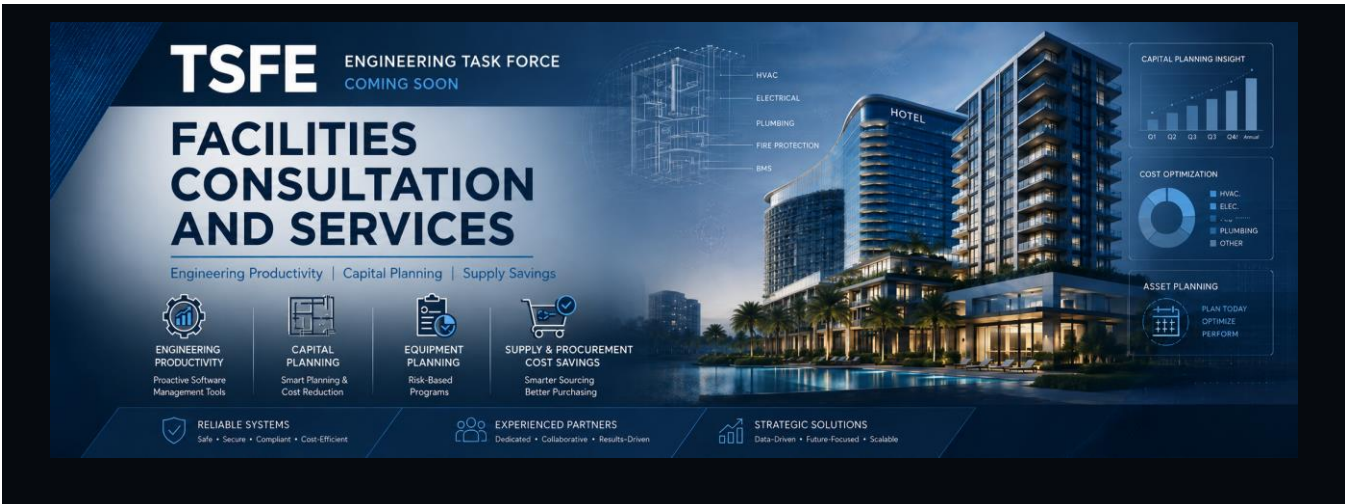




THREE-YEAR CAPEX MANAGEMENT REPORT

Capital Planning | Asset Replacement | Risk Prioritization | Budget Forecasting

Property	Oceanview Grand Hotel & Residences (Sample Property)
Property Type	Full-Service Hotel / Residential Complex
Planning Horizon	2027-2029
Prepared For	Ownership, General Manager & Board / Asset Management
Prepared By	TSFE Solutions

MOCK-UP MANAGEMENT DELIVERABLE - SAMPLE DATA ONLY

This sample demonstrates report design and management information that may be provided by TSFE. Actual findings, budgets, priorities and project schedules are property-specific.

1. Management Reporting Package

Sample deliverables included with a three-year TSFE CAPEX planning engagement.

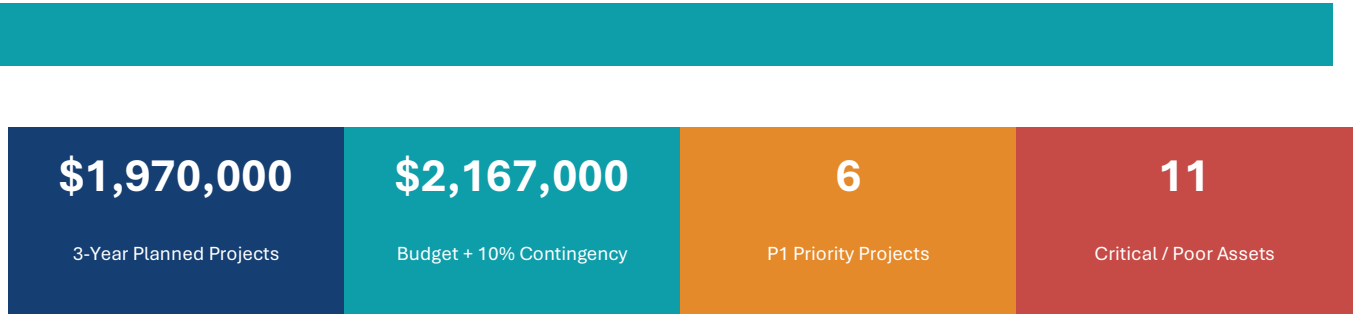
The management package is designed to give property leadership a concise executive view and a detailed working plan. The following sample reports can be delivered as one consolidated packet or as separate management files.

Report	Management Purpose
Executive CAPEX Dashboard	High-level capital exposure, annual funding need, highest risks and immediate decisions.
Asset Condition Scorecard	Condition rating by major system with critical/poor/fair/good classification.
Three-Year Capital Forecast	Annual project budgets, planning contingency and capital by system.
Risk & Priority Report	Project risk scoring and P1/P2/P3 priority ranking.
Detailed Replacement Schedule	Asset/project-by-project forecast with proposed year, budget and next action.
Implementation Timeline	Quarter-by-quarter sequencing for planning, bidding, approvals and execution.
Vendor / Proposal Comparison	Side-by-side management comparison of scope, price, exclusions, warranty and value.
Deferral Exposure Report	Illustrative financial and operational impact of delaying critical work.
Management Action Plan	Approvals, decisions, ownership, deadlines and follow-up responsibilities.
Asset Register Appendix	Detailed equipment list with age, condition, risk, remaining life and planning notes.

Illustrative mock-up: all property names, conditions, costs, project timing and risk scores in this packet are sample values for presentation purposes.

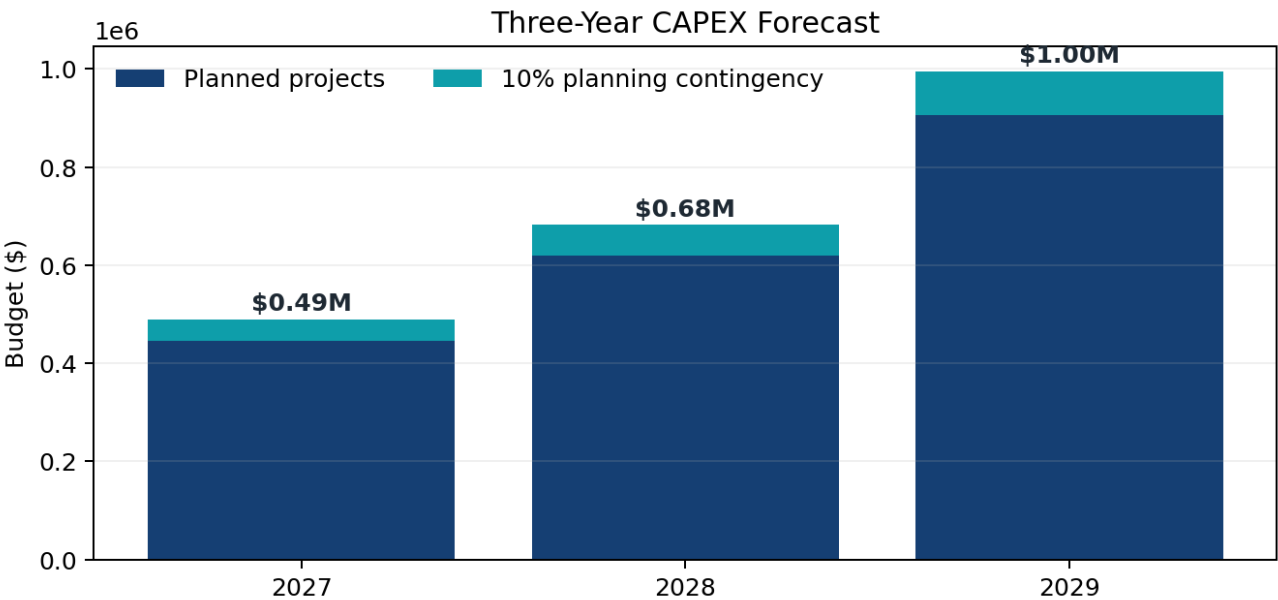
2. Executive CAPEX Dashboard

A one-page summary intended for ownership, general management, boards and asset management.



Management Decisions Required

Decision	Recommended Timing	Budget Allowance	Status
Authorize Boiler #2 design / bid package	Q1 2027	\$185,000	Approval Required
Confirm Cooling Tower replacement strategy	Q3 2027	\$325,000 (2029)	Planning
Approve Room AHU phased refresh	Q4 2027	\$540,000 total	Budget Reserve
Complete switchboard condition test	Q1 2028	\$150,000 allowance	Technical Validation

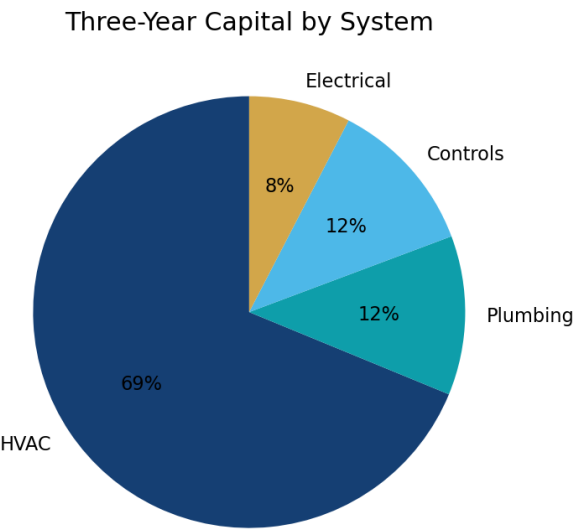
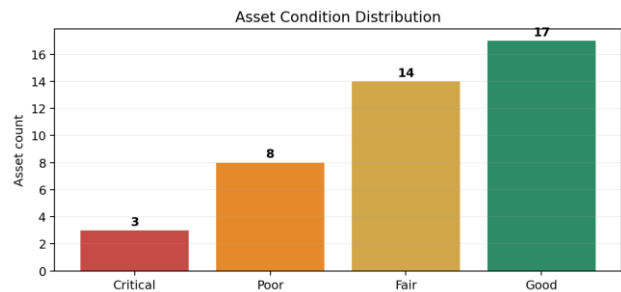


Executive Interpretation

The sample three-year plan identifies approximately \$1.97 million in planned capital projects before contingency. The 2029 funding requirement is the largest because of the proposed cooling tower replacement, second phase of guest-room air-handler renewal and domestic hot-water tank replacement. Management should authorize technical validation and bidding of high-risk P1 projects at least 6-12 months before planned execution.

3. Asset Condition Scorecard

A management-facing snapshot of major asset health and replacement exposure.



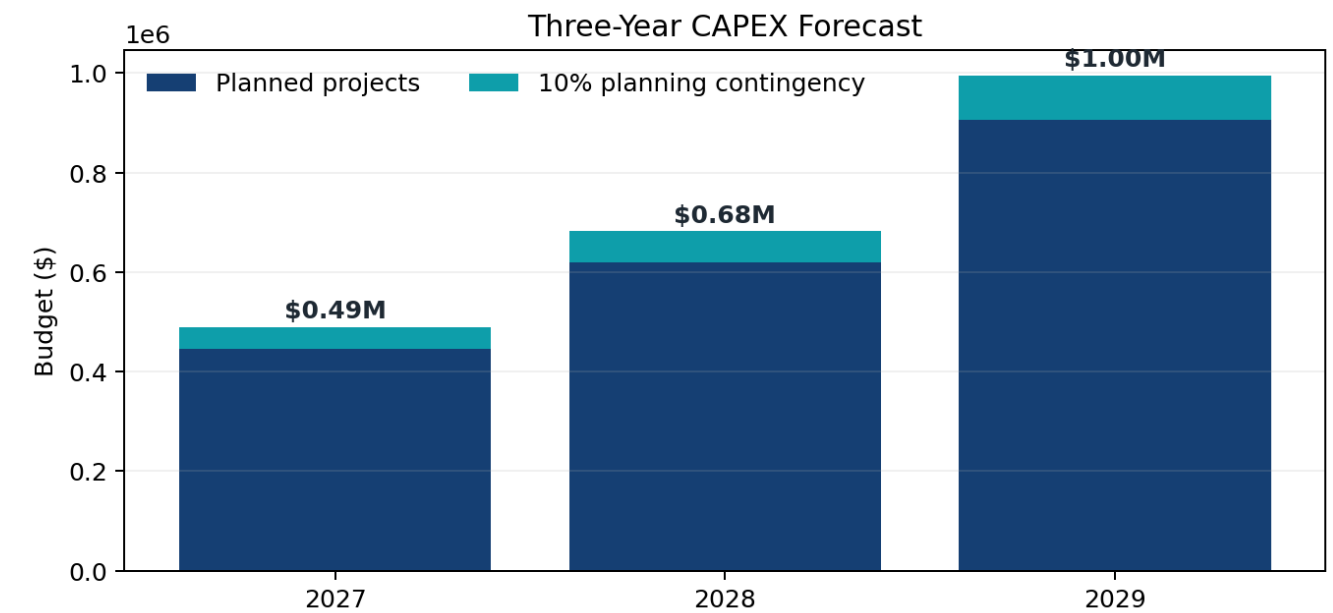
Sample System Scorecard

System	Assets Reviewed	Condition	Risk	3-Year CAPEX	Management Note
HVAC / Central Plant	12	Poor	High	\$1,355,000	Largest capital exposure; prioritize boiler, chiller and cooling tower.
Guest Room HVAC	160	Fair	Moderate	\$540,000	Use phased renewal based on failure history and room availability.
Domestic Hot Water	8	Poor	High	\$235,000	Pump and tank projects should be coordinated with operating redundancy.
Electrical Distribution	6	Fair	Moderate-High	\$150,000	Validate switchboard condition with testing before final scope.
Controls / BMS	1 system	Fair	Moderate	\$230,000	Two-phase modernization to improve reliability and visibility.

Example rating logic: Critical = active or imminent failure / no redundancy; Poor = high failure probability or end-of-life; Fair = serviceable but aging; Good = normal operation with no near-term capital trigger.

4. Three-Year Capital Forecast

Annual funding profile, system allocation and proposed project timing.



Annual Budget Summary

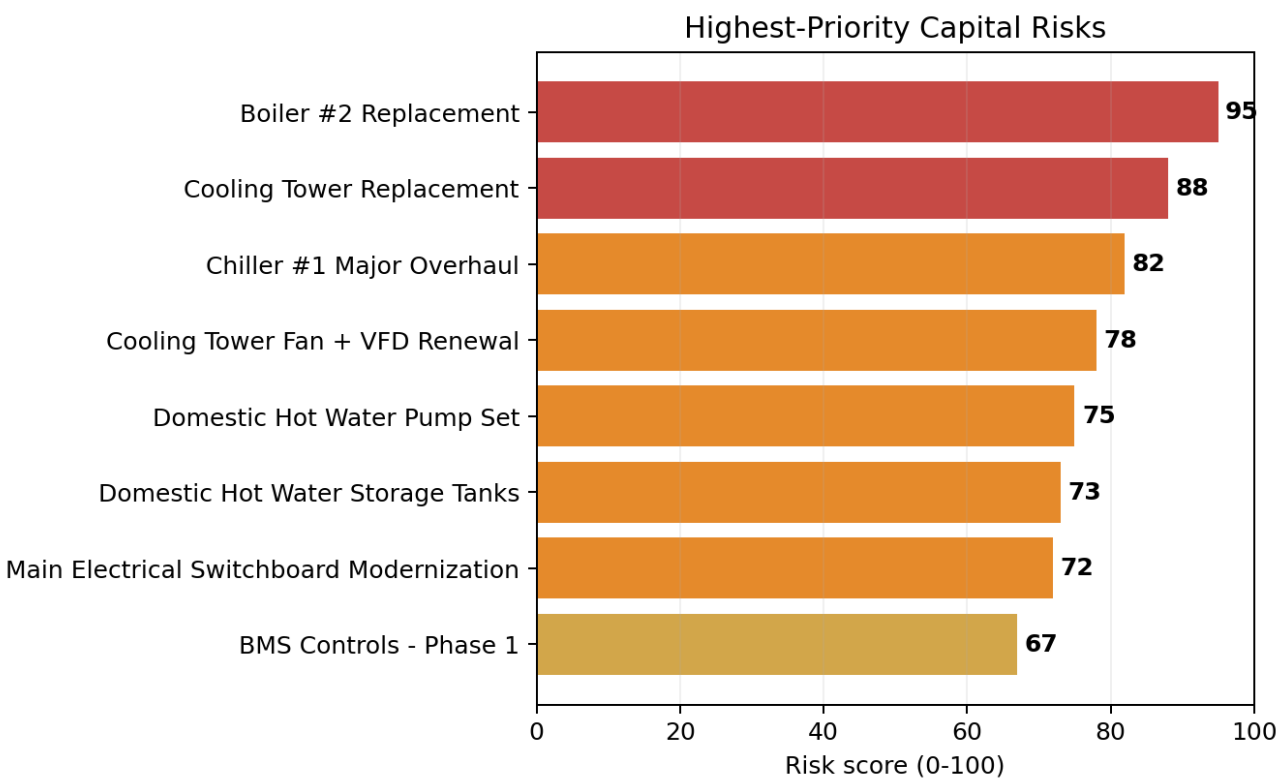
Year	Planned Projects	10% Contingency	Planning Total	Primary Drivers
2027	\$445,000	\$44,500	\$489,500	Boiler, cooling tower fan/VFD, DHW pumps, BMS Phase 1
2028	\$620,000	\$62,000	\$682,000	Chiller overhaul, room AHU Phase 1, switchboard
2029	\$905,000	\$90,500	\$995,500	Cooling tower, room AHU Phase 2, DHW tanks, BMS Phase 2

Planning Guidance

- Use 2027 to eliminate immediate high-risk single points of failure and complete engineering validation for 2028-2029 work.
- Update all budget allowances annually with current contractor pricing before the property finalizes its capital budget.
- Maintain a dedicated contingency reserve for concealed conditions, permitting, temporary equipment and operational disruption.

5. Risk & Priority Report

Prioritizes projects by business interruption, safety/operational exposure, redundancy and likelihood of failure.



Priority Definitions

Priority	Meaning	Management Expectation
P1 - High	Failure could materially affect operations, revenue, guest/resident service or asset protection.	Validate scope and funding now; target execution within planned year.
P2 - Medium	Asset is aging or unreliable but can be managed with monitoring and maintenance.	Budget and plan; confirm condition before final authorization.
P3 - Planned	Useful project with lower immediate operational exposure.	Schedule when budget and operational window are favorable.

Sample Risk Matrix

Likelihood / Impact	Low	Medium	High	Severe
Very Low	1	2	3	4
Low	2	4	6	8
Medium	3	6	9	12
High	4	8	12	16

6. Detailed Asset Replacement Schedule

The working management schedule used for budgeting, project development and annual updates.

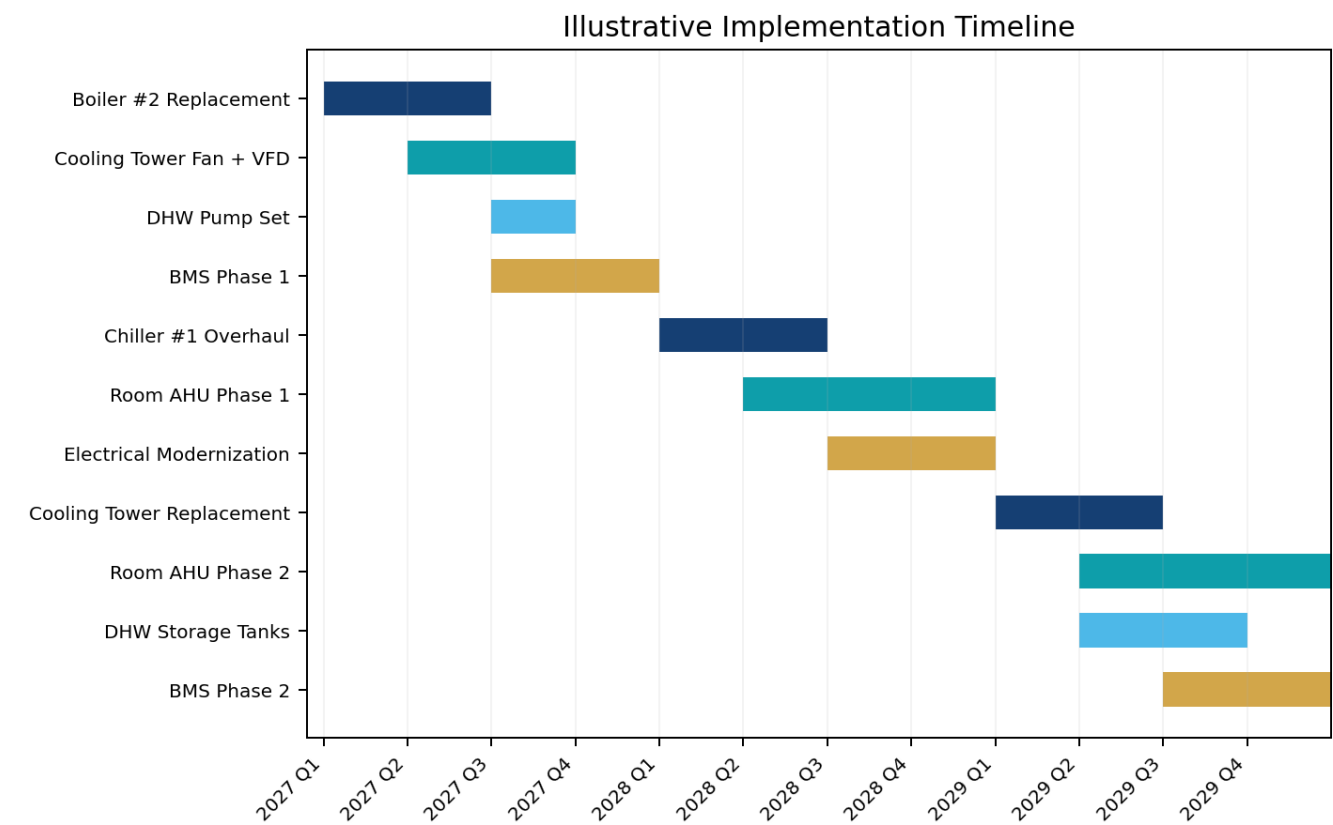
Year	Priority	Project	System	Condition	Risk	Budget
2027	P1	Boiler #2 Replacement	HVAC / Heating	Critical	95	\$185,000
2027	P1	Cooling Tower Fan + VFD Renewal	HVAC / Cooling	Poor	78	\$95,000
2027	P1	Domestic Hot Water Pump Set	Plumbing / DHW	Poor	75	\$45,000
2027	P2	BMS Controls - Phase 1	Controls / BMS	Fair	67	\$120,000
2028	P1	Chiller #1 Major Overhaul	HVAC / Cooling	Poor	82	\$210,000
2028	P2	Main Electrical Switchboard Modernization	Electrical	Fair	72	\$150,000
2028	P2	Guest Room Air Handler Refresh - Phase 1	HVAC / Rooms	Fair	64	\$260,000
2029	P1	Cooling Tower Replacement	HVAC / Cooling	Poor	88	\$325,000
2029	P1	Domestic Hot Water Storage Tanks	Plumbing / DHW	Poor	73	\$190,000
2029	P2	Guest Room Air Handler Refresh - Phase 2	HVAC / Rooms	Fair	61	\$280,000
2029	P3	BMS Controls - Phase 2	Controls / BMS	Fair	55	\$110,000

Typical Additional Fields in the Live Client Version

Manufacturer / model, Serial number, Install year, Estimated remaining life, Maintenance history, Redundancy, Budget source, Bid status, Approval status, Project owner, Actual completion cost, Warranty / closeout documents

7. Three-Year Implementation Timeline

Shows when management should plan, bid, approve and execute projects to avoid reactive replacement.



Project Development Milestones

Stage	Typical Lead Time	Management Output	Owner	Status
Condition Validation	9-12 months before work	Confirmed scope, measurements, testing	TSFE + Property	Planned
Budget / Bid Development	6-9 months before work	Comparable contractor proposals	Property / TSFE	Planned
Capital Approval	3-6 months before work	Approved budget and contract path	Ownership / Board	Decision
Execution Planning	1-3 months before work	Schedule, shutdown plan, communication	Contractor / Property	Planned
Closeout	At completion	Warranty, O&M, final cost, asset update	Property / TSFE	Required

8. Vendor / Proposal Comparison Report

Illustrative format used to help management compare scope and value - not just lowest price.



Sample only. Vendor names and pricing below are fictional placeholders intended to demonstrate the comparison format.

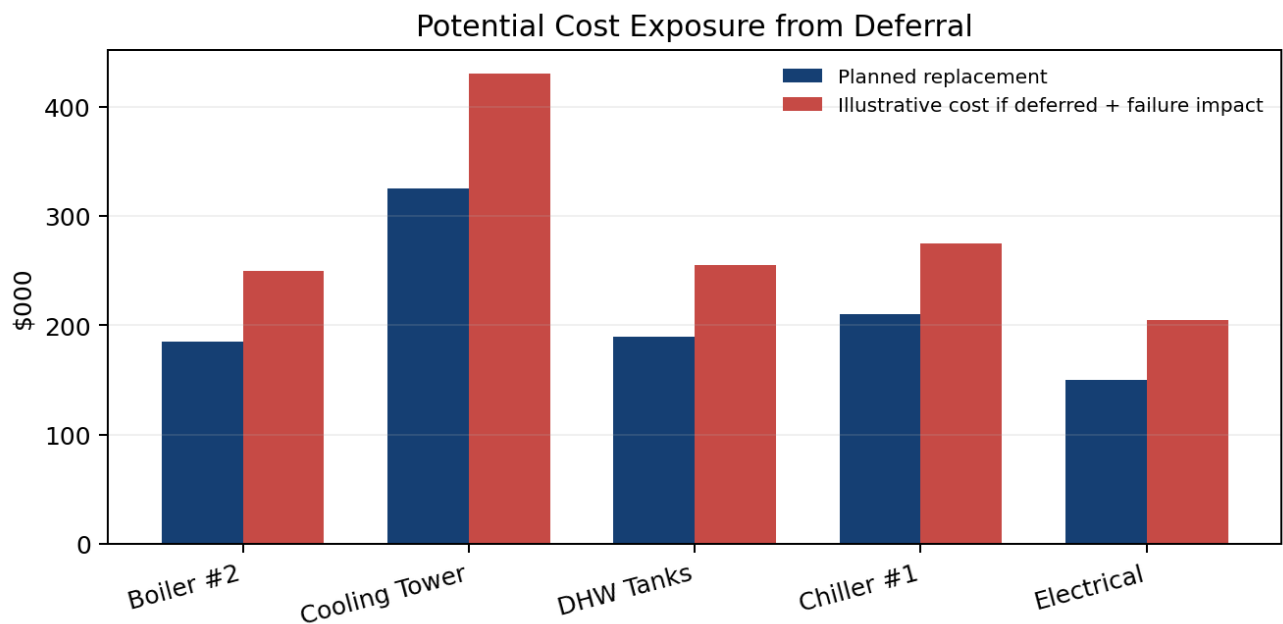
Criteria	Vendor A	Vendor B	Vendor C	TSFE Observation	Preferred
Cooling Tower Replacement Price	\$312,000	\$338,000	\$297,000	Vendor C lowest, but excludes crane and controls	Vendor A
Scope Completeness	Strong	Strong	Partial	A and B include demolition, rigging and startup	Vendor A
Controls Integration	Included	Included	Excluded	Required to avoid change order	A / B
Warranty	2 years	1 year	1 year	A provides strongest labor warranty	Vendor A
Lead Time	18 weeks	16 weeks	14 weeks	C fastest but incomplete scope	Vendor A
References	3 similar properties	2 similar properties	1 similar property	A has best comparable experience	Vendor A

Recommended Management Summary

Vendor A is the sample preferred bidder because its scope is more complete, warranty is stronger and relevant project experience is better. Although Vendor C has the lowest initial price, identified exclusions could materially reduce the apparent savings.

9. Deferred Maintenance / Capital Exposure

Helps management understand why postponing a project can create higher total cost and operational risk.



Illustrative Deferral Risk Examples

Asset	If Deferred	Potential Operational Effect	Cost Exposure	Management Response
Boiler #2	Unplanned failure in heating / DHW season	Loss of redundancy; emergency rental / overtime	\$65k+ above planned allowance	Proceed with planned replacement
Cooling Tower	Structural / mechanical failure	Reduced cooling capacity; temporary tower risk	\$105k+ above planned allowance	Complete design and bid early
DHW Tanks	Tank leak or internal failure	Hot-water service disruption	\$65k+ above planned allowance	Sequence replacement before end-of-life
Chiller #1	Major compressor or tube failure	Cooling capacity reduction	\$65k+ above planned allowance	Overhaul during planned low-demand period

Deferral figures are illustrative examples, not engineering estimates. Live reports should use property-specific contractor pricing, failure history, redundancy and business interruption assumptions.

10. Management Action Plan & Approval Tracker

Turns the CAPEX report into an accountable operating plan with named decisions and dates.

Action	Owner	Due	Budget Impact	Decision Needed	Status
Approve Boiler #2 bid development	GM / Ownership	Sep 2026	\$185,000	Authorize solicitation	Open
Complete switchboard infrared + breaker testing	Chief Engineer	Dec 2026	\$8,000 testing	Approve testing	Open
Confirm cooling tower engineering scope	Property + TSFE	Mar 2027	\$15,000 preconstruction	Approve scope	Open
Establish 2028 Room AHU phase count	Engineering / Rooms	Jun 2027	\$260,000 allowance	Confirm room quantity	Planning
Refresh three-year forecast after annual budget cycle	TSFE / Management	Annually	Varies	Accept revised plan	Recurring

Management Meeting Agenda - Suggested

- Review changes since prior forecast
- Approve / defer P1 projects with documented rationale
- Confirm project development lead times
- Review bid comparisons and scope gaps
- Update completed project actuals vs budget
- Add newly identified equipment risks
- Approve revised 3-year funding profile

11. Appendix - Sample Major Asset Register

A simplified excerpt of the equipment database supporting the capital forecast.

ID	Asset	Location	Install	Condition	Remaining Life	Priority	Allowance	Plan
BLR-02	Boiler #2	Mechanical Room	2010	Critical	0-1 yr	P1	\$185,000	Replace 2027
CT-01	Cooling Tower	Roof	2007	Poor	1-3 yrs	P1	\$325,000	Replace 2029; validate structure
CH-01	Chiller #1	Central Plant	2011	Poor	1-2 yrs	P1	\$210,000	Major overhaul 2028
DHW-P01/02	DHW Pump Set	Mechanical Room	2012	Poor	0-1 yr	P1	\$45,000	Replace 2027
DHW-T01/02	DHW Storage Tanks	Mechanical Room	2009	Poor	2-3 yrs	P1	\$190,000	Replace 2029
SWBD-01	Main Switchboard	Electrical Room	2006	Fair	2-4 yrs	P2	\$150,000	Test then finalize scope
BMS-01	Building Automation System	Propertywide	2013	Fair	1-4 yrs	P2	\$230,000	Two-phase modernization
GR-AHU	Guest Room AHUs	Guest Rooms	2012-2016	Fair	2-5 yrs	P2	\$540,000	Two-phase renewal

End of Sample Management Packet

A live TSFE CAPEX engagement would replace all illustrative values with property-specific observations, asset data, client documents, contractor budgets and management decisions. Final scopes requiring licensed engineering, design, permitting or stamped documents would be referred to the appropriate licensed professional.