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

Guestroom Softgoods Renovation

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

	R	ANGE		AVERAGE
Demolition	\$630.00	to	\$1,056.59	\$804.79
FF&E Installation	\$262.73	to	\$438.63	\$346.76
Artwork, Mirrors, and Accessories (Installed Package)	\$1,240.68	to	\$1,898.48	\$1,560.37
Full-height Framed Dressing Mirror	\$221.73	to	\$300.34	\$258.45
Decorative Pillow	\$128.13	to	\$166.86	\$147.61
Carpet and Pad	\$1,131.42	to	\$1,324.22	\$1,213.91
Desk Lamp	\$201.88	to	\$260.59	\$231.41
Floor Lamp	\$351.23	to	\$465.56	\$408.22
End Table Lamp	\$675.68	to	\$869.32	\$772.50
Nightstand or Bracket Lamp (2)	\$438.78	to	\$574.74	\$506.76
Welcome Light (in Existing Location)	\$692.68	to	\$915.42	\$812.18
Desk Chair (including Fabric)	\$407.88	to	\$537.66	\$472.77
Lounge Chair (including Fabric)	\$1,858.12	to	\$2,420.50	\$2,138.97
Ottoman (including Fabric)	\$859.02	to	\$1,126.82	\$992.92
Sleeper Sofa (including Fabric)	\$1,834.43	to	\$2,394.75	\$2,114.59
Paint Textured or Drywall Ceiling	\$383.19	to	\$574.78	\$486.16
Paint Trim (Base and Crown)	\$480.36	to	\$763.00	\$677.88
Paint Entry Doors, Closet Doors, Frames, and Grilles	\$340.00	to	\$655.40	\$436.19
Vinyl Wallcovering (LY 54")	\$2,118.61	to	\$2,891.67	\$2,514.44
Window Treatments (Sheer, Blackout, Hardware, Installed)	\$792.07	to	\$1,196.86	\$994.29
Guestroom Softgoods Renovation Cost Per Key	\$15,048.61	to	\$20,832.20	\$17,891.17

Guestroom - Add for a Full Renovation

	В	ANCE		AVEDACE
		ANGE		AVERAGE
Additional Demolition	\$115.00	to	\$300.00	\$215.60
Casegoods Installation	\$713.00	to	\$869.10	\$791.62
Bedsets (Box Spring, Mattress, and Frame)	\$959.31	to	\$1,237.77	\$1,098.54
Headboard	\$1,387.41	to	\$2,079.57	\$1,733.49
Nightstands	\$1,049.06	to	\$1,378.14	\$1,213.34
Dresser	\$3,994.34	to	\$5,178.84	\$4,586.25
Desk	\$1,359.60	to	\$1,767.48	\$1,563.54
Side Table	\$1,250.42	to	\$1,615.04	\$1,433.07
Coffee Table	\$1,305.01	to	\$1,691.26	\$1,498.31
Credenza	\$2,281.45	to	\$2,965.37	\$2,623.41
Closet Shelf Unit	\$496.55	to	\$657.27	\$571.29
Refrigerator Cabinet / Welcome Center	\$1,710.77	to	\$2,193.77	\$1,951.98
Mini Refrigerator	\$247.20	to	\$267.80	\$257.50
Crown Molding	\$872.00	to	\$1,165.21	\$961.08
Drapery Valance - Painted Wood	\$244.02	to	\$575.25	\$335.30
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)	\$2,569.34	to	\$2,920.48	\$2,743.20
Guestroom Full Renovation Additional Cost Per Key	\$23,644.07	to	\$31,830.24	\$27,593.84

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' AFF. Painted drywall and coffered.

	R	ANGE		AVERAGE
Demolition	\$202.00	to	\$350.00	\$296.61
Artwork (Installed)	\$470.84	to	\$707.92	\$589.88
Lighted Mirror	\$1,409.78	to	\$1,897.62	\$1,642.70
Makeup Mirror	\$240.83	to	\$263.80	\$252.66
Night Light	\$75.00	to	\$100.57	\$85.43
Paint Ceiling	\$53.00	to	\$75.00	\$65.95
Vinyl Wallcovering (LY 54")	\$470.24	to	\$630.17	\$553.87
Paint Door and Trim	\$85.00	to	\$138.31	\$103.94
Regrout Floor Tile	\$160.00	to	\$400.00	\$258.59
Regrout Wall Tile	\$140.00	to	\$350.00	\$226.27
Guest Bathroom Softgoods Renovation Cost Per Ke	v \$3.306.69	to	\$4.913.39	\$4.075.90

Guest Bathroom - Add for a Full Renovation

	R	ANGE		AVERAGE
Additional Demolition	\$550.00	to	\$956.25	\$733.74
Architectural Lighting	\$364.00	to	\$714.00	\$504.74
Replace Bathroom Door and Hardware	\$880.49	to	\$1,173.99	\$1,040.16
Electrical Upgrades (Add One GFI Outlet)	\$109.00	to	\$200.00	\$156.03
Tub-to-Shower Conversion (New Pan, Tile Surround, Valve, and Shower Head)	\$3,700.00	to	\$4,815.92	\$4,261.58
Shower Valve and Head, Tub Diverter, Tub Drain	\$1,408.79	to	\$1,643.58	\$1,544.15
Tub Surround (Tile)	\$1,358.83	to	\$2,276.95	\$1,725.17
Lavatory	\$704.39	to	\$813.60	\$746.92
Faucet (and Connections)	\$3,323.90	to	\$5,954.32	\$4,379.03
Vanity Top	\$2,343.90	to	\$3,509.52	\$2,931.05
Vanity Base	\$1,539.60	to	\$2,329.10	\$1,936.69
Toilet Accessories	\$410.53	to	\$606.02	\$492.99
Tile Flooring	\$2,054.48	to	\$2,876.27	\$2,321.56
Toilet and Seat	\$646.46	to	\$757.00	\$711.64
Guest Bathroom Full Renovation Additional Cost Per Key	\$19,394.37	to	\$28,626.52	\$23,485.46

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	\$52.80	to	\$65.12	\$57.10
Artwork (Installed)	\$19.49	to	\$29.02	\$24.26
Carpet and Pad	\$255.06	to	\$324.58	\$290.49
Millwork Base	\$170.95	to	\$251.47	\$192.17
Ceiling-mounted Lighting	\$183.02	to	\$244.22	\$215.76
Sconces	\$309.26	to	\$415.48	\$366.26
Elevator Lobby Furniture (Allowance)	\$81.09	to	\$121.65	\$101.37
Ice Machine	\$198.60	to	\$218.47	\$208.53
Millwork (Allowance for Elevator Lobby)	\$101.14	to	\$192.41	\$152.77
Paint Ceiling	\$21.60	to	\$33.75	\$28.60
Signage Package (Room Numbers, Wayfinding, Complete)	\$226.00	to	\$308.49	\$270.75
Vinyl Wallcovering (LY 54")	\$274.92	to	\$407.37	\$342.90
Window Treatments (with Hardware and Installation)	\$24.39	to	\$36.83	\$30.61
Corridors Renovation Cost Per Key	\$1,918.31	to	\$2,648.85	\$2,281.58

Lobby Softgoods Renovation

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

	RANGE			AVERAGE
Demolition	\$5,635.14	to	\$6,903.05	\$6,308.51
Artwork and Artifacts (Installed)	\$15,176.28	to	\$23,467.85	\$19,404.84
Area Rugs	\$28,381.00	to	\$42,573.52	\$35,476.59
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	\$3,840.00	to	\$6,000.00	\$5,084.95
Paint Doors and Trim	\$1,125.00	to	\$1,610.88	\$1,369.18
Vinyl Wallcovering (LY 54", 40% Openings)	\$3,718.23	to	\$4,955.54	\$4,351.41
Window Treatments (with Hardware and Installation)	\$7,473.68	to	\$11,220.82	\$9,347.25
Seating Groups	\$50,156.43	to	\$65,280.80	\$57,720.74
Lobby Softgoods Renovation Cost Subtotal	\$130,767.61	to	\$181,488.92	\$156,201.33
Lobby Softgoods Renovation Cost Per SF	\$32.69	to	\$45.37	\$39.05

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

	R	ANGE		AVERAGE
Additional Demolition	\$46,959.54	to	\$53,252.12	\$49,532.92
Decorative Lighting	\$33,240.84	to	\$47,422.77	\$40,250.39
Electrical	\$63,234.80	to	\$86,092.44	\$74,423.61
Hard Surface Flooring	\$117,398.85	to	\$164,358.38	\$143,829.57
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	\$11,273.43	to	\$15,368.00	\$13,373.89
Bell Stand	\$17,451.72	to	\$20,603.50	\$18,725.40
Millwork Running Trim (Stained Hardwood Crown and Base)	\$8,119.08	to	\$10,500.00	\$8,989.16
Millwork Screen Walls (New)	\$52,829.48	to	\$77,659.34	\$65,191.58
Articulated Drywall Ceiling (New)	\$40,560.00	to	\$54,522.00	\$49,501.95
Sound System	\$12,326.88	to	\$25,886.45	\$19,353.20
Drywall Partitions	\$11,016.00	to	\$15,664.14	\$13,921.78
Business Center (Millwork / Finishes / Seating)	\$25,579.97	to	\$39,034.09	\$32,194.83
Lobby Full Renovation Additional Cost Subtotal	\$655,302.09	to	\$934,522.66	\$799,884.60
Lobby Full Renovation Additional Cost Per SF	\$163.83	to	\$233.63	\$199.97

Marketplace / Sundries Shop

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

Public Restrooms Softgoods Renovation

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

	R	ANGE		AVERAGE
Demolition	\$1,183.38	to	\$1,775.07	\$1,360.89
Artwork and Artifacts (Installed)	\$10,939.12	to	\$16,481.04	\$13,729.94
Backlit Mirror	\$6,880.00	to	\$9,270.00	\$8,020.00
Paint Drywall Ceiling	\$3,052.80	to	\$4,320.00	\$3,856.18
Paint Doors and Trim	\$580.00	to	\$880.84	\$730.57
Vinyl Wallcovering (LY 54")	\$6,843.20	to	\$9,156.47	\$8,027.18
Decorative Vanity Lighting	\$5,498.30	to	\$7,986.40	\$6,749.62
Public Restrooms Softgoods Renovation Cost Subtotal	\$34,976.80	to	\$49,869.83	\$42,474.38
Public Restrooms Softgoods Renovation Cost Per SF	\$18.22	to	\$25.97	\$22.12

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

	R	ANGE		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	\$13,510.00	to	\$25,200.00	\$19,585.94
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	\$17,080.00	to	\$22,288.00	\$18,830.47
Motion-sensing Faucets	\$12,000.00	to	\$18,908.00	\$15,825.84
Vanity Top, Sinks	\$16,380.00	to	\$33,900.00	\$23,415.69
Millwork Vanity Base	\$18,772.00	to	\$26,103.00	\$22,672.95
Public Restrooms Full Renovation Additional Cost Subtotal	\$271,967.67	to	\$389,815.87	\$321,065.14
Public Restrooms Full Renovation Additional Cost Per SF	\$141.65	to	\$203.03	\$167.22

Restaurant Softgoods Renovation

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

	R	ANGE		AVERAGE
Demolition	\$7,513.53	to	\$9,467.04	\$8,430.18
Artwork (Installed)	\$10,235.50	to	\$15,406.49	\$12,842.17
Carpet and Pad (80% of Floor Area)	\$17,008.20	to	\$20,178.11	\$18,490.51
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)	\$1,376.54	to	\$2,098.80	\$1,578.94
Reupholster Banquettes	\$17,826.50	to	\$27,118.50	\$22,472.50
Paint Drywall Ceiling	\$3,072.00	to	\$4,800.00	\$4,067.96
Paint Doors and Trim	\$870.00	to	\$1,321.27	\$1,095.85
Vinyl Wallcovering (LY 54", 40% Openings)	\$5,645.64	to	\$7,554.09	\$6,622.42
Window Treatments (with Hardware and Installation)	\$4,438.27	to	\$6,656.89	\$5,547.58
Dining Chairs (With Arms)	\$58,075.00	to	\$74,639.00	\$66,357.00
Dining Chairs (No Arms)	\$10,463.60	to	\$13,736.00	\$12,093.07
Restaurant Softgoods Renovation Cost Subtotal	\$148,851.66	to	\$202,082.86	\$175,335.49
Restaurant Softgoods Renovation Cost Per SF	\$46.52	to	\$63.15	\$54.79
Restaurant Softgoods Renovation Cost Per Seat	\$1,240.43	to	\$1,684.02	\$1,461.13

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

	R	ANGE		AVERAGE
Additional Demolition	\$15,027.05	to	\$19,723.01	\$17,281.11
Banquettes	\$6,815.09	to	\$11,634.66	\$9,159.79
Decorative Lighting	\$24,196.94	to	\$37,067.43	\$30,832.76
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)	\$12,482.40	to	\$20,668.48	\$15,183.70
Millwork Screen Walls (New)	\$41,089.60	to	\$49,307.52	\$44,787.66
Millwork Running Trim (Hardwood Crown, Chair, and Base)	\$8,993.79	to	\$13,464.00	\$11,237.47
Articulated Drywall Ceiling (New)	\$32,448.00	to	\$43,617.60	\$39,601.56
Sound System	\$6,379.16	to	\$14,512.59	\$10,770.15
Tables	\$18,910.80	to	\$24,555.20	\$21,726.13
Drywall Partitions	\$17,107.20	to	\$22,581.50	\$20,314.76
Restaurant Full Renovation Additional Cost Subtotal	\$321,135.39	to	\$442,481.28	\$378,487.54
Restaurant Full Renovation Additional Cost Per SF	\$100.35	to	\$138.28	\$118.28
Restaurant Full Renovation Additional Cost Per Seat	\$2,676.13	to	\$3,687.34	\$3,154.06

Bar / Lounge Softgoods Renovation

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

	R	ANGE		AVERAGE
Demolition	\$2,817.57	to	\$3,550.14	\$3,161.32
Artwork, Accessories, and Mirrors (Installed)	\$11,126.64	to	\$16,706.73	\$13,919.34
Bar / Back Bar (Refinish)	\$2,054.48	to	\$3,020.09	\$2,535.23
Carpet and Pad (60%)	\$4,806.44	to	\$5,730.64	\$5,230.93
Millwork Running Trim (Refinish)	\$747.60	to	\$1,245.83	\$940.49
Paint Drywall Ceiling	\$576.00	to	\$900.00	\$762.74
Paint Doors and Trim	\$145.00	to	\$220.21	\$182.64
Vinyl Wallcovering (LY 54")	\$4,989.83	to	\$6,676.60	\$5,853.15
Reupholster Banquettes	\$9,671.76	to	\$14,661.16	\$12,153.67
Dining Chairs (With Arms)	\$25,553.00	to	\$32,841.16	\$29,197.08
Dining Chairs (No Arms)	\$9,417.24	to	\$12,362.40	\$10,883.76
Bar Stools	\$6,211.50	to	\$9,423.30	\$7,817.40
Seating Group	\$18,873.25	to	\$24,547.45	\$21,710.36
Bar / Lounge Softgoods Renovation Cost Subtotal	\$96,990.31	to	\$131,885.70	\$114,348.09
Bar / Lounge Softgoods Renovation Cost Per SF	\$80.83	to	\$109.90	\$95.29
Bar / Lounge Softgoods Renovation Cost Per Seat	\$1,865.20	to	\$2,536.26	\$2,199.00

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

	R	ANGE		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	\$46,959.54	to	\$64,099.77	\$55,318.34
Articulated Drywall Ceiling (New)	\$12,168.00	to	\$16,356.60	\$14,850.58
Banquettes	\$7,000.00	to	\$25,425.00	\$12,966.53
Communal Table Chairs	\$11,991.67	to	\$17,987.51	\$14,993.92
Communal Table	\$17,643.84	to	\$28,567.56	\$23,424.36
Decorative Lighting	\$10,467.04	to	\$16,460.22	\$13,664.38
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)	\$4,769.43	to	\$7,356.30	\$6,242.95
Other Seating and Tables (Allowance)	\$6,039.80	to	\$9,053.64	\$7,546.72
Sound System	\$9,568.74	to	\$21,768.88	\$16,155.22
TVs - 50" LCD HD	\$2,044.56	to	\$2,339.36	\$2,183.39
Tables	\$6,954.56	to	\$7,663.20	\$7,308.88
Drywall Partitions	\$15,120.00	to	\$19,958.40	\$17,954.96
Bar / Lounge Full Renovation Additional Cost Subtotal	\$330,539.13	to	\$505,769.33	\$418,065.92
Bar / Lounge Full Renovation Additional Cost Per SF	\$275.45	to	\$421.47	\$348.39
Bar / Lounge Full Renovation Additional Cost Per Seat	\$6,356.52	to	\$9,726.33	\$8,039.73

Kitchen

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

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		R	ANGE		AVERAGE
Selective Demolition		\$34,408.50	to	\$39,368.07	\$36,621.20
Vinyl-coated Tile Ceiling (2' x 4' Tiles and New Grid)		\$19,950.00	to	\$37,422.00	\$26,629.04
Fluorescent Lighting (2' x 4')		\$15,531.87	to	\$25,886.45	\$18,793.56
Paint Door Frames and Trim		\$1,305.00	to	\$1,981.90	\$1,643.78
Paint Walls		\$1,187.20	to	\$1,680.00	\$1,477.35
Quarry Tile Flooring		\$48,972.00	to	\$64,271.08	\$58,154.95
Replace Doors		\$13,735.66	to	\$31,018.50	\$23,839.71
Kydex-paneled Walls		\$3,080.00	to	\$4,017.72	\$3,446.74
Kitchen Renovatio	n Cost Subtotal	\$138,170.23	to	\$205,645.72	\$170,606.34
Kitchen Renovat	ion Cost Per SF	\$19.19	to	\$28.56	\$23.70

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

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

Prefunction Softgoods Renovation

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

	R	RANGE		AVERAGE	
Demolition	\$7,278.73	to	\$9,171.20	\$8,166.73	
Paint Articulated Drywall Ceiling	\$3,286.00	to	\$4,650.00	\$4,089.10	
Carpet and Pad	\$22,712.00	to	\$25,251.61	\$24,076.15	
Paint Doors and Trim (Service Doors and Exits)	\$435.00	to	\$660.63	\$547.93	
Millwork Running Trim (Refinish - Stained Hardwood Crown, Chair, and Base)	\$2,189.60	to	\$3,572.33	\$2,688.79	
Protect / Remove / Reinstall All Light Fixtures	\$1,760.98	to	\$3,081.72	\$2,436.03	
Vinyl Wallcovering (LY 54")	\$19,116.67	to	\$25,577.08	\$22,424.22	
Window Treatments (with Hardware and Installation)	\$5,152.06	to	\$7,722.94	\$6,437.16	
Seating Groups	\$54,695.70	to	\$71,157.75	\$62,927.25	
Prefunction Softgoods Renovation Cost Subtotal	\$116,626.74	to	\$150,845.26	\$133,793.35	
Prefunction Softgoods Renovation Cost Per SF	\$37.62	to	\$48.66	\$43.16	

Prefunction - Add for a Full Renovation

	R	ANGE		AVERAGE
Additional Demolition	\$24,521.00	to	\$30,344.74	\$27,437.25
Artwork, Accessories, and Mirrors (Allowance, Installed)	\$61,518.81	to	\$92,310.66	\$76,914.22
Articulated Drywall Ceiling (New)	\$31,434.00	to	\$42,254.55	\$38,364.07
Decorative Lighting	\$126,807.95	to	\$193,381.55	\$159,009.43
Electrical	\$27,295.23	to	\$36,302.66	\$31,644.27
HVAC	\$36,393.64	to	\$49,677.32	\$42,871.71
Life Safety	\$15,467.30	to	\$20,062.00	\$17,660.01
Architectural Lighting	\$54,590.46	to	\$80,247.98	\$67,364.63
Millwork Running Trim (Stained Hardwood Crown, Chair, and Base)	\$13,384.16	to	\$23,460.00	\$18,369.03
Portable Bars	\$15,236.00	to	\$22,872.00	\$19,053.33
Prefunction Full Renovation Additional Cost Subtotal	\$406,648.55	to	\$590,913.45	\$498,687.9
Prefunction Full Renovation Additional Cost Per SF	\$131.18	to	\$190.62	\$160.87

Ballroom Softgoods Renovation

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

	R	ANGE		AVERAGE
Demolition	\$11,270.29	to	\$14,200.56	\$12,645.26
Paint Articulated Drywall Ceiling	\$5,088.00	to	\$7,680.00	\$6,491.82
Carpet and Pad	\$27,562.60	to	\$33,083.99	\$30,132.82
Paint Doors and Trim	\$3,000.00	to	\$3,550.14	\$3,214.03
Millwork Running Trim (Refinish - Stained Hardwood Crown, Chair, and Base)	\$1,332.80	to	\$2,174.46	\$1,636.65
Protect / Remove / Reinstall All Light Fixtures	\$3,521.97	to	\$6,163.44	\$4,872.05
Vinyl Wallcovering (LY 54")	\$14,960.87	to	\$20,016.84	\$17,549.39
Operable Wallcovering	\$3,597.86	to	\$4,698.85	\$4,161.17
Ballroom Softgoods Renovation Cost Subtotal	\$70,334.38	to	\$91,568.30	\$80,703.20
Ballroom Softgoods Renovation Cost Per SF	\$14.65	to	\$19.08	\$16.81

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				
	R	ANGE		AVERAGE
Additional Demolition	\$33,810.87	to	\$40,234.93	\$36,673.52
Artwork, Accessories, and Mirrors (Allowance, Installed)	\$5,644.40	to	\$8,466.60	\$7,055.84
Banquet Chairs	\$84,048.00	to	\$110,745.60	\$97,561.60
Articulated Drywall Ceiling (New)	\$48,672.00	to	\$65,426.40	\$59,402.34
Decorative Lighting	\$375,850.41	to	\$562,080.10	\$469,078.08
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)	\$8,146.88	to	\$14,280.00	\$11,181.15
Operable Walls (New, Manual)	\$72,186.66	to	\$104,922.00	\$83,519.00
Portable Bars	\$15,236.00	to	\$22,872.00	\$19,053.33
Tables (14" x 72", including Meeting Rooms)	\$48,667.50	to	\$52,066.50	\$50,367.00
Tables (72" rounds, including Meeting Rooms)	\$24,349.20	to	\$27,006.60	\$25,667.60
AV Infrastructure: Ceiling speakers and cabling; wall and floor input/output plates and cabling; control plates and cabling and processors; rack in AV room with audio processing and amplification; array of ceiling rigging points with CAT 6 AVnet cabling and power (power by others); retractable projection screens. Portable equipment by others.	\$249,749.25	to	\$437,060.93	\$374,624.39
Ballroom Full Renovation Additional Cost Subtotal	\$1,201,628.45	to	\$1,775,028.94	\$1,515,983.35
Ballroom Full Renovation Additional Cost Per SF	\$250.34	to	\$369.80	\$315.83

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.

	R	ANGE		AVERAGE
Demolition	\$7,043.93	to	\$8,875.35	\$7,903.29
Carpet and Pad	\$17,151.08	to	\$20,590.62	\$18,751.17
Paint Articulated Drywall Ceiling	\$3,180.00	to	\$4,800.00	\$4,057.39
Paint Doors and Trim	\$3,150.00	to	\$3,727.65	\$3,374.73
Millwork Running Trim (Refinish - Stained Hardwood Crown, Chair, and Base)	\$2,815.65	to	\$4,293.00	\$3,229.65
Protect / Remove / Reinstall All Light Fixtures	\$5,424.00	to	\$8,542.80	\$7,200.36
Vinyl Wallcovering (LY 54")	\$19,235.40	to	\$25,735.94	\$22,563.50
Window Treatments (with Hardware and Installation)	\$47,103.96	to	\$70,631.22	\$58,868.62
Operable Wallcovering	\$9,476.97	to	\$12,412.94	\$10,979.13
Meeting Rooms Softgoods Renovation Cost Subtotal	\$114,580.99	to	\$159,609.52	\$136,927.84
Meeting Rooms Softgoods Renovation Cost Per SF	\$38.19	to	\$53.20	\$45.64

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				
	R	ANGE		AVERAGE
Additional Demolition	\$35,219.65	to	\$39,939.09	\$37,149.69
Banquet Chairs	\$49,440.00	to	\$66,126.00	\$57,886.00
Artwork, Accessories, and Mirrors (Installed)	\$33,956.40	to	\$50,979.60	\$42,484.96
Articulated Drywall Ceiling (New)	\$35,061.00	to	\$40,891.50	\$39,178.46
Decorative Lighting	\$39,149.35	to	\$63,003.21	\$51,220.98
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)	\$15,711.84	to	\$27,540.00	\$21,563.65
Millwork Serving Stations	\$49,923.86	to	\$66,565.15	\$57,893.19
Operable Walls (New, Manual)	\$96,248.88	to	\$139,896.00	\$111,358.66
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.	\$55,795.10	to	\$97,632.67	\$83,692.65
Meeting Rooms Full Renovation Additional Cost Subtotal	\$521,976.28	to	\$741,684.42	\$630,272.05
Meeting Rooms Full Renovation Additional Cost Per SF	\$173.99	to	\$247.23	\$210.09

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.

	R	ANGE		AVERAGE
Demolition	\$3,418.65	to	\$4,307.50	\$3,835.73
Carpet and Pad	\$8,323.99	to	\$9,993.31	\$9,100.57
Paint Articulated Drywall Ceiling	\$771.68	to	\$1,092.00	\$909.58
Paint Doors and Trim	\$600.00	to	\$710.03	\$638.01
Millwork Running Trim (Refinish - Stained Hardwood Crown, Chair, and Base)	\$963.52	to	\$1,425.60	\$1,119.78
Protect / Remove / Reinstall All Light Fixtures	\$226.00	to	\$474.60	\$366.12
Vinyl Wallcovering (LY 54")	\$7,694.16	to	\$10,294.38	\$9,025.40
Window Treatments (with Hardware and Installation)	\$5,873.06	to	\$8,829.16	\$7,350.77
Executive Chairs	\$25,654.00	to	\$33,128.00	\$29,384.27
Board Room Softgoods Renovation Cost Subtotal	\$53,525.06	to	\$70,254.58	\$61,730.21
Board Room Softgoods Renovation Cost Per SF	\$36.76	to	\$48.25	\$42.40

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
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	R	ANGE		AVERAGE
Additional Demolition	\$17,093.27	to	\$19,383.77	\$18,029.98
Artwork, Accessories, and Mirrors (Installed)	\$2,967.56	to	\$4,466.34	\$3,722.26
Articulated Drywall Ceiling (New)	\$17,016.27	to	\$19,846.01	\$19,014.61
Decorative Lighting	\$7,033.34	to	\$11,941.70	\$9,533.89
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)	\$6,284.74	to	\$11,016.00	\$8,625.46
Millwork Serving Stations	\$39,939.09	to	\$53,252.12	\$46,314.55
Board Room Conference Table	\$15,701.32	to	\$22,960.00	\$19,428.29
AV Infrastructure: Ceiling speakers and cabling; wall and floor input/output plates and cabling; control plates and cabling and processors; rack in AV room with audio processing and amplification; array of ceiling rigging points with CAT 6 AVnet cabling and power (power by others); retractable projection screens. Portable equipment by others.	\$24,091.70	to	\$42,160.99	\$36,137.55
Board Room Full Renovation Additional Cost Subtotal	\$206,962.49	to	\$286,954.76	\$249,591.72
Board Room Full Renovation Additional Cost Per SF	\$142.14	to	\$197.08	\$171.42

Exercise Facility Softgoods Renovation

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

	R	ANGE	E AVERA		
Demolition	\$4,273.32	to	\$5,384.38	\$4,794.66	
Artwork (Installed)	\$1,987.00	to	\$2,985.20	\$2,491.07	
Clock	\$183.58	to	\$259.61	\$226.53	
Hamper	\$933.18	to	\$1,211.28	\$1,071.89	
Towel Caddy	\$1,009.40	to	\$1,306.04	\$1,157.72	
Sport Flooring	\$27,300.00	to	\$36,400.00	\$31,885.70	
Mirrors	\$2,440.80	to	\$3,707.38	\$3,128.64	
Paint Drywall Ceiling	\$964.60	to	\$1,365.00	\$1,200.35	
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")	\$4,443.52	to	\$6,466.68	\$5,481.59	
Window Treatments (with Hardware and Installation)	\$640.66	to	\$954.81	\$797.56	
Exercise Facility Softgoods Renovation Cost Subtotal	\$50,359.00	to	\$68,871.36	\$59,711.87	
Exercise Facility Softgoods Renovation Cost Per SF	\$27.67	to	\$37.84	\$32.81	

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

Exercise Facility - Add for a Full Renovation					
	RANGE			AVERAGE	
Additional Demolition	\$21,366.59	to	\$24,229.71	\$22,537.48	
Articulated Drywall Ceiling (New)	\$18,454.80	to	\$23,692.03	\$21,950.92	
Exercise Equipment (Installed)	\$88,973.46	to	\$115,661.79	\$102,317.80	
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)	\$5,676.34	to	\$6,337.82	\$5,997.83	
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	\$235,222.73	to	\$303,509.67	\$268,350.52	
Exercise Facility Full Renovation Additional Cost Per SF	\$129.24	to	\$166.76	\$147.45	

Outdoor Pool

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

		R	ANGE		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		\$33,750.00	to	\$82,500.00	\$52,908.05
Resurface Pool Deck (Kool Deck)		\$52,800.00	to	\$72,600.00	\$59,614.31
Signage (Life Safety, Pool Rules)		\$1,130.00	to	\$2,966.25	\$2,118.75
	Outdoor Pool Renovation Cost Subtotal	\$171,848.77	to	\$290,825.89	\$223,039.88
	Outdoor Pool Renovation Cost Per SF	\$16.60	to	\$28.10	\$21.55

Indoor Pool

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

		R	ANGE		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)		\$45,045.00	to	\$53,513.46	\$50,493.17
Paint Doors and Trim		\$900.00	to	\$1,065.04	\$957.01
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		\$20,108.09	to	\$30,172.74	\$25,140.25
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		\$33,750.00	to	\$82,500.00	\$52,908.05
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	\$659,486.14	to	\$932,367.77	\$782,258.19
	Indoor Pool Renovation Cost Per SF	\$90.02	to	\$127.27	\$106.78

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

Outdoor Amenities					
		RANGE			AVERAGE
Stone Paving at Arrivals		\$72,493.79	to	\$106,759.58	\$85,080.53
Outdoor Furniture		\$61,302.96	to	\$91,953.43	\$76,628.36
Fire Pit		\$13,500.00	to	\$35,595.00	\$23,379.00
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	\$292 284 32	to	\$445 713 98	\$363 522 40

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.

	R	ANGE		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	\$5,280.00	to	\$13,376.00	\$8,202.51
Structured Parking Renovation Cost Subtotal	\$478,465.41	to	\$703,395.55	\$593,803.76
Structured Parking Renovation Cost Per Space	\$1,359.28	to	\$1,998.28	\$1,686.94

		RANGE			AVERAGE	
Landscaping Allowance		\$105,658.96	to	\$147,922.55	\$126,438.56	
	Landscaping Renovation Cost Subtotal	\$105,658.96	to	\$147,922.55	\$126,438.56	

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				
	R	ANGE		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	\$173,985.09	to	\$215,375.23	\$193,160.08
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	\$2,598.75	to	\$5,800.00	\$3,873.07
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)	\$27,500.00	to	\$35,640.00	\$32,804.82
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	\$1,900.00	to	\$3,277.00	\$2,327.59
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	\$790.00	to	\$891.00	\$831.86
Replace Guestroom Bath Door with Barn Door and Hardware	\$1,105.00	to	\$1,310.00	\$1,208.37