross revenue
Luxury commercial hotel—Washington D.C.	900	1985	30 years	Two 10-year renewals (operator's option)	3.5% of gross revenue	10% of defined profit	Year 1: 1% Year 2: 2% Years 3–7: 3% Thereafter: 4%

Property	Number of Rooms	Date of Contract	Initial Term	Renewal Term	Management Fee Base	Management Fee Incentive	Reserve for Replacement
Luxury airport hotel— California	750	1984	20 years	Four 5-year terms	3.5% of gross revenue	20% of net distributable cash flow after partner advances and owner's return on equity of \$300,000	Years 1-2: 1% Years 3-4: 1.5% Years 5-7: 2% Thereafter: 2.5%
First-class suite hotel— Georgia	265	1985	20 years	Three 10-year terms (operator's option)	4% of room revenue	25% of distributable cash flow	3% of room revenue
First-class commercial hotel— Connecticut	—	1986	20 years	Two 5-year terms (operator's option)	4% of gross sales	25% of cash flow after debt service on any mortgage	—